



**ISOTEAM LTD.**

**(Company Registration No. 201230294M)**

**UNAUDITED CONDENSED INTERIM FINANCIAL STATEMENTS FOR THE SIX MONTHS AND FULL YEAR ENDED 30 JUNE 2025**

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**A. CONDENSED INTERIM CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME**

	Group				Group		
	Note	Six Months Ended		Change	Twelve Months Ended		Change
		30.06.25	30.06.24		30.06.25	30.06.24	
		\$'000	\$'000	%	\$'000	\$'000	%
Income Statement							
Revenue	3	53,814	67,424	(20.2)	119,208	130,168	(8.4)
Cost of sales		(44,572)	(55,580)	(19.8)	(100,102)	(109,996)	(9.0)
Gross profit		9,242	11,844	(22.0)	19,106	20,172	(5.3)
Other income	4	3,284	5,140	(36.1)	3,720	5,732	(35.1)
Marketing and distribution expenses		(445)	(382)	16.5	(839)	(733)	14.5
General and administrative expenses		(6,587)	(7,522)	(12.4)	(12,398)	(13,169)	(5.9)
Finance costs	5	(1,025)	(1,241)	(17.4)	(2,218)	(2,494)	(11.1)
Impairment loss on receivables and contract assets		(105)	(1,629)	(93.6)	(105)	(1,723)	(93.9)
Other operating expenses		(21)	(170)	(87.6)	(601)	(472)	27.3
Profit before tax	6	4,343	6,040	(28.1)	6,665	7,315	(8.9)
Tax expense	7	(1,097)	(720)	52.4	(1,108)	(711)	55.8
Profit for the period/year		3,246	5,320	(39.0)	5,557	6,604	(15.9)
Profit attributable to:							
Equity holders of the Company		3,212	5,106	(37.1)	5,132	6,513	(21.2)
Non-controlling interests		34	214	(84.1)	425	91	N/M
		3,246	5,320	(39.0)	5,557	6,604	(15.9)

"N/M" denotes Not Meaningful

**A. CONDENSED INTERIM CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME (CONT'D)**

	Group				Group			
	Note	Six Months Ended		Change	Twelve Months Ended		Change	
		30.06.25	30.06.24		30.06.25	30.06.24		
		\$'000	\$'000	%	\$'000	\$'000	%	
<b>Statement of Comprehensive Income</b>								
Profit for the period/year		3,246	5,320	(39.0)	5,557	6,604	(15.9)	
<b>Other comprehensive income/(loss):</b>								
<i>Items that may be reclassified subsequently to profit or loss:</i>								
Foreign currency translation gain/(loss)		-	1	(100.0)	-	(1)	(100.0)	
<b>Other comprehensive income/(loss) for the period/year, net of tax</b>		-	1	(100.0)	-	(1)	(100.0)	
<b>Total comprehensive income for the period/year</b>		3,246	5,321	(39.0)	5,557	6,603	(15.8)	
<b>Total comprehensive income attributable to:</b>								
Equity holders of the Company		3,214	5,108	(37.1)	5,132	6,511	(21.2)	
Non-controlling interests		32	213	(85.0)	425	92	N/M	
		3,246	5,321	(39.0)	5,557	6,603	(15.8)	

"N/M" denotes Not Meaningful

**B. CONDENSED INTERIM STATEMENTS OF FINANCIAL POSITION**

	Note	Group		Company	
		As at 30.06.25	As at 30.06.24	As at 30.06.25	As at 30.06.24
		\$'000	\$'000	\$'000	\$'000
<b>Assets</b>					
<b><u>Non-current assets</u></b>					
Property, plant and equipment	10	17,727	19,990	-	-
Goodwill	11	1,662	1,662	-	-
Intangible assets		79	128	-	-
Investment in subsidiaries	12	-	-	39,450	36,907
Other investments	13	7,353	4,675	7,353	4,675
Deferred tax assets		800	811	-	-
		27,621	27,266	46,803	41,582
<b><u>Current assets</u></b>					
Contract assets		41,445	42,237	-	-
Trade and other receivables		34,479	27,890	21,499	12,215
Cash and bank balances		17,205	10,911	1,605	1,101
<b>Total current assets</b>		93,129	81,038	23,104	13,316
<b>Total assets</b>		<b>120,750</b>	<b>108,304</b>	<b>69,907</b>	<b>54,898</b>
<b><u>Non-current liabilities</u></b>					
Lease liabilities	14	2,387	2,622	-	-
Deferred tax liabilities		105	105	4	4
Loans and borrowings	14	7,676	10,051	442	1,079
<b>Total non-current liabilities</b>		10,168	12,778	446	1,083
<b><u>Current liabilities</u></b>					
Contract liabilities		750	1,635	-	-
Loans and borrowings	14	36,574	24,094	15,002	5,108
Trade and other payables		22,858	25,433	7,489	4,017
Lease liabilities	14	593	1,205	-	-
Provision for taxation		1,381	284	-	-
<b>Total current liabilities</b>		62,156	52,651	22,491	9,125
<b>Total liabilities</b>		<b>72,324</b>	<b>65,429</b>	<b>22,937</b>	<b>10,208</b>
<b>Net assets</b>		<b>48,426</b>	<b>42,875</b>	<b>46,970</b>	<b>44,690</b>

**B. CONDENSED INTERIM STATEMENTS OF FINANCIAL POSITION (CONT'D)**

	Note	Group		Company	
		As at 30.06.25	As at 30.06.24	As at 30.06.25	As at 30.06.24
		\$'000	\$'000	\$'000	\$'000
<b>Share capital and reserves</b>					
Share capital	15	35,027	54,321	35,027	54,321
Treasury shares	16	(152)	(152)	(152)	(152)
Accumulated profit/(losses)		20,529	(4,044)	12,079	(9,648)
Foreign currency translation reserve		30	30	-	-
Merger reserve		(7,305)	(7,305)	-	-
Other reserves		(91)	62	16	169
Equity attributable to equity holders of the Company		48,038	42,912	46,970	44,690
Non-controlling interests		388	(37)	-	-
<b>Total equity</b>		<b>48,426</b>	<b>42,875</b>	<b>46,970</b>	<b>44,690</b>

# C. CONDENSED INTERIM STATEMENTS OF CHANGES IN EQUITY

The Group	Attributable to equity holders of the Company						Total \$'000	Non- controlling interests \$'000	Total equity \$'000
	Share capital \$'000	Treasury shares \$'000	Merger reserve \$'000	Foreign currency translation reserve \$'000	Other reserves \$'000	Accumulated losses \$'000			
Balance at 1 July 2023	43,743	(152)	(7,305)	32	39	(10,557)	25,800	(129)	25,671
Profit for the year	-	-	-	-	-	6,513	6,513	91	6,604
<b>Other comprehensive income</b>									
Foreign currency translation (loss)/gain	-	-	-	(2)	-	-	(2)	1	(1)
Other comprehensive (loss)/ income for the year, net of tax	-	-	-	(2)	-	-	(2)	1	(1)
Total comprehensive (loss)/ income for the year	-	-	-	(2)	-	6,513	6,511	92	6,603
<b>Contribution by and distributions to equity holders</b>									
Issue of share capital via right issue	10,415	-	-	-	-	-	10,415	-	10,415
Equity-settled share-based payment exercised	313	-	-	-	(313)	-	-	-	-
Transaction costs related to issue of ordinary shares	(150)	-	-	-	-	-	(150)	-	(150)
	10,578	-	-	-	(313)	-	10,265	-	10,265
Equity-settled share-based payment	-	-	-	-	336	-	336	-	336
Total transaction with equity holders of the Company	-	-	-	-	23	-	10,601	-	10,601
<b>At 30 June 2024</b>	<b>54,321</b>	<b>(152)</b>	<b>(7,305)</b>	<b>30</b>	<b>62</b>	<b>(4,044)</b>	<b>42,912</b>	<b>(37)</b>	<b>42,875</b>

C. CONDENSED INTERIM STATEMENTS OF CHANGES IN EQUITY (CONT'D)

The Group	Attributable to equity holders of the Company						Total \$'000	Non- controlling interests \$'000	Total equity \$'000
	Share capital \$'000	Treasury shares \$'000	Merger reserve \$'000	Foreign currency translation reserve \$'000	Other reserves \$'000	Accumulated (Losses)/profits \$'000			
Balance at 1 July 2024	54,321	(152)	(7,305)	30	62	(4,044)	42,912	(37)	42,875
Profit for the year	-	-	-	-	-	5,132	5,132	425	5,557
<b>Contribution by and distributions to equity holders</b>									
Cancellation of share capital	(20,000)	-	-	-	-	20,000	-	-	-
Dividend	-	-	-	-	-	(558)	(558)	-	(558)
Equity-settled share-based payment exercised	705	-	-	-	(705)	-	-	-	-
Transaction costs related to issue of ordinary shares	1	-	-	-	-	(1)	-	-	-
	(19,294)	-	-	-	(705)	19,441	(558)	-	(558)
Equity-settled share-based payment	-	-	-	-	552	-	552	-	552
Total transaction with equity holders of the Company	-	-	-	-	(153)	-	(6)	-	(6)
<b>At 30 June 2025</b>	<b>35,027</b>	<b>(152)</b>	<b>(7,305)</b>	<b>30</b>	<b>(91)</b>	<b>20,529</b>	<b>48,038</b>	<b>388</b>	<b>48,426</b>

**C. CONDENSED INTERIM STATEMENTS OF CHANGES IN EQUITY (CONT'D)**

<b>The Company</b>	<b>Share Capital \$'000</b>	<b>Treasury Capital \$'000</b>	<b>Other reserves \$'000</b>	<b>Accumulated Losses/profits \$'000</b>	<b>Total equity \$'000</b>
<b>Balance at 30 June 2023 and 1 July 2023</b>	<b>43,743</b>	<b>(152)</b>	<b>146</b>	<b>(18,467)</b>	<b>25,270</b>
Loss and total comprehensive loss for the year	-	-	-	8,819	8,819
<i><b>Contribution by and distributions to equity holders</b></i>					
Issue of share capital via right issue	10,415	-	-	-	10,415
Transaction costs related to issue of share capital	(148)	-	-	-	(148)
	10,267	-	-	-	10,267
Equity-settled share-based payment	-	-	337	-	337
Equity-settled share-based payment exercised	311	-	(311)	-	-
Forfeiture of share awards	-	-	(3)	-	(3)
	311	-	23	-	334
<b>Total transactions with equity holders of the Company</b>	<b>10,578</b>	<b>-</b>	<b>23</b>	<b>-</b>	<b>10,601</b>
<b>Balance at 30 June 2024</b>	<b>54,321</b>	<b>(152)</b>	<b>169</b>	<b>(9,648)</b>	<b>44,690</b>
<b>Balance at 30 June 2024 and 1 July 2024</b>	<b>54,321</b>	<b>(152)</b>	<b>169</b>	<b>(9,648)</b>	<b>44,690</b>
Profit and total comprehensive income for the year	-	-	-	2,285	2,285
<i><b>Contribution by and distributions to equity holders</b></i>					
Transaction costs related to issue of share capital	1	-	-	-	1
Equity-settled share-based payment	-	-	552	-	552
Cancellation of share capital	(20,000)	-	-	20,000	-
Equity-settled share-based payment exercised	705	-	(705)	-	-
Dividend	-	-	-	(558)	(558)
	(19,295)	-	(153)	19,442	(6)
<b>Total transactions with equity holders of the Company</b>	<b>(19,295)</b>	<b>-</b>	<b>(153)</b>	<b>19,442</b>	<b>(5)</b>
<b>Balance at 30 June 2025</b>	<b>35,027</b>	<b>(152)</b>	<b>16</b>	<b>12,079</b>	<b>46,970</b>



**D. CONDENSED INTERIM CONSOLIDATED STATEMENT OF CASH FLOWS**

	<b>Group</b>	
	<b>Twelve Months Ended</b>	
	<b>30.06.25</b>	<b>30.06.24</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Cash flows from operating activities</b>		
Profit before income tax	6,665	7,315
Adjustments for: -		
Amortisation of intangible assets	49	136
Depreciation of property, plant and equipment	2,924	3,101
Gain on disposal of property, plant and equipment (net)	(41)	(41)
Impairment loss on receivables and contract assets	105	1,723
Interest income	(44)	(261)
Interest expense	1,928	2,192
Property, plant and equipment written off	-	8
Bad debts recovered	(42)	(24)
Inventories written off	-	159
Gain on disposal of subsidiary(ies)	-	(3,285)
Gain on lease modification (net)	-	(32)
Equity-settled share-based payments	552	336
Fair value gain on other investments	(2,678)	(1,208)
<b>Operating cash flows before working capital changes</b>	<b>9,418</b>	<b>10,119</b>
Contract assets	792	(6,479)
Contract liabilities	(885)	(630)
Inventories	-	35
Trade and other receivables	(6,652)	(5,872)
Trade and other payables	(2,573)	8,992
<b>Cash generated from operations</b>	<b>100</b>	<b>6,165</b>
Interest received	44	261
Tax paid	-	(28)
<b>Net cash generated from operating activities</b>	<b>144</b>	<b>6,398</b>

**D. CONDENSED INTERIM CONSOLIDATED STATEMENT OF CASH FLOWS (CONT'D)**

	<b>Group</b>	
	<b>Twelve Months Ended</b>	
	<b>30.06.25</b>	<b>30.06.24</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Cash flows from investing activities</b>		
Additions to intangible assets	-	(4)
Purchases of property, plant and equipment	(348)	(1,170)
Proceeds from disposal of property, plant and equipment	134	131
Net cash outflow from disposal of a subsidiary	-	(7)
<b>Net cash used in investing activities</b>	<b>(214)</b>	<b>(1,050)</b>
<b>Cash flows from financing activities</b>		
Proceeds from issue of share capital	-	10,415
Transaction costs related to issue of share capital	-	(150)
(Placement)/Withdraw of fixed deposits pledged to banks	(3)	996
Dividend	(558)	-
Due to directors (non-trade)	-	(240)
Drawdown of bank borrowings	71,007	49,698
Repayment of bank borrowings	(60,938)	(56,710)
Interest paid	(1,729)	(2,194)
Repayment of lease liabilities	(1,254)	(1,353)
<b>Net cash generated from financing activities</b>	<b>6,525</b>	<b>462</b>
<b>Net increase in cash and cash equivalents</b>	<b>6,455</b>	<b>5,810</b>
<b>Cash and cash equivalents at beginning of financial period/year</b>	<b>7,576</b>	<b>1,766</b>
<b>Cash and cash equivalents at end of financial period/ year</b>	<b>14,031</b>	<b>7,576</b>

**Notes to the Consolidated Statement of Cash Flows**

Cash and cash equivalents included in the consolidated statement of cash flows consist of the following: -

	<b>Group</b>	
	<b>Twelve Months Ended</b>	
	<b>30.06.25</b>	<b>30.06.24</b>
	<b>\$'000</b>	<b>\$'000</b>
Cash in hand and at bank	14,031	7,740
Fixed deposits	3,174	3,171
	<b>17,205</b>	<b>10,911</b>
Less: Fixed deposits pledged	(3,174)	(3,171)
Less: Bank overdrafts	-	(164)
	<b>14,031</b>	<b>7,576</b>

**E. NOTES TO THE CONDENSED INTERIM CONSOLIDATED FINANCIAL STATEMENTS**

**1. Corporate information**

The Company (Co. Reg. No. 201230294M) is a limited liability company incorporated and domiciled in Singapore and is listed on the Singapore Exchange Securities Trading Limited ("SGX-ST").

The registered office and principal place of business of the Company is at No. 8 Changi North Street 1, Singapore 498829.

The principal activities of the Group are provision of repair and redecoration services, addition and alteration services, provision of coating and painting services and others including revenue from home retrofitting business, landscaping works, interior designs, mechanical & electrical engineering works, renewable solutions works, vector control services and handyman services.

**2. Basis of preparation**

The condensed interim financial statements for the six months and full year ended 30 June 2025 have been prepared in accordance with SFRS(I) 1-34 Interim Financial Reporting issued by the Accounting Standards Council Singapore. The condensed interim financial statements do not include all the information required for a complete set of financial statements. However, selected explanatory notes are included to explain events and transactions that are significant to an understanding of the changes in the Group's financial position and performance of the Group since the last interim financial statements for the period ended 31 December 2024.

The accounting policies adopted are consistent with those of the previous financial year which were prepared in accordance with SFRS(I)s, except for the adoption of new and amended standards as set out in Note 2.1.

The condensed interim financial statements are presented in Singapore dollar ("S") which is the Company's functional currency and all values are rounded to the nearest thousand ("S'000") as indicated.

**2.1. New and amended standard adopted by the Group**

A number of amendments to SFRS(I)s have become applicable for the current reporting period/year which does not have significant impact to the Group.

**2.2. Use of judgements and estimates**

In preparing the condensed interim financial statements, management has made judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, income and expense. Actual results may differ from these estimates.

**E. NOTES TO THE CONDENSED INTERIM CONSOLIDATED FINANCIAL STATEMENTS (CONT'D)**

**2.2. Use of judgements and estimates (Cont'd)**

The significant judgements made by management in applying the Group's accounting policies and the key sources of estimation uncertainty were the same as those that applied to the consolidated financial statements as at and for the year ended 30 June 2024.

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next interim period are included in the following note:

- Note 11: Impairment testing of goodwill – Key assumptions underlying recoverable amounts

**3. Segment and revenue information**

The Group is organised into the following main business segments:

- Segment 1: Repairs & Redecoration ("R&R")
- Segment 2: Addition & Alteration ("A&A")
- Segment 3: Coating & Painting ("C&P")
- Segment 4: Others included revenue from home retrofitting business, landscaping works, interior design, mechanical & electrical engineering works, renewable solutions works, vector control services and handyman services.

These operating segments are a component of the Group that engages in business activities from which it may earn revenues and incurs expenses, including revenues and expenses that relate to transactions with other components of the Group. Operating segments are reported in a manner consistent with the internal reporting provided to the Group's chief operating decision maker for making decisions about allocating resources and assessing performance of the operating segments.

E. NOTES TO THE CONDENSED INTERIM CONSOLIDATED FINANCIAL STATEMENTS (CONT'D)

3.1. Operating segments

1 January 2025 to 30 June 2025	R&R \$'000	A&A \$'000	C&P \$'000	Others \$'000	Total \$'000
<b>Segment revenue</b>	9,935	26,261	7,368	10,250	<b>53,814</b>
<b>Segment profit/(loss)</b>	(280)	3,944	(389)	754	<b>4,029</b>
Depreciation and amortisation					(1,234)
Other non-cash income					2,585
Interest income					(12)
Finance costs					(1,025)
<b>Profit before tax</b>					<b>4,343</b>
<b>Segment assets</b>	16,658	33,870	11,295	57,930	119,753
<b>Unallocated assets</b>					997
<b>Total assets</b>					<b>120,750</b>
<b>Segment liabilities</b>	3,145	191	4,525	18,651	26,512
<b>Unallocated liabilities</b>					45,812
<b>Total liabilities</b>					<b>72,324</b>

  

1 January 2024 to 30 June 2024	R&R \$'000	A&A \$'000	C&P \$'000	Others \$'000	Total \$'000
<b>Segment revenue</b>	24,080	26,412	9,705	7,227	<b>67,424</b>
<b>Segment profit</b>	(1,521)	967	3,429	3,093	<b>5,968</b>
Depreciation and amortisation					(1,608)
Other non-cash income					2,867
Interest income					54
Finance costs					(1,241)
<b>Profit before tax</b>					<b>6,040</b>
<b>Segment assets</b>	21,990	29,682	9,462	44,701	105,835
<b>Unallocated assets</b>					2,469
<b>Total assets</b>					<b>108,304</b>
<b>Segment liabilities</b>	6,214	89	4,606	14,774	25,683
<b>Unallocated liabilities</b>					39,746
<b>Total liabilities</b>					<b>65,429</b>

E. NOTES TO THE CONDENSED INTERIM CONSOLIDATED FINANCIAL STATEMENTS (CONT'D)

3.1. Operating segments (cont'd)

1 July 2024 to 30 June 2025	R&R \$'000	A&A \$'000	C&P \$'000	Others \$'000	Total \$'000
Segment revenue	28,779	56,526	14,876	19,027	<b>119,208</b>
Segment profit	3,506	4,191	1,014	987	<b>9,698</b>
Depreciation and amortisation					(2,973)
Other non-cash income					2,114
Interest income					44
Finance costs					(2,218)
Profit before tax					<b>6,665</b>
Segment assets	16,658	33,870	11,295	57,930	119,753
Unallocated assets					997
Total assets					<b>120,750</b>
Segment liabilities	3,145	191	4,525	18,651	26,512
Unallocated liabilities					45,812
Total liabilities					<b>72,324</b>
1 July 2023 to 30 June 2024	R&R \$'000	A&A \$'000	C&P \$'000	Others \$'000	Total \$'000
Segment revenue	50,423	45,142	17,370	17,233	<b>130,168</b>
Segment profit/(loss)	5,052	825	4,809	(670)	<b>10,016</b>
Depreciation and amortisation					(3,237)
Other non-cash income					2,769
Interest income					261
Finance costs					(2,494)
Profit before tax					<b>7,315</b>
Segment assets	21,990	29,682	9,462	44,701	105,835
Unallocated assets					2,469
Total assets					<b>108,304</b>
Segment liabilities	6,214	89	4,606	14,774	25,683
Unallocated liabilities					39,746
Total liabilities					<b>65,429</b>

E. NOTES TO THE CONDENSED INTERIM CONSOLIDATED FINANCIAL STATEMENTS (CONT'D)

3.2. Disaggregation of revenue

	The Group 6 months ended 30 June 2025				
	R&R	A&A	C&P	Others	Total
1 January 2025 to 30 June 2025	\$'000	\$'000	\$'000	\$'000	\$'000
Types of goods or service:					
Revenue from contracts	9,935	26,261	7,368	9,908	53,472
Revenue from other services	-	-	-	342	342
<b>Total revenue</b>	<b>9,935</b>	<b>26,261</b>	<b>7,368</b>	<b>10,250</b>	<b>53,814</b>
Timing of revenue recognition:					
Over time	9,935	26,261	7,368	10,250	53,814
<b>Total revenue</b>	<b>9,935</b>	<b>26,261</b>	<b>7,368</b>	<b>10,250</b>	<b>53,814</b>

	The Group 6 months ended 30 June 2024				
	R&R	A&A	C&P	Others	Total
1 January 2024 to 30 June 2024	\$'000	\$'000	\$'000	\$'000	\$'000
Types of goods or service:					
Revenue from contracts	24,080	26,412	9,705	3,118	63,315
Revenue from other services	-	-	-	4,109	4,109
<b>Total revenue</b>	<b>24,080</b>	<b>26,412</b>	<b>9,705</b>	<b>7,227</b>	<b>67,424</b>
Timing of revenue recognition:					
At a point in time	-	-	-	1,344	1,344
Over time	24,080	26,412	9,705	5,883	66,080
<b>Total revenue</b>	<b>24,080</b>	<b>26,412</b>	<b>9,705</b>	<b>7,227</b>	<b>67,424</b>

E. NOTES TO THE CONDENSED INTERIM CONSOLIDATED FINANCIAL STATEMENTS (CONT'D)

3.2. Disaggregation of revenue (Cont'd)

The Group 12 months ended 30 June 2025					
	R&R	A&A	C&P	Others	Total
1 July 2024 to 30 June 2025	\$'000	\$'000	\$'000	\$'000	\$'000
Types of goods or service:					
Revenue from contracts	28,779	56,526	14,876	18,429	118,611
Revenue from other services	-	-	-	598	598
<b>Total revenue</b>	<b>28,779</b>	<b>56,526</b>	<b>14,876</b>	<b>19,027</b>	<b>119,208</b>
Timing of revenue recognition:					
Over time	28,779	56,526	14,876	19,027	119,208
<b>Total revenue</b>	<b>28,779</b>	<b>56,526</b>	<b>14,876</b>	<b>19,027</b>	<b>119,208</b>

The Group 12 months ended 30 June 2024					
	R&R	A&A	C&P	Others	Total
1 July 2023 to 30 June 2024	\$'000	\$'000	\$'000	\$'000	\$'000
Types of goods or service:					
Revenue from contracts	50,423	45,142	17,370	12,640	125,575
Revenue from other services	-	-	-	4,593	4,593
<b>Total revenue</b>	<b>50,423</b>	<b>45,142</b>	<b>17,370</b>	<b>17,233</b>	<b>130,168</b>
Timing of revenue recognition:					
At a point in time	-	-	-	1,344	1,344
Over time	50,423	45,142	17,370	15,889	128,824
<b>Total revenue</b>	<b>50,423</b>	<b>45,142</b>	<b>17,370</b>	<b>17,233</b>	<b>130,168</b>



**E. NOTES TO THE CONDENSED INTERIM CONSOLIDATED FINANCIAL STATEMENTS (CONT'D)**

**4. Other Income**

	The Group			
	6 months ended		12 months ended	
	30 June 2025	30 June 2024	30 June 2025	30 June 2024
	\$'000	\$'000	\$'000	\$'000
Government grants	338	245	357	334
Gain on disposal of property, plant and equipment	2	39	60	56
Interest income	-	54	44	261
Administrative income	6	86	60	132
Foreign exchange gain	4	9	4	13
Bad debts recovered	-	7	42	24
Gain on disposal of subsidiary	-	3,285	-	3,285
Fair value gain on other investment	2,678	1,208	2,678	1,208
Others	256	207	475	419
	<b>3,284</b>	<b>5,140</b>	<b>3,720</b>	<b>5,732</b>

**5. Finance costs**

	The Group			
	6 months ended		12 months ended	
	30 June 2025	30 June 2024	30 June 2025	30 June 2024
	\$'000	\$'000	\$'000	\$'000
Interest expenses	887	1,079	1,928	2,192
Bank charges	120	133	244	234
Factoring charges	18	29	46	68
	<b>1,025</b>	<b>1,241</b>	<b>2,218</b>	<b>2,494</b>

**E. NOTES TO THE CONDENSED INTERIM CONSOLIDATED FINANCIAL STATEMENTS (CONT'D)**

**6. Profit before tax**

	The Group			
	6 months ended		12 months ended	
	30 June 2025 \$'000	30 June 2024 \$'000	30 June 2025 \$'000	30 June 2024 \$'000
Amortisation of intangible assets	21	23	49	136
Allowance for impairment on receivables and contract assets	105	1,629	105	1,723
Depreciation of property, plant and equipment	1,213	1,585	2,924	3,101
Inventories written off	-	159	-	159
Equity-settled share-based payment	-	147	552	336
Loss on disposal of plant and equipment	-	12	19	23

**7. Tax expenses**

	The Group			
	6 months ended		12 months ended	
	30 June 2025 \$'000	30 June 2024 \$'000	30 June 2025 \$'000	30 June 2024 \$'000
<b>Tax expense attributable to profit is made up of:</b>				
Current income tax:				
- Current year	960	550	960	550
- Under/(over) provision of taxation in prior years	137	(129)	137	(126)
Deferred tax:				
- Current year	-	312	11	300
- Over provision of taxation in prior years	-	(13)	-	(13)
	<u>1,097</u>	<u>720</u>	<u>1,108</u>	<u>711</u>

**E. NOTES TO THE CONDENSED INTERIM CONSOLIDATED FINANCIAL STATEMENTS (CONT'D)**

**8. Earnings per share**

The following reflects the profit attributable to the equity holders of the Company and the number of ordinary shares used in the earnings per share computation:

	The Group			
	6 months ended		12 months ended	
	30 June 2025	30 June 2024	30 June 2025	30 June 2024
Profit attributable to equity holders of the Company (\$'000)	3,212	5,106	5,132	6,513
Weighted average number of ordinary shares				
Ordinary shares used in calculation of basic earnings per ordinary shares	702,338,095	695,941,000	702,338,095	695,941,000
Basis earnings per share (cents)	0.46	0.73	0.73	0.94
Profit attributable to equity holders of the Company (\$'000)	3,212	5,106	5,132	6,513
Weighted average number of ordinary shares				
Ordinary shares used in calculation of basic earnings per ordinary shares	702,338,095	695,941,000	702,338,095	695,941,000
Potential ordinary shares issuable under ISOTeam PSP	-	3,225,000	-	3,225,000
Weighted average number of ordinary shares outstanding for diluted earnings per ordinary shares	702,338,095	699,166,000	702,338,095	699,166,000
Diluted earnings per share (cents)	0.46	0.73	0.73	0.93

For the financial year ended 30 June 2025, there is no potential ordinary shares dilution. For financial year ended 30 June 2024, the potential ordinary shares used to compute the “diluted earnings per share” included the share awards granted under ISOTeam PSP 2023 and 3,225,000 share awards granted under ISOTeam PSP 2013 announced on 1 July 2024 and 21 February 2023 respectively.

**E. NOTES TO THE CONDENSED INTERIM CONSOLIDATED FINANCIAL STATEMENTS (CONT'D)**

**9. Net Asset Value**

	The Group As at		The Company As at	
	30 June 2025	30 June 2024	30 June 2025	30 June 2024
Net assets value (\$'000)	48,038	42,912	46,970	44,690
Number of ordinary shares	707,241,862	697,566,862	707,241,862	697,566,862
Net assets value per ordinary share (cents)	6.79	6.15	6.64	6.41

**10. Property, plant and equipment**

During the 6 months and 12 months ended 30 June 2025, the Group acquired plant and equipment amounting to \$279,000 and \$754,000 respectively of which \$7,000 and \$29,000 respectively relates to the new leases of right-of-use assets which were not acquired by means of hire purchase. Cash payment of \$181,000 and \$319,000 respectively was made to purchase plant and equipment. The Group had disposed of plant and equipment amounting to \$94,000 and \$67,000 respectively.

**11. Goodwill**

	The Group As at	
	30 June 2025 \$'000	30 June 2024 \$'000
Net carrying value	1,662	1,662

**Impairment testing of goodwill**

The recoverable amount of the CGU has been determined based on value-in-use calculation using cash flow projections from financial budgets approved by management covering a five-year period.

As at 30 June 2025, the Group reviewed the key assumptions used in the value-in-use calculation as at 30 June 2024 impairment test and has made changes to the assumptions. No impairment loss was recognised as at 30 June 2025.

**E. NOTES TO THE CONDENSED INTERIM CONSOLIDATED FINANCIAL STATEMENTS (CONT'D)**

**11. Goodwill (Cont'd)**

**Impairment testing of goodwill (Cont'd)**

Goodwill allocated to the respective cash generating unit ("CGU") are as follows:

	The Group	
	As at	
	30 June 2025	30 June 2024
<b>Cash Generating Unit and principal activities</b>		
	<b>\$'000</b>	<b>\$'000</b>
<b>CGU 1</b> - Repair & redecoration and coatings & paintings	1,383	1,383
<b>CGU 2</b> - Landscaping works	279	279
	<b>1,662</b>	<b>1,662</b>

Key assumptions used in value-in-use calculations

The recoverable amounts for the above CGUs have been determined based on value in use calculations using cash flow projections from financial budgets approved by management covering a 5-year period. These key inputs and assumptions were estimated by management based on prevailing economic and other conditions at the end of the reporting period. The key assumptions applied to the 5-year cash flow projections are as follows:

	CGU 1	CGU 2
<b>2025</b>		
Terminal value growth rate	2.50%	2.50%
Pre-tax discount rate	8.72%	9.10%
<b>2024</b>		
Terminal value growth rate	2.50%	2.50%
Pre-tax discount rate	10.08%	10.89%

Forecast revenue growth rate - Revenue is computed based on secured order book and potential contracts.

Terminal value growth rate - Cash flows beyond the five-year period are forecasted based on terminal growth rate of 2.5% which does not exceed the nominal GDP rates for the countries in which the CGU operates.

Pre-tax discount rate - Discount rates represent the current market assessment of the risks specific to the CGU, regarding the time value of money and individual risks of the underlying assets which have not been incorporated in the cash flow estimates. The discount rate calculation is based on the specific circumstances of the Group and its operating segments and derived from its weighted average cost of capital ("WACC"). The WACC takes into account both debt and equity.

**E. NOTES TO THE CONDENSED INTERIM CONSOLIDATED FINANCIAL STATEMENTS (CONT'D)**

**11. Goodwill (Cont'd)**

**Sensitivity to changes in assumptions**

With regards to the assessment of value in use, management believes that no reasonably possible changes in any of the above key assumptions would cause the carrying value of the CGU to materially exceed its recoverable amount.

**12. Investment in subsidiaries**

**Impairment assessment of the Company's investment in subsidiaries**

Determining whether investments in subsidiaries are impaired requires an estimate of the value-in-use ("VIU") of the subsidiaries. Estimating the VIU requires the Company to make an estimate of the future cash flows expected from the cash generating unit and appropriate discount rate in order to calculate the present value of these cash flows. The forecasts used to estimate the future cash flows are subject to the risks noted in the impairment assessments of the goodwill. Information about the assumptions and risk factors are disclosed in Note 11.

Based on the Company's assessment, the recoverable amounts assessed remains the same as carrying amounts of the cash generating units.

**13. Other investments**

	<b>The Group</b>	
	<b>As at</b>	
	<b>30 June 2025</b>	<b>30 June 2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Unquoted equity shares - Financial assets at fair value through profit or loss	7,353	4,675

The Sub-Funds will be managed by a fund manager appointed by the VCC during the investment period of 24 months (the "Term"). Upon expiry of the Term or the occurrence of certain events, the Company will redeem its investment in the Sub-Funds with the redemption price being the net proceeds from the liquidation or disposal of the investments in the Sub-Funds. Consequently, the Group measures the interests in the Sub-Funds at fair value through profit or loss.

The fair values of SA Sub-Fund and GH Sub-Fund are determined by reference to quarterly reports issued by the VCC's professional fund manager based on the income approach method. This fair value measurement was categorised in Level 3 of the fair value hierarchy.

E. NOTES TO THE CONDENSED INTERIM CONSOLIDATED FINANCIAL STATEMENTS (CONT'D)

14. Borrowings

	The Group As at	
	30 June 2025	30 June 2024
	\$'000	\$'000
<b><u>Amount repayable in one year or less, or on demand</u></b>		
Term loans - secured	26,514	24,699
Lease liabilities - secured	593	-
Term loans – unsecured	3,600	600
Short-term securities loan – unsecured	6,460	-
<b><u>Amount repayable after one year</u></b>		
Term loans - secured	7,676	10,051
Lease liabilities – secured	2,387	2,622
	<u>47,230</u>	<u>37,972</u>

**Notes**

a ) Borrowings amounting to \$34.2 million are secured by:

- i. charges over fixed deposits;
- ii. mortgage over the Group's leasehold properties;
- iii. first fixed charge over receivables arising from invoices financed directly or indirectly over the account in which the receivables are deposited;
- iv. corporate guarantee from the Company and a subsidiary; and
- v. assignment of the rights, titles and benefits under existing and future tenancy agreements and rental income over the Group's leasehold properties

b ) Lease liabilities of the Group amounting to \$3.0 million are secured by the rights to the leased equipment, machineries and motor vehicles.

c ) The short-term securities loan is the issuance of tokenised short-term commercial papers on a regulated digital private market platform to fund the Group's working capital requirements. As at 30 June 2025, \$0.5 million (was subscribed by certain Directors of the Group, amounting to approximately 7.7% of the total short-term securities loan amongst the subscribers for the short-term commercial papers.

**E. NOTES TO THE CONDENSED INTERIM CONSOLIDATED FINANCIAL STATEMENTS (CONT'D)**

**15. Share capital**

	<b>Group and Company</b>			
	<b>30 June 2025</b>		<b>30 June 2024</b>	
	Number of issued shares '000	Issued share capital \$'000	Number of issued shares '000	Issued share capital \$'000
At 1 July	698,762	54,321	348,366	43,743
Rights Issue	-	-	347,171	10,265
Cancellation of share capital	-	(20,000)	-	-
Transaction costs related to issue of share capital	-	1	-	-
Equity-settled share-based payment exercised	9,675	705	3,225	313
At 30 June	708,437	35,027	698,762	54,321

Following the issuance of 9,675,000 shares under ISOTeam PSP on 2 January 2025, the total number of issued shares (including treasury shares) has increased from 698,762,521 shares as at 30 June 2024 to 708,437,521 shares as at 30 June 2025.

As at 30 June 2025 and 30 June 2024, the Company does not have any outstanding convertibles.

	<b>Group and Company</b>	
	<b>30 June 2025</b>	<b>30 June 2024</b>
	No. of shares '000	No. of shares '000
Total number of issued shares, including treasury shares	708,437	698,762
Treasury shares	(1,195)	(1,195)
Total number of issued shares, excluding treasury shares	<b>707,242</b>	<b>697,567</b>

**16. Treasury shares**

	<b>Group and Company</b>			
	<b>2025</b>		<b>2024</b>	
	Number of treasury shares '000	Value of shares \$'000	Number of treasury shares '000	Value of shares \$'000
At 1 July and 30 June	1,195	152	1,195	152
Percentage (%) of treasury shares against total number of shares outstanding as at 30 June	0.2%		0.2%	



**E. NOTES TO THE CONDENSED INTERIM CONSOLIDATED FINANCIAL STATEMENTS (CONT'D)**

**16. Treasury shares (Cont'd)**

Treasury shares relate to ordinary shares of the Company that is held by the Company.

Accordingly, the Company has a total number of 1,195,659 treasury shares as at 30 June 2024 and as at 30 June 2025, there were no sales, transfers, cancellation and/or use of treasury shares during FY2025.

There were no shares held by subsidiary holdings as at 30 June 2024 and 30 June 2025.

**17. Related parties**

**17a.** In addition to the information disclosed elsewhere in the financial statements, the following transactions took place between the Group and the related parties at terms agreed between the parties:

	The Group			
	6 months ended		12 months ended	
	30 June 2025	30 June 2024	30 June 2025	30 June 2024
Group	\$'000	\$'000	\$'000	\$'000
<b>With related parties</b>				
<i>Expenses</i>				
Purchases	1,838	1,810	4,224	4,072
 <b>Company</b>				
Receipts on behalf	-	(1,350)	-	(1,350)
Loan	5,420	694	6,286	8,192
Repayment of loan	(100)	(369)	(700)	(594)
 <i>Income</i>				
Management fee	(883)	(955)	(2,038)	(2,087)
Interest income	(16)	(27)	(32)	(67)
 <i>Expenses</i>				
Recharge of expense	1,077	29	1,132	67

**E. NOTES TO THE CONDENSED INTERIM CONSOLIDATED FINANCIAL STATEMENTS (CONT'D)**

**17. Related parties**

**17b. Compensation of key management personnel.**

There was no replacement for the resignation of Chief Operating Officer, Mr Anders Teoh as announced by the Company dated 2 May 2025 and all work have been covered by Chief Executive Officer, Mr. Anthony Koh and Chief Strategy Officer, Mr. Albert Teng as of date. There were no changes to the compensation scheme in FY2025.

**18. Fair value hierarchy**

The Group and Company classifies fair value measurement using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- a) Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities
- b) Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- c) Level 3 - Inputs for the asset or liability that are not based on observable market data (unobservable inputs)

The financial assets at fair value through profit or loss was classified as Level 3. The fair value of the unquoted equity shares was determined by reference to the investee company's share issuance transaction price during the year. The measurement of fair value of the unquoted equity shares was performed by the Group's finance team, based on evidence obtained from the investee company to assess if the share issuance transaction price is supportable and the appropriate classification of the fair value level hierarchy measurement for this financial asset.

A higher share issuance transaction price will result in a higher fair value measurement.

Movements in Level 3 assets and liabilities measured at fair value

	Unquoted equity shares	
	2025	2024
	\$'000	\$'000
Balance at beginning of financial year	4,675	3,467
Fair value gain recognised in profit or loss	2,678	1,208
Balance at end of financial year	7,353	4,675

**19. Subsequent events**

On 1 August 2025, the Company had entered into and completed a sale and purchase agreement with Mr. Chin Wai Tuck to acquire 73,500 ordinary shares representing 49% of the issued and paid-up share capital of Zara @ ISOTeam Pte. Ltd. Accordingly, Zara @ ISOTeam Pte. Ltd. has now become a wholly-owned subsidiary of the Company.

## **Other Information Required by Listing Rule**

### **Appendix 7C**

## OTHER INFORMATION

- The condensed interim consolidated statements of financial position of ISOTeam Ltd and its subsidiaries as at 30 June 2025 and the related condensed interim consolidated statement of comprehensive income, condensed interim consolidated statements of changes in equity and condensed interim consolidated statements of cash flows for the six-months period and full year ended 30 June 2025 and certain explanatory notes have not been audited or reviewed.
- Review of performance of the Group**

Revenue	Group					Group				
	Six Months Ended					Twelve Months Ended				
	30.06.25		30.06.24		Change	30.06.25		30.06.24		Change
	\$'000	%	\$'000	%	%	\$'000	%	\$'000	%	%
R&R	9,935	18.5	24,080	35.7	(58.7)	28,779	24.1	50,423	38.7	(42.9)
A&A	26,261	48.8	26,412	39.2	(0.6)	56,526	47.4	45,142	34.7	25.2
C&P	7,368	13.7	9,705	14.4	(24.1)	14,876	12.5	17,370	13.3	(14.4)
Others <sup>(a)</sup>	10,250	19.0	7,227	10.7	41.8	19,027	16.0	17,233	13.3	10.4
	<b>53,814</b>	<b>100.0</b>	<b>67,424</b>	<b>100.0</b>	(20.2)	<b>119,208</b>	<b>100.0</b>	<b>130,168</b>	<b>100.0</b>	(8.4)

<sup>(a)</sup> Others included revenue from home retrofitting business, landscaping works, interior design, mechanical & electrical engineering works, renewable solutions works, vector control services and handyman services.

### Condensed Interim Consolidated Statement of Comprehensive income

#### Revenue

##### 2HY2025 vs 2HY2024

The Group's revenue decreased by \$13.6 million or 20.2% from \$67.4 million in 2HY2024 to \$53.8 million in 2HY2025. Revenue decrease was mainly due to lower revenue generated by the core business segments (R&R, A&A and C&P), partially offset by the increase in revenue from the Others business segment.

##### FY2025 vs FY2024

The Group's revenue decreased by \$11.0 million or 8.4% from \$130.2 million in FY2024 to \$119.2 million in FY2025. Revenue decrease was mainly due to lower revenue generated by the R&R and C&P segments, partially offset by the increase in revenue from A&A and the Others business segment.

#### Gross profit and gross profit margin

##### 2HY2025 vs 2HY2024 and FY2025 vs FY2024

The Group's gross profit decreased by \$2.7 million from \$11.9 million in 2HY2024 to \$9.2 million in 2HY2025 and decreased by \$1.1 million from \$20.2 million in FY2024 to \$19.1 million in FY2025 mainly due lower revenue.

## 2. Review of performance of the Group (Cont'd)

### Condensed Interim Consolidated Statement of Comprehensive income (Cont'd)

#### Other income

##### 2HY2025 vs 2HY2024 and FY2025 vs FY2024

The Group's other income decreased by \$1.9 million from \$5.1 million in 2HY2024 to \$3.2 million in 2HY2025 and decreased by \$2.0 million from \$5.7 million in FY2024 to \$3.7 million in FY2025 mainly due to one-off gain on disposal of subsidiary in FY2024.

#### Marketing and distribution expenses

##### 2HY2025 vs 2HY2024 and FY2025 vs FY2024

The Group's marketing and distribution expenses increased by \$0.1 million from \$0.3 million in 2HY2024 to \$0.4 million in 2HY2025. The Group's marketing and distribution expenses increased by \$0.1 million or 14.5% from \$0.7 million in FY2024 to \$0.8 million in FY2025. The increase was mainly attributable to higher rental of motor vehicles and petrol charges.

#### General and administrative expenses

##### 2HY2025 vs 2HY2024 and FY2025 vs FY2024

The Group's general and administrative expenses decreased by \$0.9 million or 12.4% from \$7.5 million in 2HY2024 to \$6.6 million in 2HY2025 and decreased by \$0.8 million or 5.9% from \$13.2 million in FY2024 to \$12.4 million in FY2025. The decrease was mainly attributable to the decrease in staff salaries & bonuses and professional fees.

#### Finance costs

##### 2HY2025 vs 2HY2024 and FY2025 vs FY2024

The Group's finance costs decreased by \$0.2 million or 17.4% from \$1.2 million in 2HY2024 to \$1.0 million in 2HY2025 and decreased by \$0.3 million or 11.1% from \$2.5 million in FY2024 to \$2.2 million in FY2025. This was mainly due to lower interest rates, the refinancing and repayment of bank borrowings.

#### Impairment loss on receivables and contract assets

##### 2HY2025 vs 2HY2024 and FY2025 vs FY2024

The Group's impairment loss on receivables and contract assets decreased by \$1.5 million from \$1.6 million in 2HY2024 to \$0.1 million in 2HY2025 and decreased by \$1.6 million from \$1.7 million in FY2024 to \$0.1 million in FY2025. This was due to the decrease in credit risk and changes in market conditions that has affected the value of contract assets and receivables.

2. **Review of performance of the Group (Cont'd)**

**Condensed Interim Consolidated Statement of Comprehensive income (Cont'd)**

**Other operating expenses**

**2HY2025 vs 2HY2024 and FY2025 vs FY2024**

The Group's other operating expenses decreased by \$0.1 million from \$0.2 million in 2HY2024 to \$0.1 million in 2HY2025 and increased by \$0.1 million from \$0.5 million in FY2024 to \$0.6 million in FY2025. The increase was mainly due to equity-settled share-based compensation.

**Profit before tax**

**2HY2025 vs 2HY2024 and FY2025 vs FY2024**

As a result of the above, the Group recorded a profit before tax of \$6.0 million in 2HY2024 compared to a profit before tax of \$4.3 million in 2HY2025 and a profit before tax of \$6.7 million in FY2025 compared to a profit before tax of \$7.3 million in FY2024.

**Tax expenses**

**2HY2025 vs 2HY2024 and FY2025 vs FY2024**

The Group's tax expense decreased by \$0.4 million from \$0.7 million in 2HY2024 and FY2024 to tax expense of \$1.1 million in 2HY2025 and FY2025 mainly due to over-provision of income tax expenses in 2HY2024 and FY2024 compared to under-provision of income tax expenses in 2HY2025 and FY2025.

**Condensed Interim Statements of Financial Position**

**Non-current assets**

There are no material changes to the non-current assets.

**Current assets**

The increase in current assets of \$12.1 million or 14.9% from \$81.0 million as at 30 June 2024 to \$93.1 million as at 30 June 2025 was mainly due to an increase in cash and bank balances and trade and other receivables offset by the decrease in contract assets.

**Non-current liabilities**

The decrease in non-current liabilities of \$2.6 million or 20.4% from \$12.8 million as at 30 June 2024 to \$10.2 million as at 30 June 2025 was mainly due to repayment of loans and borrowings and lease liabilities.

**Current liabilities**

The increase in current liabilities of \$9.5 million or 18.1% from \$52.7 million as at 30 June 2024 to \$62.2 million as at 30 June 2025 was mainly due to increase in borrowings and provision for taxation offset by the decrease in trade and other payables and contract liabilities.

2. **Review of performance of the Group (Cont'd)**

**Condensed Interim Consolidated Statement of Cash Flows**

**Net cash used in operating activities**

**FY2025**

Net cash generated from operating activities amounted to \$0.1 million in FY2025 was mainly due to decrease in contract assets which were offset by the decrease in trade and other payables and increase in trade and other receivables.

**Net cash used in investing activities**

**FY2025**

Net cash used in investing activities amounted to \$0.2 million was mainly due to the purchases of property, plant and equipment.

**Net cash used in financing activities**

**FY2025**

Net cash generated from financing activities of \$6.5 million in FY2025 was mainly due to drawn down of borrowings and which were offset by repayment of borrowings, interest paid and repayment of lease liabilities.

3. **Where a forecast, or a prospect statement, has been previously disclosed to shareholders, any variance between it and the actual results.**

Not applicable.

4. **A commentary at the date of the announcement of the significant trends and competitive conditions of the industry in which the group operates and any known factors or events that may affect the group in the next reporting period and the next 12 months.**

According to the latest statistics released by the Ministry of Trade and Industry on 12 August 2025<sup>1</sup>, the construction sector grew 6.0% yoy in the second quarter of 2025, faster than the 4.9% expansion in the first quarter. On a quarter-on-quarter seasonally-adjusted basis, the sector grew by 5.7%, which was a reversal from the 2.0% contraction in the previous quarter. Meanwhile, the Building and Construction Authority ("BCA") has projected construction demand to range between S\$35.0 billion and S\$39.0 billion in 2025, which is between 0.3% to 11.7% higher than pre-COVID levels in 2019<sup>2</sup>. Over the medium-term from 2026 to 2029, BCA expects the total construction demand to reach an average of between S\$39.0 billion and S\$46.0 billion per year. In addition, 55,000 new HDB flats are expected to be launched between 2025 and 2027<sup>3</sup>, which will add to the steady growth of Singapore's housing supply, and potentially increasing the future pie for players in the estate upgrading and maintenance industry.

As at the date of this announcement, the order book of the Group stands at \$181.1 million. The Group will selectively tender for public and private sector projects, taking into consideration the prevailing market conditions including rising manpower and material costs. Accordingly, the Group continues to prioritise cash conservation and cost control.

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<sup>1</sup> MTI press release: [MTI Upgrades 2025 GDP Growth Forecast to "1.5 to 2.5 Per Cent"](#)

<sup>2</sup> BCA press release: [Construction Demand To Remain Strong For 2025](#)

<sup>3</sup> The Straits Times: [55,000 BTO units to be launched from 2025 to 2027, will help moderate HDB resale prices: Minister](#)

**5. If a decision regarding dividend has been made:**

**( a ) Whether an interim (final) ordinary dividend has been declared (recommended); and**

Yes.

**( b )(i) Amount per share in cents**

0.08 Singapore cents per ordinary share.

**( b )(ii) Previous corresponding period in cents**

Name of dividend:	Ordinary (Final)
Type of dividend:	Cash
Dividend per share	0.08 Singapore cents per ordinary share
Tax rate:	Tax exempt (one-tier)

**( c ) Whether the dividend is before tax, net of tax or tax exempt. If before tax or net of tax, state the tax rate and the country where the dividend is derived. (If the dividend is not taxable in the hands of shareholders, this must be stated).**

A final tax exempt one-tier dividend of 0.08 Singapore cents per ordinary share has been recommended in respect of the current financial year ended 30 June 2025.

**( d ) The date the dividend is payable**

To be determined and announced at a later date.

**( e ) The date on which Registrable Transfers received by the company (up to 5.00pm) will be registered before entitlements to the dividend are determined.**

To be determined and announced at a later date.

**6. If no dividend has been declared (recommended), a statement to that effect and the reason(s) for the decision.**

Not applicable.

**7. If the Group has obtained a general mandate from shareholders for IPTs, the aggregate value of such transactions as required under Rule 920(1)(a)(ii). If no IPT mandate has been obtained, a statement to that effect.**

The Group has not obtained a general mandate from shareholders for IPTs pursuant to Rule 920(1)(a)(ii).

**8. Acquisition or sale of shares in subsidiaries and/or associated companies under Rule 706A**

On 1 August 2025, the Company had entered into and completed a sale and purchase agreement with Mr. Chin Wai Tuck to acquire 73,500 ordinary shares representing 49% of the issued and paid-up share capital of Zara @ ISOTeam Pte. Ltd. Accordingly, Zara @ ISOTeam Pte. Ltd. has now become a wholly-owned subsidiary of the Company.



9. **Segmented revenue and results for operating segments (of the Group) in the form presented in the issuer's most recently audited annual financial statements, with comparative information for the immediately preceding year. In the review of performance, the factors, leading to any material changes in contributions to turnover and earnings by the operating segments.**

Please refer to Note 2 of this appendix.

10. **A breakdown of sales.**

	Group		Change %
	30.06.25 \$'000	30.06.24 \$'000	
Sales reported for first half year	65,394	62,744	4.2
Operating profit after tax before deducting non-controlling interest reported for first half year	2,311	1,284	80.0
Sales reported for second half year	53,814	67,424	(20.2)
Operating profit after tax before deducting non-controlling interest reported for second half year	3,246	5,320	(39.0)

"N/M" denotes Not Meaningful

11. **A breakdown of the total annual dividend (in dollar value) for the issuer's latest full year and its previous full year.**

Total annual dividend	FY2025 \$'000	FY2024 \$'000
Final tax-exempt dividend of 0.08 cents per ordinary share paid in respect of previous financial year ended 30 June 2024	558	-

12. **Confirmation that the issuer has procured undertakings from all its directors and executive officers (in the format set out in Appendix 7H) under Rule 720(1)**

The Company has procured undertakings from all its directors and executive officers (in the format set out in Appendix 7H of the Catalist Rules) under Rule 720(1) of the Catalist Rules.

13. **Disclosure of person occupying a managerial position in the issuer or any of its principal subsidiaries who is a relative of a director or chief executive officer or substantial shareholder of the issuer pursuant to Rule 704(10) in the format below. If there are no such persons, the issuer must make an appropriate negative statement.**

Pursuant to Rule 704(10), the Company confirms that there is no person occupying a managerial position in the Company or in any of its principal subsidiaries who is a relative of a director, chief executive officer or substantial shareholder of the Company.

**BY ORDER OF THE BOARD**

**David Ng Cheng Lian**

**Executive Chairman**

**27 August 2025**

**Anthony Koh Thong Huat**

**CEO**

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This announcement has been prepared by the Company and its contents have been reviewed by the Company's Sponsor, Hong Leong Finance Limited. It has not been examined or approved by the Exchange and the Exchange assumes no responsibility for the contents of this announcement, including the correctness of any of the statements or opinions made, or reports contained in this announcement.

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