

## ISO Team (ISO SP)

# The drones are coming

### Contract wins of SGD26.6m

ISO Team announced contract wins of SGD26.6m on 26 Jan 2026, bringing its orderbook up to SGD176.2m. Management observed an increase in the pace of tenders being called and expects momentum to carry into 2026. Drone testing is set to start in 2Q26E, which will put ISO Team in a solid position vs its peers, in our view. With a positive outlook, we retain BUY with a TP of SGD0.100, pegged to 9x blended FY25/26E P/E.

### Larger contracts to come

Management is seeing a faster pace of contract awards, especially from the government sector and expects more to come. We think that based on the historical rate, another SGD20-30m worth of orders could come in Mar 2026. ISO Team has an existing orderbook of SGD76.2m of which 80% is slated to be completed within the next 18 months.

### New drone testing to begin by 2Q26

ISO Team is currently the only contractor with the drone solution locally, which could reduce costs by 30-40%. This would position it well in terms of technology, lower labour use and costs as the Singapore government has long-coveted the application of technology to reduce manpower. ISO Team will begin testing its AI drone-painting solution on an HDB site by 2Q26 and it will be rolled out to more estates, if successful.

### Potential special dividends - stronger FY26E

We expect ISO Team to report stronger FY26E profitability as several job recognitions have been delayed to 1H26E. The speed of contracts wins also increased in recent months, which should contribute significantly to its FY26E earnings. We also anticipate a potential sale of non-core assets of around SGD7-10m. A portion of the proceeds from this sale could be used to reward shareholders with special dividends.

# BUY

Share Price	SGD 0.087
12m Price Target	SGD 0.100 (+15%)
Previous Price Target	SGD 0.100

### Company Description

Isoteam is an established local maintenance and estate upgrading player with over 20 years of experience.

### Statistics

52w high/low (SGD)	0.10/0.06
3m avg turnover (USDm)	0.1
Free float (%)	91.1
Issued shares (m)	708
Market capitalisation	SGD61.6M USD49M

### Major shareholders:

Taisei Oncho Co., Ltd.	8.9%
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### Price Performance



Source: FactSet

	-1M	-3M	-12M
Absolute (%)	14	4	47
Relative to index (%)	8	(6)	15

FYE Jun (SGD m)	FY24A	FY25A	FY26E	FY27E	FY28E
Revenue	130	119	137	158	183
EBITDA	4	7	6	8	10
Core net profit	2	6	7	9	12
Core EPS (cts)	0.3	0.8	1.0	1.3	1.6
Core EPS growth (%)	32.6	151.2	25.1	36.5	21.3
Net DPS (cts)	0.1	0.1	0.3	0.4	0.5
Core P/E (x)	20.8	9.7	9.1	6.7	5.5
P/BV (x)	1.0	1.1	1.2	1.0	0.8
Net dividend yield (%)	1.3	0.8	3.3	4.5	5.9
ROAE (%)	19.2	12.2	13.5	15.9	16.3
ROAA (%)	2.0	4.9	5.5	6.9	7.5
EV/EBITDA (x)	8.6	5.4	5.5	3.5	2.1
Net gearing (%) (incl perps)	net cash				
Consensus net profit	-	-	8	10	12
MIBG vs. Consensus (%)	-	-	(13.1)	(5.1)	(4.1)

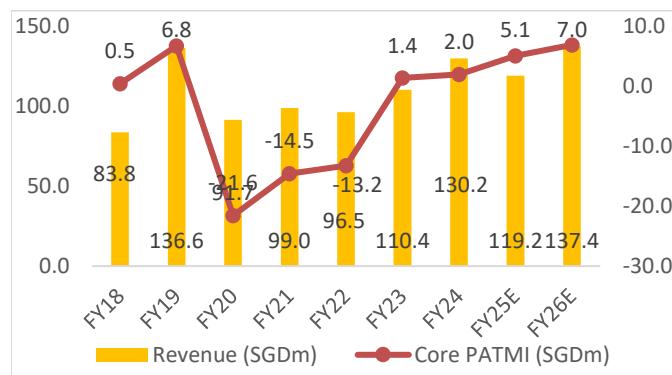
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Tear Sheet Insert

## Value Proposition

- With low-margin projects secured before and during Covid-19 fully executed, management expects a turnaround.
- One of the market leaders in painting work for government housing with 30% market share for government housing projects (HDB).
- Gross and net margins trending upwards.
- Orderbook at 176.2m
- 30% core PATMI dividend policy in place.
- Drone technology used in painting and inspection will reduce labour costs.

### Revenue and core PATMI trend (SGDm)

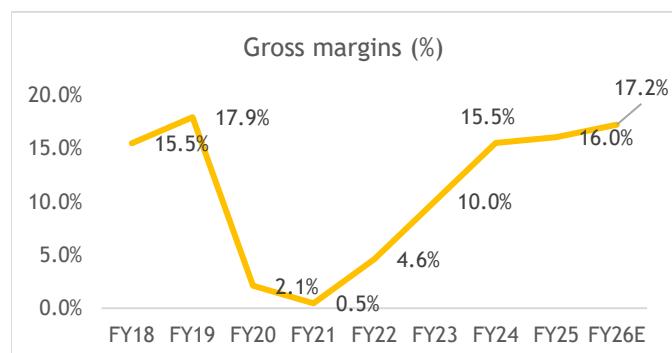


Source: Company

## Financial Metrics

- ISO Team's performance appears to have turned around in FY23 and management sees a stronger FY26E ahead.
- Balance sheet is strengthened due to a rights issue undertaken in 2024 and increased profitability.
- Orderbook has also strengthened and quality of orders, in terms of margins, appears to have improved.

### Gross margins (%)



Source: Company

## Price Drivers

### Historical share price trend



Source: Company, Maybank IBG Research

1. Covid-19 hurt performance and project execution.
2. Circuit breaker lifted and work restarted.
3. Weak results leading to share price decline.
4. Rights issue in Jun 2023 at SGD0.03/sh.
5. Uplift in results and dividend policy announced.

## Swing Factors

### Upside

- Improving margins and higher revenue due to more projects won.
- Drone technology advancement could benefit the company in terms of labour cost savings.
- Turnaround play.
- Potential beneficiary of Singapore election in 2025.

### Downside

- Margins may be squeezed if labour or raw material cost rises.
- Subjected to regulatory changes on foreign labour quota.
- Competitive tender process.

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Risk Rating & Score <sup>1</sup>	na
Score Momentum <sup>2</sup>	na
Last Updated	na
Controversy Score <sup>3</sup>	na

## Business Model & Industry Issues

- ISOTeam faces significant ESG risks including stricter global regulations, particularly in Europe, demanding comprehensive emissions reporting and robust data management. To address these, ISOTeam should adopt double materiality assessments, which evaluate both financial and impact materiality, can improve transparency and align ISOTeam with best practices seen in leading jurisdictions like the EU.
- ISOTeam's ESG performance is competitive but could improve in transparency and stakeholder engagement to match industry leaders. The company is leveraging technological advancements and strategic divestments to enhance its core operations, aligning with the construction sector's trend of adopting stringent regulations and comprehensive reporting practices like those mandated by the EU Corporate Sustainability Reporting Directive (CSRD).
- ISOTeam is effectively managing its ESG risks through technological advancements, increased safety protocols and adherence to the EU's CSRD. However, to improve market perception and valuation, ISOTeam should enhance transparency and reporting in their ESG data, decrease Scope 2 emissions and energy consumption, and to comply with government regulations. These efforts will position ISOTeam as a responsible and resilient company in the eyes of investors and stakeholders.

## Material E issues

- In response, the Singapore Government introduced the Singapore Green Plan 2030, mandating all companies to comply. ISOTeam fully supports this initiative. In 2021, they collaborated with the Sunseap Group to install solar panels for their floating solar farm in the Straits of Johor.
- ISOTeam has faced environmental issues such as pollution and waste management from its construction activities, as well as high energy consumption leading to significant carbon issues. To address this, ISOTeam's headquarters features 386 solar panels that generated approximately 157,365 kWh of energy in FY2022, powering 77% of its electricity needs. It also partnered with Sunseap to install solar systems on 183 HDB blocks and completed a 5 MW floating solar farm in the straits of Johor. These efforts align with Singapore's goal to reduce energy consumption in HDB towns by 15% by 2030.)

## Material S issues

- ISOTeam ensures fair treatment and safety for workers, uphold ethical sourcing standards, and provide healthcare benefits, with a 50% increase in dental treatment subsidy per staff; additional inpatient hospitalisation and surgery benefits; and one day leave increment for management and executive grade staff for every one year of service instead of two years and continuous learning opportunities for employees.
- ISOTeam could leverage social bonds as a cost-effective financing method to fund socially beneficial projects, while attracting investors who are interested in supporting social impact. With the issuance of social bonds, ISOTeam can expect a growth in reputation as a socially responsible company. BRIDGE Housing issued \$100 million social bond to develop affordable housing in high-cost areas in the US, helping low-income and minority families.)

## Key G metrics and issues

- In 2020, ISOTeam was flagged by SGX RegCo. In December 2020, SGX RegCo issued a "Trade With Caution" alert due to unusual trading activities in ISOTeam's shares. A small group of interconnected accounts was responsible for over 71% of traded volume and 83% of buy trades during a share price surge. Additionally, these accounts engaged in cross trades on most trading days within the review period, raising concerns about market manipulation and governance practices.
- ISOTeam complied and worked closely with SGX RegCo and enhanced their internal monitoring and compliance measures. They engaged RHT Capital Pte. Ltd. To review their practices and ensure adherence to regulatory requirements.)

<sup>1</sup>**Risk Rating & Score** - derived by Sustainalytics and assesses the company's exposure to unmanaged ESG risks. Scores range between 0 - 50 in order of increasing severity with low/high scores & ratings representing negligible/significant risk to the company's enterprise value, respectively, from ESG-driven financial impacts. <sup>2</sup>**Score Momentum** - indicates changes to the company's score since the last update - a **negative** integer indicates a company's improving risk score; a **positive** integer indicates a deterioration. <sup>3</sup>**Controversy Score** - reported periodically by Sustainalytics in the event of material ESG-related incident(s), with the impact severity scores of these events ranging from Category 0-5 (0 - no reports; 1 - negligible risks; ...; 5 - poses serious risks & indicative of potential structural deficiencies at the company).

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Quantitative Parameters (Score: 47)						
	Particulars	Unit	2021	2022	2023	SOIL SP 2023
E	Scope 1 GHG emissions	tCO2e/million hour	NA	1,311	1,257	3,288
	Scope 2 GHG emissions	tCO2e/million hour	NA	19	81	1,567
	<b>Total</b>	<b>tCO2e</b>	<b>0</b>	<b>1,330</b>	<b>1,338</b>	<b>4,855</b>
	Scope 3 GHG emissions	tCO2e	NA	NA	NA	NA
	<b>Total</b>	<b>tCO2e</b>	<b>0</b>	<b>1,330</b>	<b>1,338</b>	<b>4,855</b>
	GHG intensity (Scope 1 and 2)	tCO2e/million hour	NA	13.78	12.12	20,000
	Energy consumption	GJ/million h	NA	7.61	12.11	239.06
S	Water consumption	m3	NA	25,762.00	33,006.00	244,820.00
	Total Diesel consumption	litres	229,066	381,813	NA	1,297,339
S	% of women in workforce	%	10.0%	26.0%	30.0%	11.0%
	Employee turnover	Number	91	78	18	484
	cases of corruption	days	0	0	0	0
	Average training hours for employees	Hours	9.66	18	692	10.3
	Accident frequency rate	%	1.69	4.88	4.45	1.64
	Accident severity rate	%	11.8	128.02	26.65	NA
G	MD/CEO salary as % of reported net profit	%	-3.20%	-4.93%	48.58%	2.95%
	Board salary as % of reported net profit	%	-14.58%	-20.22%	194.84%	11.31%
	Independent directors on the Board	%	38%	43%	43%	57%
	Female directors on the Board	%	0%	0%	0%	14%

## Qualitative Parameters (Score: 50)

a) Is there an ESG policy in place and is there a standalone ESG committee or is it part of a risk committee?

**Yes**

b) Is the senior management salary linked to fulfilling ESG targets?

**No**

c) Does the company follow the task force of climate related disclosures (TCFD) framework for ESG reporting?

**Yes**

e) Does the company have a mechanism to capture Scope 3 emissions - which parameters are captured?

**No**

f) What are the 2-3 key carbon mitigation/water/waste management strategies adopted by the company?

*To reduce carbon emissions and non-renewable energy consumption, more solar panels were installed, which power 41% of ISOTeam's consumption, and produces 0 carbon emissions. Project waste is segregated and disposed accordingly - hazardous waste and harmful solvents such as waste paint and lubricants are disposed by specialist waste management companies while non-hazardous waste is disposed in skid tanks.*

g) Does carbon offset form part of the net zero/carbon neutrality target of the company?

**No**

## Target (Score: 67)

Particulars	Target	Achieved
Aim to reduce carbon footprint	1	1
Zero confirmed incidents of corruption	0	0
Zero cases of non-compliance with all applicable laws and regulations	0	0
Carbon neutrality/net zero	100%	0%

## Impact

NA

## Overall Score: 53

As per our ESG matrix, ISOTeam (ISO SP) has an overall score of 53

ESG score	Weights	Scores	Final Score
Quantitative	50%	47	24
Qualitative	25%	50	13
Target	25%	67	17
<b>Total</b>			<b>53</b>

As per our ESG assessment, ISOTeam has an established framework, internal policies, and tangible mid/long-term targets but needs to make headway in improving its quantitative "E" metrics YoY. ISOTeam's overall ESG score is 53, which makes its ESG rating above average in our view (average ESG rating = 50; refer to Appendix I for our ESG Assessment Scoring).

FYE 30 Jun	FY24A	FY25A	FY26E	FY27E	FY28E
<b>Key Metrics</b>					
P/E (reported) (x)	4.5	8.4	9.1	6.7	5.5
Core P/E (x)	20.8	9.7	9.1	6.7	5.5
P/BV (x)	1.0	1.1	1.2	1.0	0.8
P/NTA (x)	0.4	0.5	0.5	0.4	0.4
Net dividend yield (%)	1.3	0.8	3.3	4.5	5.9
FCF yield (%)	12.2	nm	22.4	12.1	15.0
EV/EBITDA (x)	8.6	5.4	5.5	3.5	2.1
EV/EBIT (x)	4.7	4.1	4.2	2.8	1.8
<b>INCOME STATEMENT (SGD m)</b>					
Revenue	130.2	119.2	137.4	158.4	182.7
EBITDA	3.8	6.9	6.2	8.5	10.1
Depreciation	3.1	2.1	2.0	1.9	1.8
Amortisation	0.1	0.0	0.0	0.0	0.0
EBIT	7.0	9.0	8.2	10.3	11.9
Net interest income / (exp)	(2.5)	(2.2)	(2.2)	(2.2)	(2.2)
Associates & JV	0.0	0.0	0.0	0.0	0.0
Exceptionals	2.8	(0.1)	0.0	0.0	0.0
Other pretax income	0.0	0.0	0.0	0.0	0.0
Pretax profit	7.3	6.7	5.9	8.1	9.7
Income tax	(0.7)	(1.1)	1.0	1.4	1.8
Minorities	0.0	0.0	0.0	0.0	0.0
Discontinued operations	0.0	0.0	0.0	0.0	0.0
Reported net profit	6.6	5.6	7.0	9.5	11.5
Core net profit	2.1	5.6	7.0	9.5	11.5
<b>BALANCE SHEET (SGD m)</b>					
Cash & Short Term Investments	10.9	17.2	29.3	34.2	41.9
Accounts receivable	70.1	75.9	70.9	75.3	80.5
Inventory	0.0	0.0	0.2	0.3	0.3
Reinsurance assets	0.0	0.0	0.0	0.0	0.0
Property, Plant & Equip (net)	20.0	17.7	18.1	17.3	16.5
Intangible assets	0.1	0.1	0.1	0.1	0.1
Investment in Associates & JVs	0.0	0.0	0.0	0.0	0.0
Other assets	7.1	9.8	12.1	17.2	24.1
<b>Total assets</b>	<b>108.3</b>	<b>120.8</b>	<b>130.8</b>	<b>144.3</b>	<b>163.4</b>
ST interest bearing debt	0.0	0.0	0.0	0.0	0.0
Accounts payable	25.4	22.9	26.3	30.3	35.0
Insurance contract liabilities	1.6	0.8	0.8	0.8	0.8
LT interest bearing debt	0.0	0.0	0.0	0.0	0.0
Other liabilities	38.0	49.0	49.0	49.0	49.0
<b>Total Liabilities</b>	<b>65.4</b>	<b>72.3</b>	<b>75.8</b>	<b>79.8</b>	<b>84.4</b>
Shareholders Equity	42.9	48.0	55.0	64.5	77.0
Minority Interest	(0.0)	0.4	(0.0)	(0.0)	0.0
<b>Total shareholder equity</b>	<b>42.9</b>	<b>48.4</b>	<b>55.0</b>	<b>64.5</b>	<b>77.0</b>
<b>Total liabilities and equity</b>	<b>108.3</b>	<b>120.8</b>	<b>130.8</b>	<b>144.3</b>	<b>161.4</b>
<b>CASH FLOW (SGD m)</b>					
Pretax profit	7.3	6.7	5.9	8.1	9.7
Depreciation & amortisation	(3.2)	(2.1)	(2.0)	(1.9)	(1.8)
Adj net interest (income)/exp	2.2	(2.2)	(2.2)	(2.2)	(2.2)
Change in working capital	(4.1)	(9.2)	8.5	(0.5)	(0.5)
Cash taxes paid	(0.0)	(1.1)	1.0	1.4	1.8
Other operating cash flow	(1.5)	0.0	0.0	0.0	0.0
Cash flow from operations	6.2	(3.7)	15.2	8.7	10.5
Capex	(0.9)	(1.0)	(1.0)	(1.0)	(1.0)
Free cash flow	5.4	(4.7)	14.2	7.7	9.5
Dividends paid	(0.6)	(0.4)	(2.1)	(2.8)	(3.8)
Equity raised / (purchased)	10.3	0.0	0.0	0.0	0.0
Change in Debt	(8.4)	0.0	0.0	0.0	0.0
Other invest/financing cash flow	(1.4)	0.0	0.0	0.0	0.0
Effect of exch rate changes	0.0	0.0	0.0	0.0	0.0
Net cash flow	5.3	(5.2)	12.1	4.8	5.8

FYE 30 Jun	FY24A	FY25A	FY26E	FY27E	FY28E
<b>Key Ratios</b>					
<b>Growth ratios (%)</b>					
Revenue growth	17.9	(8.4)	15.3	15.3	15.3
EBITDA growth	nm	81.6	(10.4)	36.6	19.7
EBIT growth	nm	27.6	(9.2)	26.6	15.3
Pretax growth	1,399.0	(8.9)	(10.8)	36.5	19.5
Reported net profit growth	476.8	(15.9)	25.1	36.5	21.3
Core net profit growth	84.4	163.2	25.1	36.5	21.3
<b>Profitability ratios (%)</b>					
EBITDA margin	2.9	5.8	4.5	5.3	5.5
EBIT margin	5.4	7.5	5.9	6.5	6.5
Pretax profit margin	5.6	5.6	4.3	5.1	5.3
Payout ratio	8.4	7.4	30.0	30.0	32.6
<b>DuPont analysis</b>					
Net profit margin (%)	5.1	4.7	5.1	6.0	6.3
Revenue/Assets (x)	1.2	1.0	1.1	1.1	1.1
Assets/Equity (x)	2.5	2.5	2.4	2.2	2.1
ROAE (%)	19.2	12.2	13.5	15.9	16.3
ROAA (%)	2.0	4.9	5.5	6.9	7.5
<b>Liquidity &amp; Efficiency</b>					
Cash conversion cycle	107.0	nm	114.9	89.1	76.6
Days receivable outstanding	188.2	220.5	192.3	166.1	153.6
Days inventory outstanding	0.3	nm	0.4	0.7	0.7
Days payables outstanding	81.4	86.8	77.8	77.7	77.7
Dividend cover (x)	11.9	13.5	3.3	3.3	3.1
Current ratio (x)	1.5	1.5	1.6	1.7	1.8
<b>Leverage &amp; Expense Analysis</b>					
Asset/Liability (x)	1.7	1.7	1.7	1.8	1.9
Net gearing (%) (incl perps)	net cash				
Net gearing (%) (excl. perps)	net cash				
Net interest cover (x)	2.8	4.1	3.7	4.7	5.4
Debt/EBITDA (x)	0.0	0.0	0.0	0.0	0.0
Capex/revenue (%)	0.7	0.8	0.7	0.6	0.5
Net debt/ (net cash)	(10.9)	(17.2)	(29.3)	(34.2)	(41.9)

Source: Company; Maybank IBG Research

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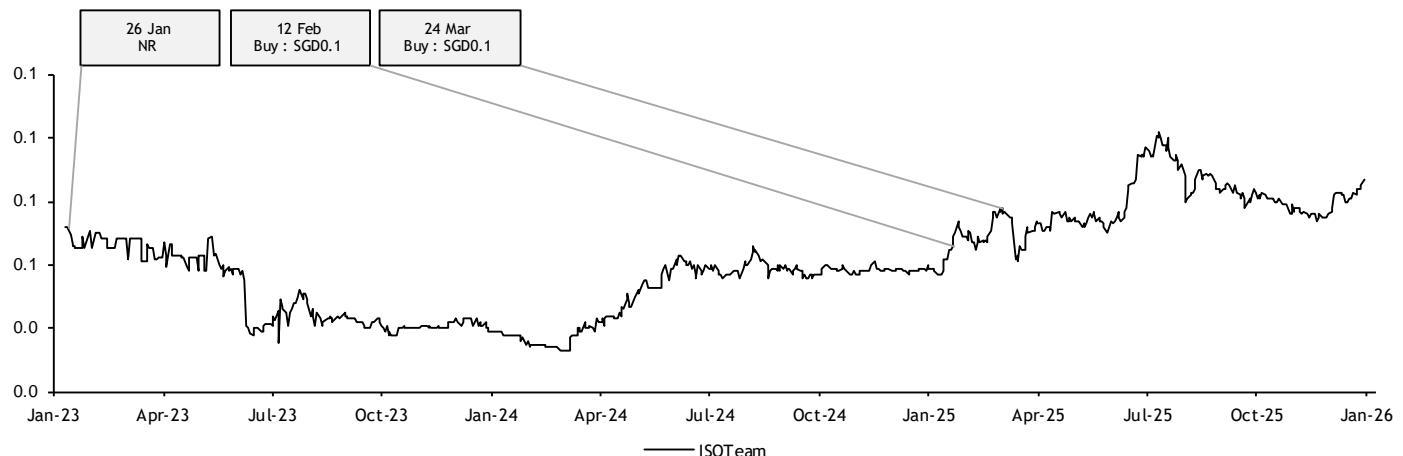
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