





Company Note Singapore

ADD (previously REDUCE)

Consensus ratings*:	Buy 0	Hold 0	Sell 1
Current price:		;	S\$0.365
Target price:			S\$0.44
Previous target:			S\$0.28
Up/downside:			20.5%
CGSI / Consensus:			na
Reuters:			ISDN.SI
Bloomberg:		l:	SDN SP
Market cap:		US	\$126.7m
		S	\$163.7m
Average daily turnove	r:	US	\$\$0.20m
		8	\$\$0.26m
Current shares o/s:			441.5m
Free float: *Source: Bloomberg			54.2%

Key changes in this note

➤ NA.



		Source: E	Bloomberg
Price performance	1M	ЗМ	12M
Absolute (%)	15.9	15.9	23.7
Relative (%)	10.7	5.1	-11.9

Major shareholders	% held
Teo Cher Koon	32.2
NTCP SPV VI	8.6

ISDN Holdings Ltd

Time to explore value up

- We expect ISDN to report its 1H25F results on 11 Aug as the company has announced that the board will meet on that date to approve the results.
- We think 1H25F revenue could have expanded at least c.10% yoy to S\$192.1m while net profit could have grown 63% yoy to S\$6.2m.
- However, from 31 Dec 2024 to 30 Jun 2025, the US\$ depreciated by 6.9% against the S\$. This will lead to unrealised foreign exchange (fx) losses.
- Given the valuation uplift from the MAS EMDP and the general improvement in business conditions, we upgrade our call on ISDN to Add with S\$0.44 TP.

Unrealised FX losses likely dragged down 1H25F headline net profit

We expect ISDN to report its 1H25F results on 11 Aug (ISDN does not provide quarterly business updates). We believe ISDN's 1H25F revenue could have grown a minimum 10% yoy to \$\$192.1m as business conditions likely improved gradually after the initial tariff surprise. 1H25 net profit could have grown 63% yoy to \$\$6.2m. However, given that ISDN's min-hydro power business is recorded in US\$ as service concession receivables on the balance sheet and translated into \$\$, we estimate that was a c.\$\$5m-6m unrealised FX translation loss in its 1H25F results (the US\$ depreciated by 6.9% against the \$\$\$ over 31 Dec 2024 to 30 Jun 2025).

Value up catalyst - focus on its core business

As at end-Dec 24, ISDN's mini-hydropower business recognised as service concession receivables totalled S\$84.6m. ISDN's mini-hydropower business is held through its 67.1%-owned subsidiary, Aenergy (unlisted). The group has started the construction of its 4th (Lau Biang 2) and 5th plant (Lau Biang 3) in Indonesia. ISDN hopes to have Lau Biang 2 operational in FY26F. In our view, as ISDN's mini-hydropower operations build up in scale, the group should consider realising the value of this business either via a trade sale or a spin-off. This should then make it easier for investors to better understand and better value the company for its core industrial automation business. This should also widen the appeal of the company to investors who prefer companies to focus on their core business.

Reiterate Add

We now value ISDN at 13.5x FY26F P/E (10-year FY16-25F average) as a) the share price has discounted some the tariff impact, b) the underlying business is experiencing some recovery, and c) small caps' valuations have risen from MAS EMDP. Our TP is hence raised to \$\$0.44 and we upgrade from Reduce to Add as earnings growth is likely to resume over FY25-27F. Previously, we valued ISDN at 8.8x FY26F P/E, the average P/E of its previous earnings upcycle (FY16-21), due to tariff impact concerns. Re-rating catalysts include higher-than-expected net profit contribution from its hydropower business segment, a faster pace of economic growth in China as it stimulates its economy and a stronger semicon recovery. Downside risks include weak customer demand if the global economy continues to slow, and the possibility of bad debts as economic conditions worsen.

Analyst(s)



Financial Summary	Dec-23A	Dec-24A	Dec-25F	Dec-26F	Dec-27F
Revenue (S\$m)	341.8	372.4	384.1	402.1	421.0
Net Profit (S\$m)	4.95	8.52	12.31	14.49	16.81
Core EPS (S\$)	0.011	0.019	0.027	0.032	0.037
Core EPS Growth	(66.7%)	71.1%	44.5%	17.7%	16.0%
FD Core P/E (x)	32.60	19.16	13.30	11.30	9.74
Price To Sales (x)	0.48	0.44	0.43	0.41	0.39
DPS (S\$)	0.003	0.047	0.007	0.008	0.009
Dividend Yield	0.8%	12.9%	1.9%	2.2%	2.6%
EV/EBITDA (x)	8.70	7.51	5.18	4.53	3.87
P/FCFE (x)	14.50	54.84	3.56	9.51	8.32
Net Gearing	6.5%	5.5%	(11.2%)	(15.4%)	(19.7%)
P/BV (x)	0.82	0.79	0.76	0.72	0.68
ROE	2.50%	4.20%	5.82%	6.55%	7.21%
% Change In Core EPS Estimates			0%	0%	0%
EPS/Consensus EPS (x)			1.02	1.01	1.01

SOURCES: CGSI RESEARCH ESTIMATES, COMPANY REPORTS



Figure 1: Peer Comparison	1											
				Target	Market						Recurring	Dividend
	Bloomberg		Price	Price	Cap		P/E (x)	3-year EPS_	P/BV	(x)	ROE (%)	Yield (%)
Company	Ticker	Recom.	(Icl curr)	(Icl curr)	(US\$ m)	CY25F	CY26F	CAGR (%)	CY25F	CY26F	CY25F	CY25F
Aztech Global Ltd	AZTECH SP	Hold	0.67	0.60	400	15.1	13.6	-14.7%	1.45	1.38	9.5%	3.3%
Frencken Group Ltd	FRKN SP	Add	1.65	1.91	545	16.7	15.7	10.3%	1.51	1.41	9.1%	1.8%
ISDN Holdings Ltd	ISDN SP	Add	0.37	0.44	127	13.3	11.3	26.7%	0.76	0.72	5.7%	1.9%
Nanofilm Technologies Int'l Ltd	NANO SP	Reduce	0.73	0.49	368	37.1	28.9	36.0%	1.20	1.16	3.2%	0.7%
Venture Corporation	VMS SP	Hold	12.40	12.14	2,760	16.3	14.8	2.5%	1.24	1.23	7.4%	6.0%
Simple average						19.7	16.9	na	1.23	1.18	7.0%	2.7%

SOURCES: CGSI RESEARCH ESTIMATES, COMPANY REPORTS, BLOOMBERG NOTE: FORECASTS FOR NOT RATED COMPANIES ARE BLOOMBERG CONSENSUS ESTIMATES DATA AS AT 31 JUL 2025



Abbreviation	What it stands for	Comments
EMDP	Equity Market Development Programme	A \$\$5bn initiative by the MAS to revitalize the Singapore stock market. The program aims to enhance market vibrancy, boost investor confidence, and unlock value across the Singapore equit market. It includes measures like injecting funds into Singapore-listed equities and enhancing research amongst others.
MAS	Monetary Authority of Singapore	Singapore's central bank and integrated financial regulator.
		SOURCES: CGSI RESEARCH





ESG in a nutshell

ISDN focuses on the motion control industry and provides the full spectrum of integrated precision engineering services, from conceptualisation, design and development to prototyping, production, sales and marketing and after-sales engineering support. The group is also involved in mini-hydropower projects in Indonesia. Through its role in industrial automation, ISDN aims to help drive efficiency to save energy and reduce the environmental impact of a multitude of industries.

Keep your eye on

The group's mini-hydropower plant project in Indonesia helps offset carbon emissions and mitigate climate change. The mini-hydropower plants target the remote and rural areas in Indonesia, generating clean energy and job opportunities.

Implications

As of 28 Mar 2025, ISDN had 3 mini-hydropower plants in operation in Indonesia. The company plans to continue to grow this business in Indonesia.

ESG highlights

At end-FY24, ISDN employed 1,283 employees in over 78 locations throughout Asia-Pacific. ISDN has an established whistle-blowing policy, which allows whistle blowers direct access to their superiors, any of the group's managing director and president, or the chairman of the audit committee.

Implications

Its large number of subsidiaries in various geographies could pose operational risk. In 2018, ISDN's Beijing subsidiary was served a writ of summons alleging that its ex-employee had borrowed monies for which the Beijing subsidiary has acted as a guarantor. Ineffective risk control could pose financial and reputational risks to ISDN.

Trends

Rising wage costs and increasing competition for talent is a key trend to watch out for. ISDN's employees are its most valuable assets, the company said, as they understand customer requirements and are able to offer value-added solutions.

Implications

ISDN said it provides equal opportunities for employees with respect to recruitment, training and development, job advancement, and remuneration and benefits. According to management, the group does not discriminate on the basis of gender, ethnicity, religion, colour, age, marital status, family status, pregnancy or any other discrimination prohibited by applicable laws. In addition to the basic wage package, ISDN also provides benefits and welfare such as severance pay, mandatory/central provident fund, employment compensation insurance, medical insurance, unlimited reimbursements for doctor visits, annual leave, sick leave, additional remuneration and benefits to reward and recognise performing employees such as performance-based bonus, commissions and variable annual bonuses. Based on the different job duties of employees, local travel (parking and petrol inclusive) allowance, mobile phone allowance, overseas travel and meals allowance, and overtime taxi claims are included in the total remuneration and benefits package for employees.

SOURCES: CGSI RESEARCH, COMPANY REPORTS



BY THE NUMBERS



(S\$m)	Dec-23A	Dec-24A	Dec-25F	Dec-26F	Dec-27F
Total Net Revenues	341.8	372.4	384.1	402.1	421.0
Gross Profit	96.7	101.5	108.7	113.5	118.8
Operating EBITDA	24.7	28.1	33.4	36.3	39.8
Depreciation And Amortisation	(5.6)	(6.6)	(6.9)	(6.9)	(7.3)
Operating EBIT	19.1	21.5	26.5	29.4	32.5
Financial Income/(Expense)	(4.1)	(5.1)	(5.1)	(5.1)	(5.1)
Pretax Income/(Loss) from Assoc.	(0.7)	(0.6)	0.5	0.5	0.5
Non-Operating Income/(Expense)	4.5	3.9	2.0	2.0	2.0
Profit Before Tax (pre-EI)	18.9	19.7	23.9	26.8	29.9
Exceptional Items	0.0	0.0	0.0	0.0	0.0
Pre-tax Profit	18.9	19.7	23.9	26.8	29.9
Taxation	(7.7)	(5.7)	(6.1)	(6.9)	(7.7)
Exceptional Income - post-tax					
Profit After Tax	11.2	14.0	17.8	19.9	22.3
Minority Interests	(6.2)	(5.4)	(5.4)	(5.4)	(5.4)
Preferred Dividends					
FX Gain/(Loss) - post tax					
Other Adjustments - post-tax					
Preference Dividends (Australia)					
Net Profit	5.0	8.5	12.3	14.5	16.8
Recurring Net Profit	5.0	8.5	12.3	14.5	16.8
Fully Diluted Recurring Net Profit	5.0	8.5	12.3	14.5	16.8
Normalised Net Profit	11.2	14.0	17.8	19.9	22.3
Fully Diluted Normalised Profit	5.0	8.5	12.3	14.5	16.8

Cash Flow					
(S\$m)	Dec-23A	Dec-24A	Dec-25F	Dec-26F	Dec-27F
EBITDA	24.75	28.10	33.38	36.31	39.77
Cash Flow from Invt. & Assoc.					
Change In Working Capital	(46.62)	8.03	27.17	(3.83)	(4.04)
(Incr)/Decr in Total Provisions					
Other Non-Cash (Income)/Expense					
Other Operating Cashflow	11.75	(6.73)	1.70	1.70	1.70
Net Interest (Paid)/Received	(4.05)	(5.14)	(5.10)	(5.10)	(5.10)
Tax Paid	(9.97)	(5.88)	(6.11)	(6.86)	(7.66)
Cashflow From Operations	(24.15)	18.38	51.05	22.22	24.67
Capex	(4.36)	(7.52)	(5.00)	(5.00)	(5.00)
Disposals Of FAs/subsidiaries	0.00	0.00	0.00	0.00	0.00
Acq. Of Subsidiaries/investments					
Other Investing Cashflow	0.35	0.58	0.00	0.00	0.00
Cash Flow From Investing	(4.02)	(6.94)	(5.00)	(5.00)	(5.00)
Debt Raised/(repaid)	39.29	(8.46)	0.00	0.00	0.00
Proceeds From Issue Of Shares	0.00	0.00	0.00	0.00	0.00
Shares Repurchased	0.00	0.00	0.00	0.00	0.00
Dividends Paid	(8.09)	(6.24)	(3.08)	(3.62)	(4.20)
Preferred Dividends	0.00	0.00	0.00	0.00	0.00
Other Financing Cashflow	1.63	0.66	0.00	0.00	0.00
Cash Flow From Financing	32.83	(14.05)	(3.08)	(3.62)	(4.20)
Total Cash Generated	4.67	(2.61)	42.97	13.60	15.47
Free Cashflow To Equity	11.13	2.98	46.05	17.22	19.67
Free Cashflow To Firm	(23.77)	16.91	51.45	22.62	25.07

SOURCES: CGSI RESEARCH ESTIMATES, COMPANY REPORTS



BY THE NUMBERS... cont'd

Balance Sheet					
(S\$m)	Dec-23A	Dec-24A	Dec-25F	Dec-26F	Dec-27F
Total Cash And Equivalents	60.0	56.5	99.5	113.1	128.6
Total Debtors	110.6	122.4	109.4	114.6	119.9
Inventories	73.0	67.4	70.4	73.7	77.1
Total Other Current Assets	0.0	0.0	0.0	0.0	0.0
Total Current Assets	243.6	246.4	279.3	301.3	325.6
Fixed Assets	63.2	65.8	63.8	61.9	59.7
Total Investments	5.3	6.7	7.2	7.7	8.2
Intangible Assets	12.2	12.9	12.9	12.9	12.9
Total Other Non-Current Assets	75.9	84.1	84.1	84.1	84.1
Total Non-current Assets	156.5	169.5	168.1	166.7	164.9
Short-term Debt	19.7	21.2	21.2	21.2	21.2
Current Portion of Long-Term Debt					
Total Creditors	64.6	74.7	91.6	95.8	100.3
Other Current Liabilities	13.9	17.2	17.2	17.2	17.2
Total Current Liabilities	98.1	113.2	130.0	134.3	138.8
Total Long-term Debt	56.0	48.9	48.9	48.9	48.9
Hybrid Debt - Debt Component					
Total Other Non-Current Liabilities	5.6	6.6	6.6	6.6	6.6
Total Non-current Liabilities	61.6	55.5	55.5	55.5	55.5
Total Provisions	0.0	0.0	0.0	0.0	0.0
Total Liabilities	159.8	168.7	185.5	189.8	194.3
Shareholders' Equity	198.6	206.7	216.0	226.8	239.4
Minority Interests	42.0	40.5	45.9	51.4	56.8
Total Equity	240.7	247.2	261.9	278.2	296.3

Key Ratios					
	Dec-23A	Dec-24A	Dec-25F	Dec-26F	Dec-27F
Revenue Growth	(7.82%)	8.98%	3.13%	4.68%	4.69%
Operating EBITDA Growth	(30.8%)	13.5%	18.8%	8.8%	9.5%
Operating EBITDA Margin	7.24%	7.54%	8.69%	9.03%	9.45%
Net Cash Per Share (S\$)	(0.04)	(0.03)	0.07	0.10	0.13
BVPS (S\$)	0.45	0.46	0.48	0.51	0.53
Gross Interest Cover	4.36	3.93	4.90	5.44	6.02
Effective Tax Rate	40.8%	28.9%	25.6%	25.6%	25.6%
Net Dividend Payout Ratio	5.7%	55.2%	5.6%	5.6%	5.6%
Accounts Receivables Days	113.1	114.5	110.2	101.7	101.7
Inventory Days	114.8	94.8	91.3	91.1	91.1
Accounts Payables Days	119.0	94.1	110.2	118.5	118.5
ROIC (%)	8.7%	8.4%	10.2%	12.7%	13.9%
ROCE (%)	6.57%	6.89%	8.24%	8.73%	9.18%
Return On Average Assets	3.80%	4.68%	5.29%	5.47%	5.71%

Key Drivers					
	Dec-23A	Dec-24A	Dec-25F	Dec-26F	Dec-27F
Motion control rev growth (%)	-6.6%	2.1%	3.0%	5.0%	5.0%
Gross profit margin (%)	26.7%	25.5%	26.5%	26.5%	26.5%

SOURCES: CGSI RESEARCH ESTIMATES, COMPANY REPORTS



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Description:	Excellent	Very Good	Good	N/A	N/A

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Distribution of stock ratings and investment banking clients for quarter ended on 30 June 2025					
561 companies under coverage for quarter ended on 30 June 2025					
	Rating Distribution (%)	Investment Banking clients (%)			
Add	70.6%	1.1%			
Hold	20.5%	0.5%			
Reduce	8.9%	0.5%			

Spitzer Chart for stock being researched (2 year data)

ISDN Holdings Ltd (ISDN SP)



Aug-22 Nov-22 Feb-23 May-23 Aug-23 Nov-23 Feb-24 May-24 Aug-24 Nov-24 Feb-25 May-25

Recommendation	Framework			
Stock Ratings	Definition:			
Add	The stock's total return is expected to exceed 10% over the next 12 months.			
Hold	The stock's total return is expected to be between 0% and positive 10% over the next 12 months.			
Reduce	The stock's total return is expected to fall below 0% or more over the next 12 months.			
	turn of a stock is defined as the sum of the: (i) percentage difference between the target price and the current price and (ii) the forward net stock. Stock price targets have an investment horizon of 12 months.			
Sector Ratings	Definition:			
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Neutral	A Neutral rating means stocks in the sector have, on a market cap-weighted basis, a neutral absolute recommendation.			
Underweight	An Underweight rating means stocks in the sector have, on a market cap-weighted basis, a negative absolute recommendation.			
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Neutral	A Neutral rating means investors should be positioned with a neutral weight in this country relative to benchmark.			
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