



**ISOTEAM LTD.**

(Company registration number: 201230294M)  
(Incorporated in the Republic of Singapore on 12 December 2012)

---

**RESPONSES TO QUESTIONS FROM SHAREHOLDERS FOR ANNUAL GENERAL MEETING TO  
BE HELD ON 29 OCTOBER 2025**

---

The Board of Directors of ISOTeam Ltd. (the “**Company**”, and together with its subsidiaries, the “**Group**”) would like to provide its responses to the queries received from shareholders in relation to the Company’s Annual Report for the financial year ended 30 June 2025 (“**FY2025**”) prior to the upcoming annual general meeting to be held on 29 October 2025 at 10.00 a.m., as set out below:

**Questions from shareholders\***

*\*Minor amendments have been made to some questions received from shareholders for purposes of clarity.*

**1. What is HDB's feedback on drone painting trial and when will they approve it?**

The trials and approval process is long as it involves multiple parties and regulatory authorities such as HDB, NEA and Town Councils. We believe the sentiment is positive as all parties are ready to embrace technology and adopt digitalisation to improve efficiency. The Company is currently pending regulatory approvals in relation to areas such as safety, noise and privacy from the relevant authorities.

**2. What caused the project delays?**

We would like to clarify that the projects were not delayed but instead there was temporary slowdown in the award of contracts, which indirectly impacted project commencements in 2HY2025. We are not aware of the reason(s) for the temporary slowdown but we have observed that the pace of contract awards has picked up in 1HY2026 and the Company remains optimistic that this momentum will continue into 2HY2026.

**3. Why is the Company's revenue falling despite the company getting so many government projects? Please elaborate.**

The Company recognises revenue over time and based on the stage of completion of its projects. Accordingly, the Company's current order book will be recognised on a progressive basis.

**4. What might be the possible catalyst that will propel the share price?**

The Company notes that its share price is influenced by various factors, some of which are beyond the Company's control. Additionally, the Company does not consider it appropriate to speculate or comment on matters that are price sensitive in nature.

**5. As the Company is neither a growth stock nor dividend stock, what could the Management do to attract more retail investors?**

The Company would like to clarify that ISOTeam does have a fixed dividend policy in place. In February 2025, the Company raised its dividend payout to not less than 30% of NPAT from 25%

previously (excluding non-recurring, one-off and exceptional items, in respect of future financial years ending 30 June).

The Company is also optimistic about business growth. The Singapore government's recent announcement of new HDB Build-to-Order flats in Tampines as well as the upcoming Berlayer estate and intention to launch 4,000 flats each year in 2026 and 2027<sup>1</sup> illustrates their commitment to meeting the long-term housing needs of residents. These new flats and other HDB projects in the pipeline will add to a growing pie that will eventually require estate maintenance and upgrading works. Our multi-disciplinary capabilities in A&A and R&R works as well as our strong track record positions us favourably to secure government tenders.

The Company has an ongoing investor relations programme where we actively engage investors and keep them updated through corporate webinars, meetings, and proactive disclosures of key developments on the SGX website. This is supported by targeted media outreach that include interviews with the Company's C-suites on mainstream business publications in Singapore.

**6. What is the Company's economic moat as compared to other companies?**

The Company's business primarily focuses on public-sector repair and redecoration (R&R) and addition and alteration (A&A) contracts, which collectively contributes to approximately 80% of its annual revenue on average. Given the stable nature of public-sector contracts, ISOTeam's core business is highly defensive and sustainable. Additionally, the Company's multi-disciplinary capabilities cater to Singapore's built environment, which provides the Company a competitive advantage as a "one-stop provider" for customers seeking turnkey solutions. Lastly, the Company is an early mover in implementing strategies aimed at future-proofing its business – for example, our initiatives in artificial intelligence (AI) and robotisation are expected to enhance efficiency and reduce reliance on manual labour in maintenance works.

**7. How has the Company benefited from the Equity Market Development Programme?**

The EQDP programme has revitalised Singapore's capital and equity market with improved institutional participation and market sentiment seen in recent months. The Company is optimistic that this programme will drive broader interest in well-managed, high-performing SGX-listed companies such as ISOTeam, particularly in light of our strengths and track record.

**8. Is there any upcoming acquisition?**

The Company has been continually on the lookout for new business opportunities to grow its business and profitability and will make the necessary announcements on the SGXNet if and when such opportunities become concrete.

**9. Is there any upcoming divestment?**

Please refer to our response to Question 8 above.

**10. Is the Company facing any supply chain issue?**

At present, the Company does not face any major supply chain issues in our operations.

---

<sup>1</sup> The Straits Times article dated 13 October 2025: [Work begins on HDB flat not announced for sale yet in Berlayer estate and Tampines](#)

**11. In 2025, 9,675,000 were granted under PSP 2023 (page 83). Assuming that stays the same, are we to expect 15,675,000 (being 9,675,000 + 6,000,000) shares to be granted in Jan 2026, 2027, and 2028?**

The Company had already completed the issuance of 9,675,000 award shares granted under its performance share plan (“**PSP 2023**”) during the financial year ended 30 June 2025. There will be an aggregate of 18,000,000 award shares granted across three tranches of 6,000,000 award shares each in January 2026, 2027 and 2028 respectively.

The Company notes that the award of shares under the PSP 2023 is contingent on the approval of the Remuneration Committee (“**RC**”). The RC convenes on an annual basis to approve the quantum of shares to be granted pursuant to the PSP 2023, and considers, amongst others, the performance merit of the eligible executives.

**12. Would the Remuneration Committee (RC) please clarify:**

**a) The rationale to award large number of shares to Executive Directors who are already receiving remunerations.**

ISOTeam has maintained a prudent approach in determining its remuneration of its three Executive Directors, which remains modest in comparison with its other listed peers. The Company wishes to highlight the three Executive Directors were not included in the earlier PSP share issuance exercise. The grant of share awards pursuant to PSP 2023 marks the first time that the Company is awarding PSP shares to its Executive Directors since its listing 12 years ago, all of whom have been serving and contributing to the Board since 2013. Furthermore, this method of remuneration would also conserve the Company’s cash and allow the Company increased flexibility to use their existing cash for the Group’s operations.

The grant of PSP shares constitutes part of their benefits in recognition of their roles as stewards of the Company. The RC is of the view that increased equity participation by Executive Directors incentivises them to focus on making decisions that maximise long-term shareholders’ value rather than focusing on short-term profits. The grant and issuance of PSP shares is also a recognition of their leadership and commitment to the Company through difficult periods and various phases of transformation.

As the construction industry enters the digital age, ISOTeam is well-positioned to seize new and emerging opportunities. The Group’s proactive approach in adopting technology is attributable to the stewardship and foresight of its Executive Directors.

**b) The expected level of improvement in profitability that the Company needs to achieve in 2026, 2027 and 2028, to warrant these share grants.**

The PSP 2023 is structured as a long-term incentive scheme to align the interests of the Company’s Executive Directors with those of its shareholders. The Board believes this approach is consistent with market practices and reinforces accountability, performance discipline, and alignment with shareholders’ value.

The Company maintains a strong order book, and the Board is hopeful that with the deployment of its autonomous drones, greater operational efficiency and potential cost savings may be achieved.

BY ORDER OF THE BOARD  
**ISOTEAM LTD.**

Anthony Koh Thong Huat  
Executive Director and Chief Executive Officer  
24 October 2025

---

*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.*

*The contact person for the Sponsor is Mr Kaeson Chui, Vice President, at 16 Raffles Quay, #01-05 Hong Leong Building, Singapore 048581, Telephone (65) 6415 9886.*