ISDN HOLDINGS LIMITED
億仕登控股有限公司
(Incorporated in the Republic of Singapore with limited liability)
(Hong Kong stock code: 1656)
(Singapore stock code: I07.SI)

OVERSEAS REGULATORY ANNOUNCEMENT

PRESENTATION SLIDES FOR INVESTOR BRIEFING

This overseas regulatory announcement is issued pursuant to Rule 13.10B of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.

Please refer to the attached announcement which has been published by ISDN Holdings Limited (the "**Company**") on the website of the Singapore Exchange Securities Trading Limited on 27 August 2025.

By Order of the Board
ISDN HOLDINGS LIMITED
Teo Cher Koon
Managing Director and President

Hong Kong, 27 August 2025

As at the date of this announcement, the board of directors of the Company comprises Mr. Teo Cher Koon and Mr. Kong Deyang as executive directors of the Company; Mr. Toh Hsiang-Wen Keith as non-executive director of the Company; and Mr. Tan Soon Liang (Chairman), Mr. Sho Kian Hin and Ms. Heng Su-Ling Mae as independent non-executive directors of the Company.

ISDN Holdings

1H2025 Results Presentation

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The presentation may contain forward-looking statements relating to financial trends for future periods, compared to the results for previous periods. Some of the statements contained herein are not historical facts but are statements of future expectations relating to the financial conditions, results of operations and businesses and related plans and objectives. The information is based on certain views and assumptions and would thus involve risks and uncertainties. Actual future performance, outcomes and results may differ materially from those expressed in these forward-looking statements as a result of a number of risks, uncertainties, assumptions and other factors, many of which are outside ISDN's control. Representative examples of these factors include (without limitation) general industry and economic conditions, interest rate trends, cost of capital and capital availability, competition from other companies, shifts in customer demands, customers and partners, changes in operating expenses, governmental and public policy changes, and the continued availability of financing. Because actual results, performance or events could differ materially from the current view of the Management of ISDN, such forward-looking, statements are not and should not be construed as a representation as to the future of ISDN and should not be regarded as a forecast or projection of future performance. It should be noted that the actual performance of ISDN may vary significantly from such statements.

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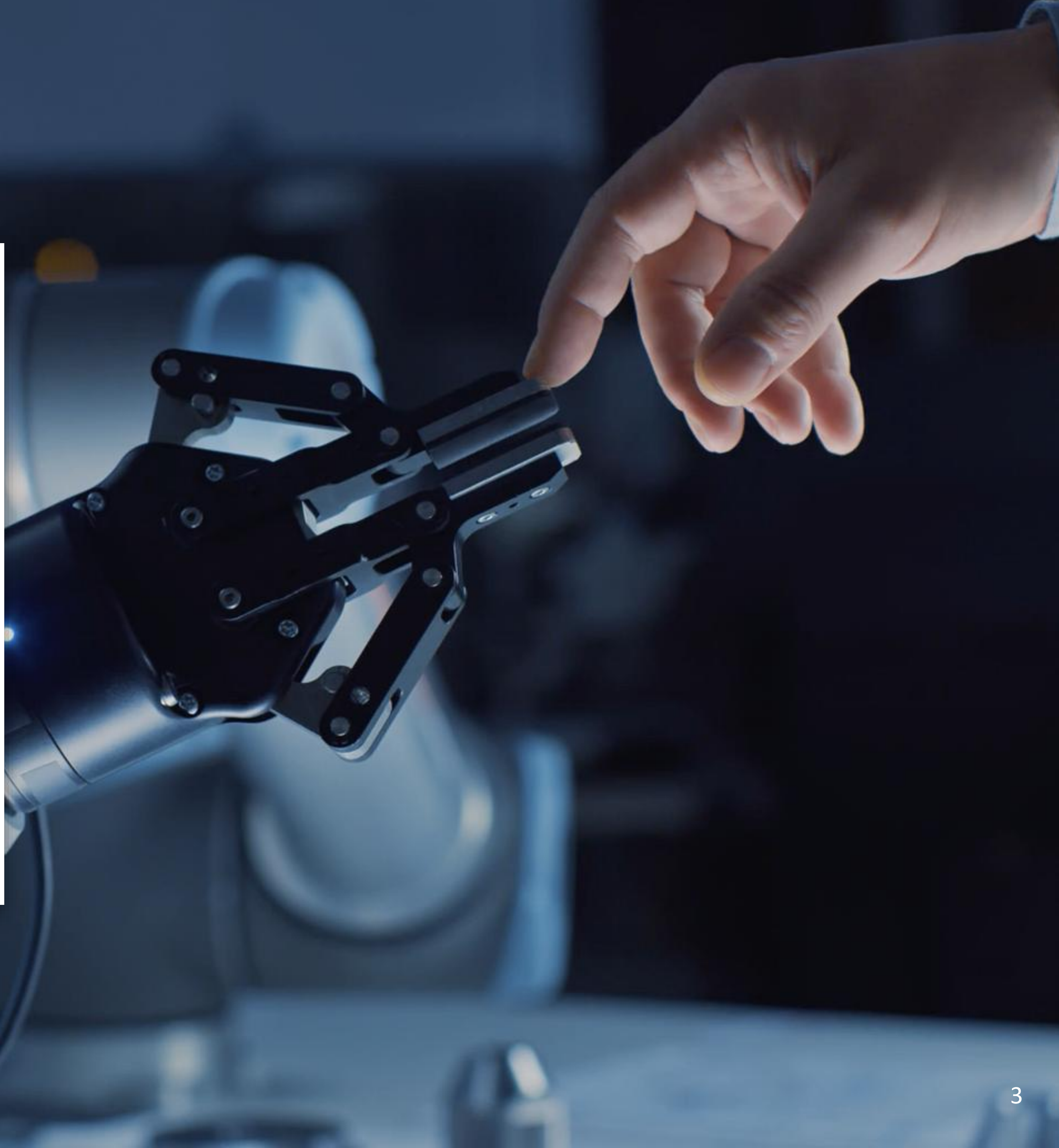
In this presentation, all $ dollar amounts are in Singapore dollars unless otherwise specified

ISDNHoldings

Powering Smart Operations For Sustainable Growth

We deliver solutions that power Asia's industrial future.

Our components and systems power semiconductor factories, advanced medical devices, clean energy plants, electric vehicles and more for over 10,000 customers throughout Asia



What ISDN offers as a Group of Companies: From Components to Full-fledge solutions

Management Level
Monitor all levels of the business

Planning Level
Monitor entire manufacturing process

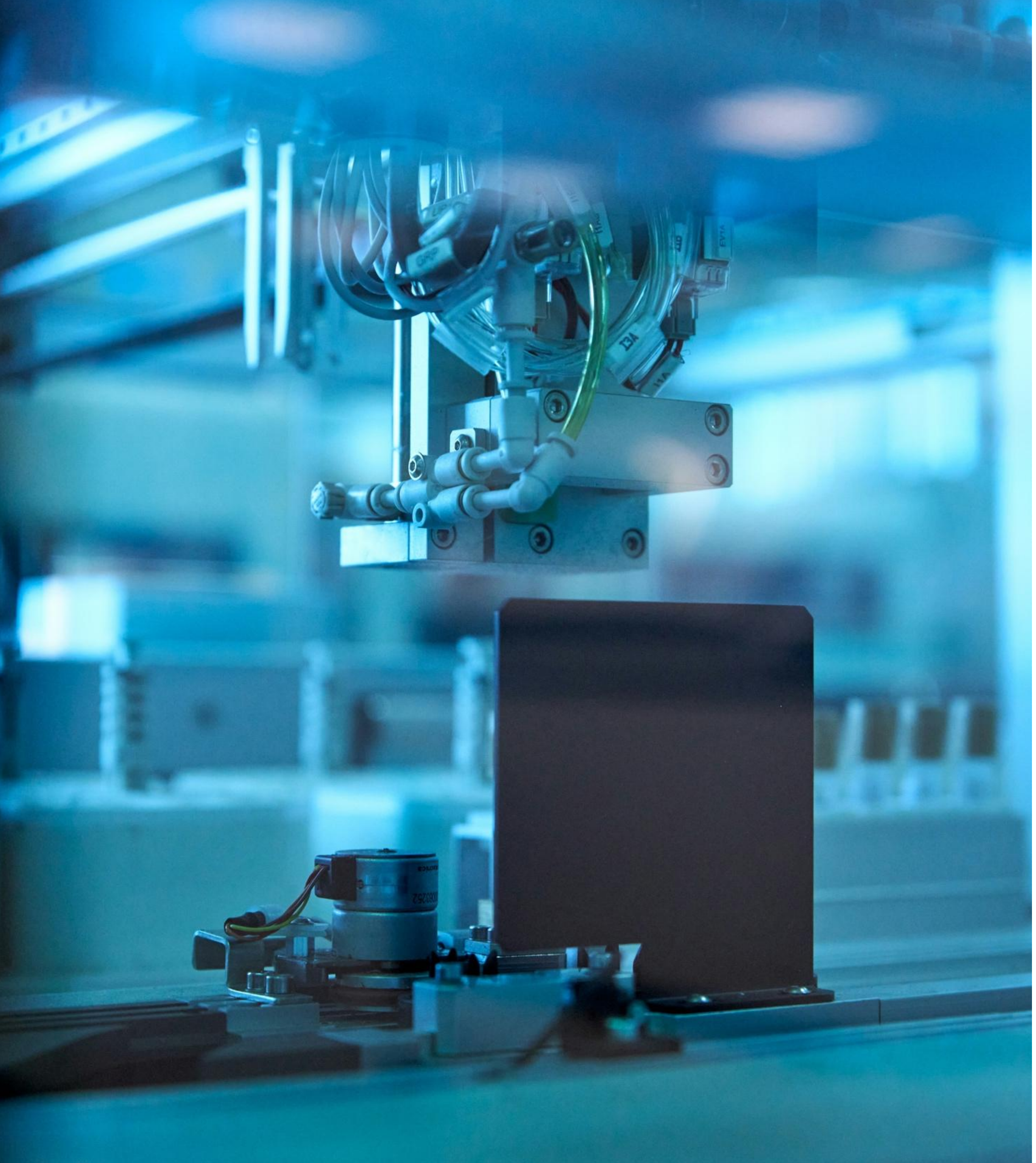
Supervisory Level
Access Data & Control Systems

Control Level
Control and Run Devices

Field Level
Physical Working & Monitor

ISDN FIVE PILLARS

- ISDN Software
- ISDN Motion Control
- ISDN Precision Manufacturing
- ISDN System Solution
- ISDN Renewable Energy



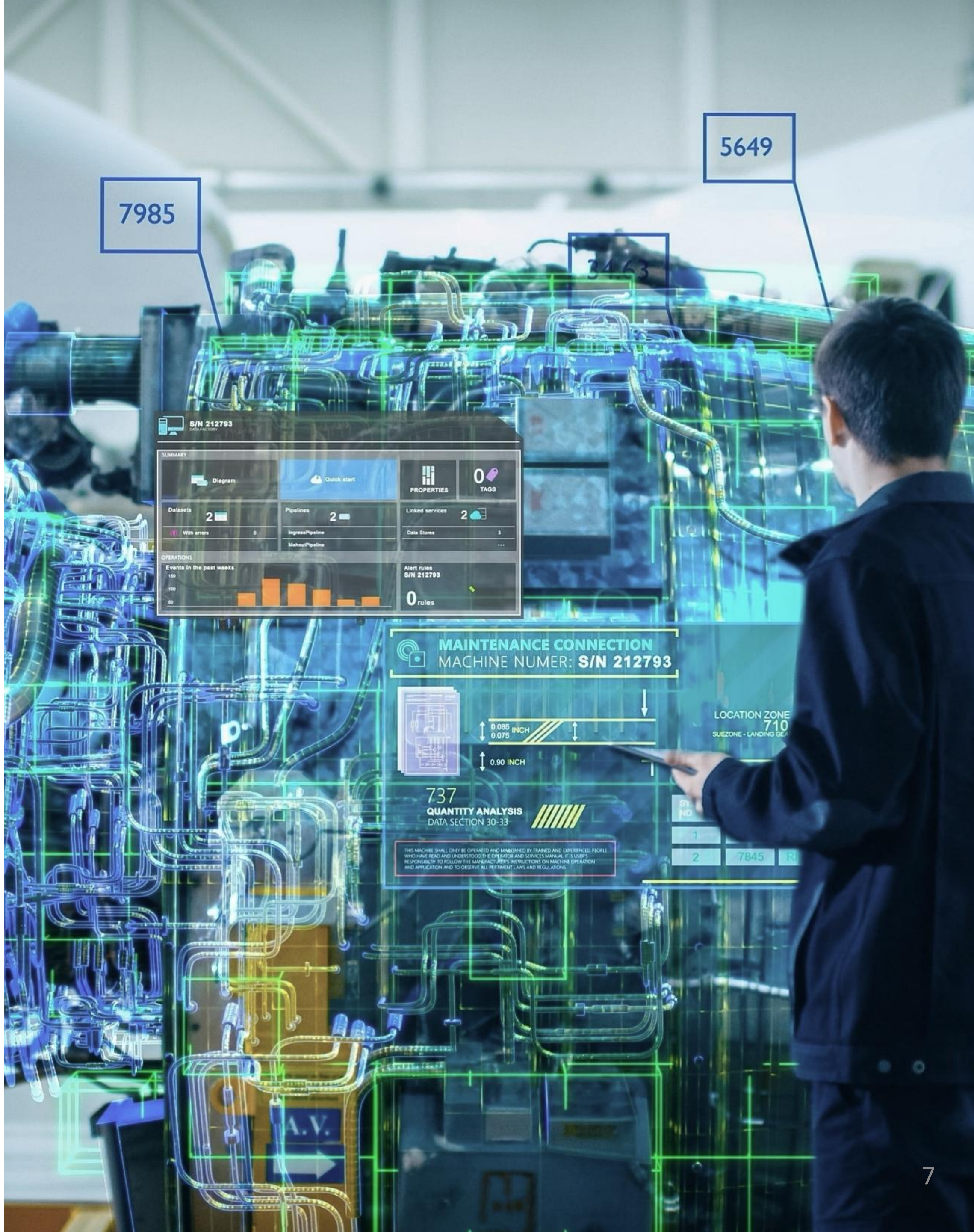
ISDNHoldings

ISDNHoldings

ISDN powers Asia's industrial future

Our automation and sustainability solutions help thousands of companies build a more productive and sustainable future for Asia

We have the right **technology**	Cloud & AI solutions Software Hardware Components
We have the right **customers**	10,000+ customers All industrial verticals China + SE Asia
We have the right **experience**	20+ years of automation Best-of-breed approach Tier 1 brand partnerships 78 sales offices
We have the right **strategy**	Growing market share Growing market size Competitive moats Diversified growth



A business model fit for a changing global industry

Our business model is built for growing resilience over time, as it capitalises on industrial growth trends

Well-positioned today...

Geopolitics

- Minimal US-China tariff impact
- Beneficiary of Asia-for-Asia shift
- Beneficiary of China+1 evolution

Demographics

- Beneficiary of ageing populations
- Beneficiary of rising labour skill mix

Technology

- Beneficiary of industrial automation
- Beneficiary of global & AI buildout
- Beneficiary of tech→industry diffusion

Industrialisation

- Beneficiary of sustainable industry
- Beneficiary of Asia-native supply chain

ISDNHoldings

...with a solid business model

Industrial automation business

- Clear long-term growth
- Full stack of tech solutions
- Differentiated ability to serve market (60+ geographies)

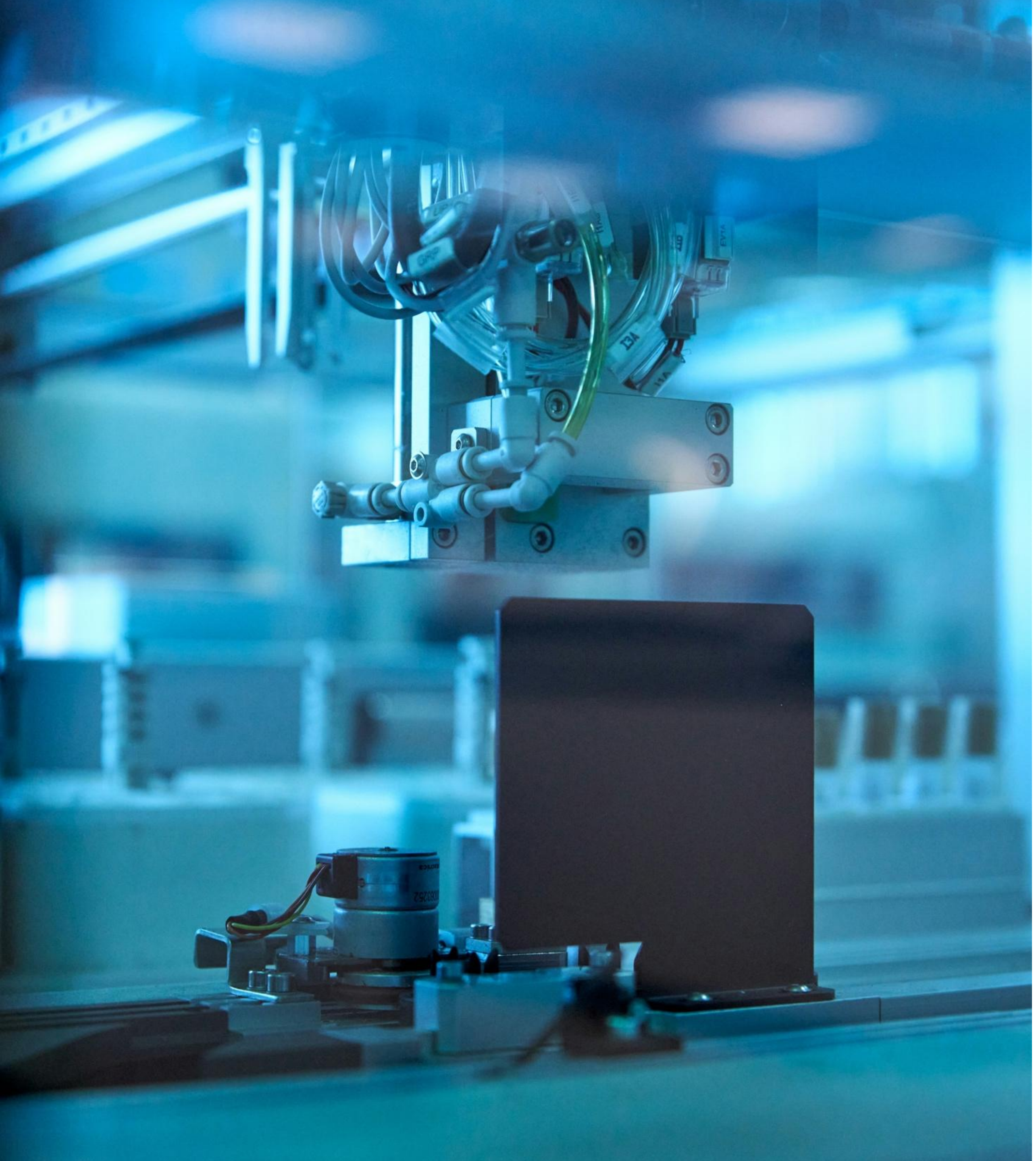
Sustainable energy business

- Recurring, cash-rich, non-cyclical earnings
- Repeatable growth formula already proven & growing

Clear strategy to scale into the future

Continue our disciplined strategy to build sustainable, growing businesses over time

	Well-positioned today…	…and where we're going
Geopolitics	• Minimal US-China tariff impact • Beneficiary of Asia-for-Asia shift • Beneficiary of China+1 evolution	• Taiwan and Malaysia expansion: strategic geos where ISDN has competitive proposition
Demographics	• Beneficiary of ageing populations • Beneficiary of rising labour skill mix	• Uniquely positioned to help inject AI into industrial tech stack to accelerate automation
Technology	• Beneficiary of industrial automation • Beneficiary of global & AI buildout • Beneficiary of tech→industry diffusion	• Steady improvement of inhouse vs best-of-breed brands over time
Industrialisation	• Beneficiary of sustainable industry • Beneficiary of Asia-native supply chain	• Proven high-quality earnings from hydro business, with more plants already being built



ISDNHoldings

1H2025 financial performance

Robust performance across key segments leading to +35% growth in core shareholder profits

S$ millions	1H2024	1H2025	YoY change
Revenue	174.6	**212.9**	**+22.0%**
Gross Profit	44.4	**50.5**	**+13.8%**
Gross margin (%)	25.4%	**23.7%**	**-1.7ppts**
Profit after tax	5.8	**3.8**	**-33.7%**
Profit attributable to shareholders	3.8	**1.3**	**-66.0%**
Adjustments for unrealised and non-recurring items:			
Unrealised foreign exchange (loss)/gain	0.3	**(5.0)**	**n.m.[1]**
Core Profit attributable to shareholders	3.3	**4.5**	**+35.1%**

[1] n.m. = not meaningful

1 Revenue

- Growth in all key business segments and regions:
- Industrial Automation (+6% YoY), Hydropower (>100% YoY)
- China (+4% YoY), Southeast Asia (+15% YoY)
- On a constant currency basis, revenue up +27% YoY

2 Gross Profit and Margin

- Industrial Automation gross profit +9.3% YoY and margin +0.7 ppts YoY
- Hydropower gross profit +53.4% YoY and margin -70 ppts YoY, due to recognition of construction revenue from two new hydro projects, which carries lower margins as the plants are not operating during construction

3 Profits

- Lower net profit attributable to equity holders due to non-cash, unrealised FX losses from long-term receivables primarily from ISDN's renewable energy business

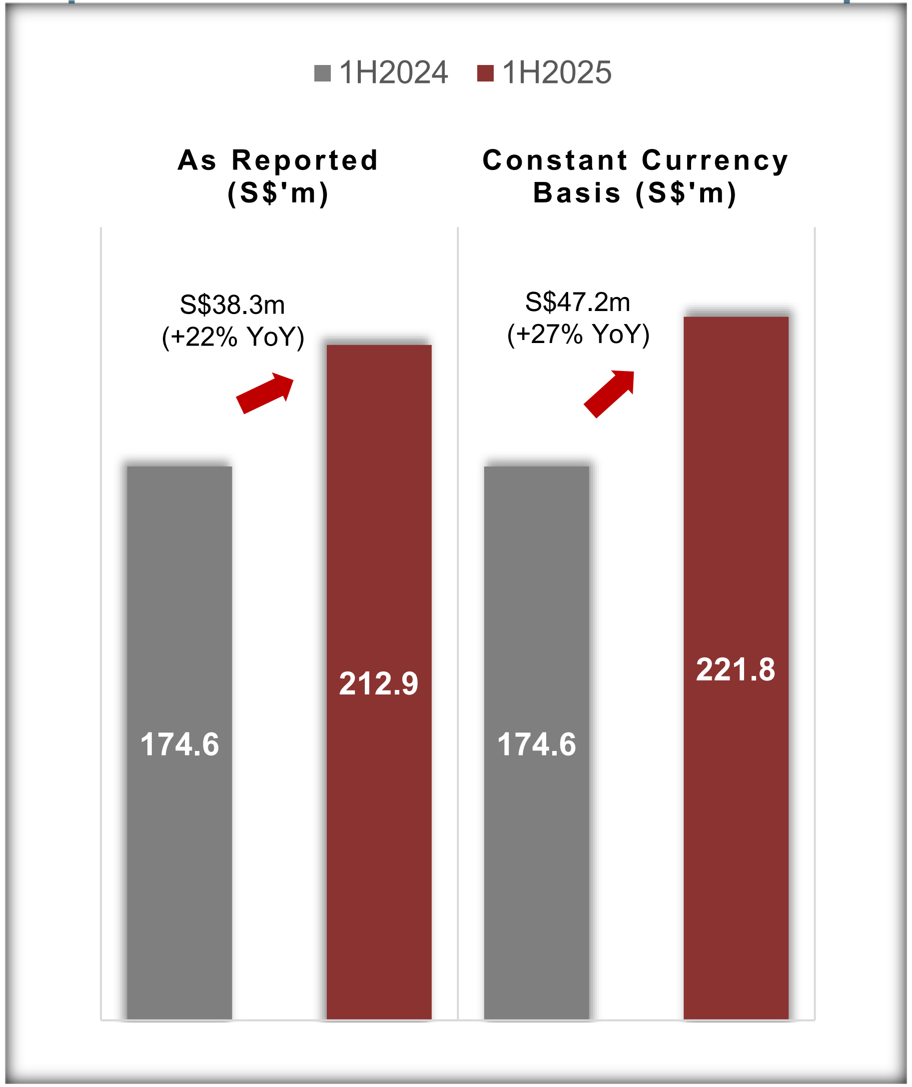
4 Core Profits

- Core earnings to shareholders (+35% YoY)
- Excluding unrealised FX losses to reflect actual growth across all key segments and positive operating leverage

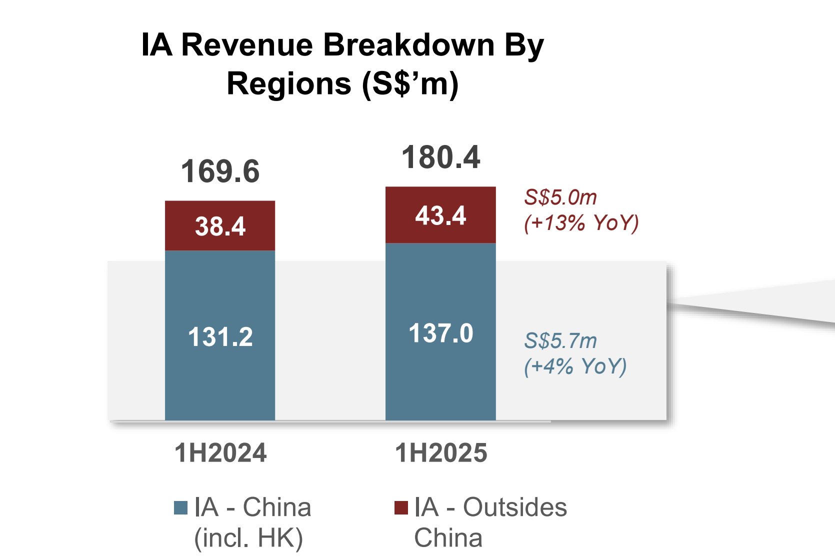
Revenue breakdown by segments and regions

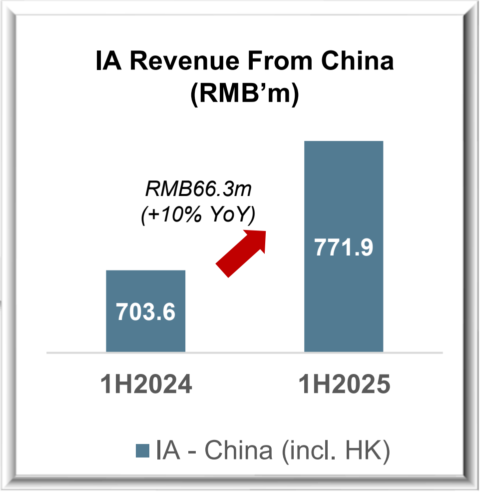
Strong growth across segments and regions despite non-cash, unrealised FX impact, revenue impacted by strengthening of SGD

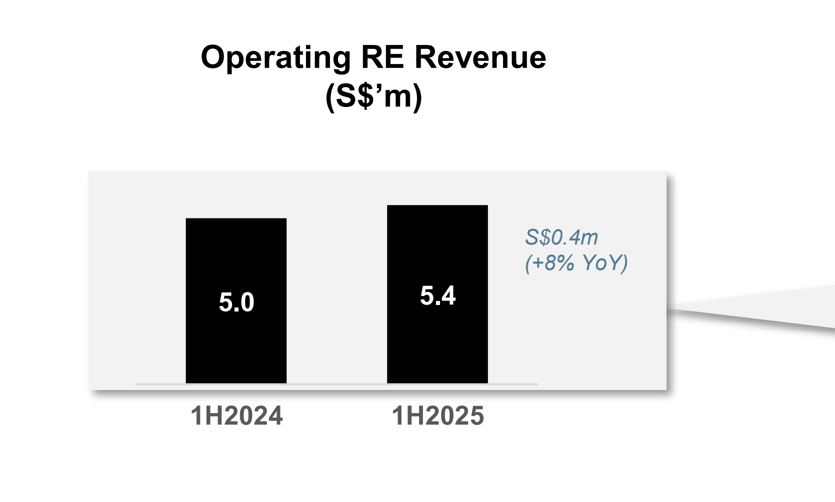
Group-level Revenue

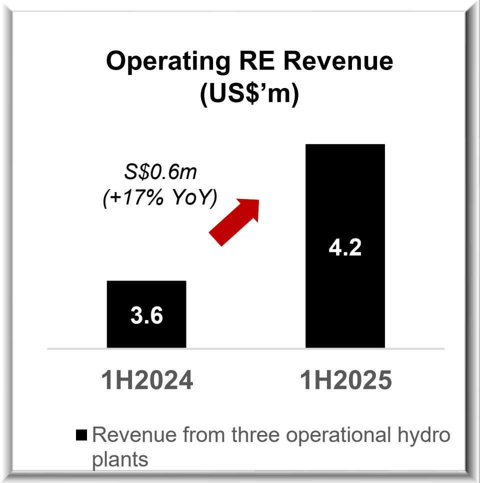


Segmental Revenue





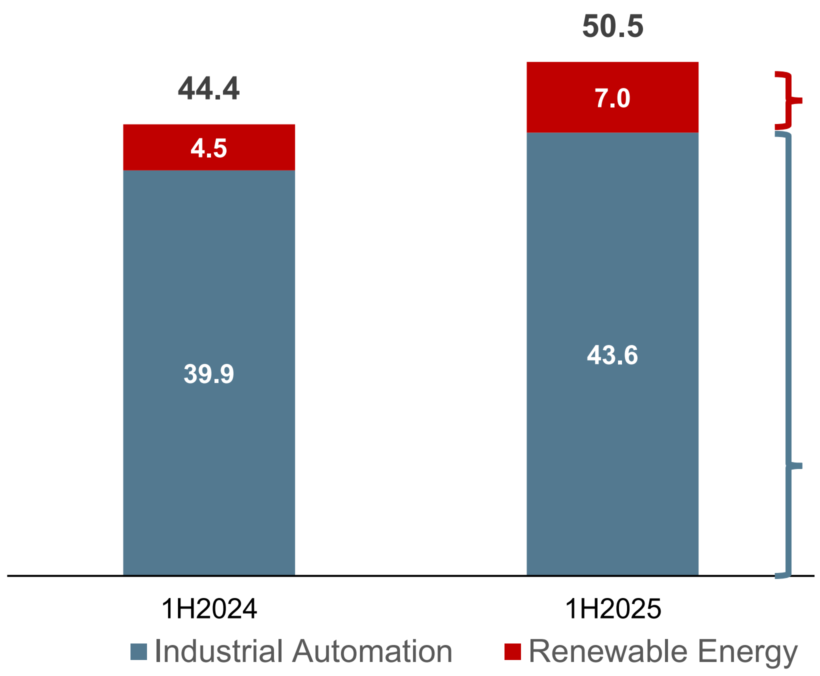




Gross profit and margin breakdown by segments

Margin uplift in core industrial automation business; strong hydro profits boosting bottom line

Segmental Gross Profit
S$ million



Renewable Energy
The three operating hydro plants contributed only **2.5% of Group revenue,** but delivered **9.8% of Group gross profit**

Industrial Automation
GP rose 9.3% YoY supported by improving sales from China and strong growth in Southeast Asia

Segmental Gross Profit Margin

	1H2024	1H2025
Industrial Automation	23.5%	**24.2%**
Renewable Energy	91.4%	**21.4%**
Total	25.4%	**23.7%**

- Industrial automation segment margin grew by 0.7 ppts, boosted by a **favourable product mix and improved execution efficiencies**
- Group level GPM dipped 1.7 ppts, largely due to the **recognition of low-margin construction revenue** from the two new hydropower plants in Indonesia
- Excluding construction effects, total GPM would have been 26.1%

Two complementary business arms collectively drive ISDN's core profitability growth

Unrealised losses on long-term receivables from renewable energy business

Non-cash unrealised FX losses mainly from the hydro business have no impact on underlying operations

Revenue Model of ISDN's Hydropower Business

(Total contract value = construction revenue + finance lease interest + operating income)

Project Initiation

ISDNHoldings | GOV

- Enter 25-year mini-hydropower **concession** under IFRIC 12
- **Payments** guaranteed by government

Contracts are denominated in USD

Construction Phase

ISDNHoldings

- Recognise non-cash construction revenue (PV of the asset)
- Record as **long-term receivables**

USD denominated L/T receivables are subject to monthly revaluation due to FX fluctuations, hence unrealised FX gains/losses will be booked (non-cash accounting adjustments)

Concession Phase (25 Years)

ISDNHoldings

- Produce & distribute electricity

GOV

- Pay **contractual cash flows**

ISDNHoldings

- Recognise **operating income and finance lease interest**
- Amortise receivables

Payments received in USD but are reflected in SGD on ISDN's F/S

Impact on ISDN's Earnings in 1H2025

SGD again USD

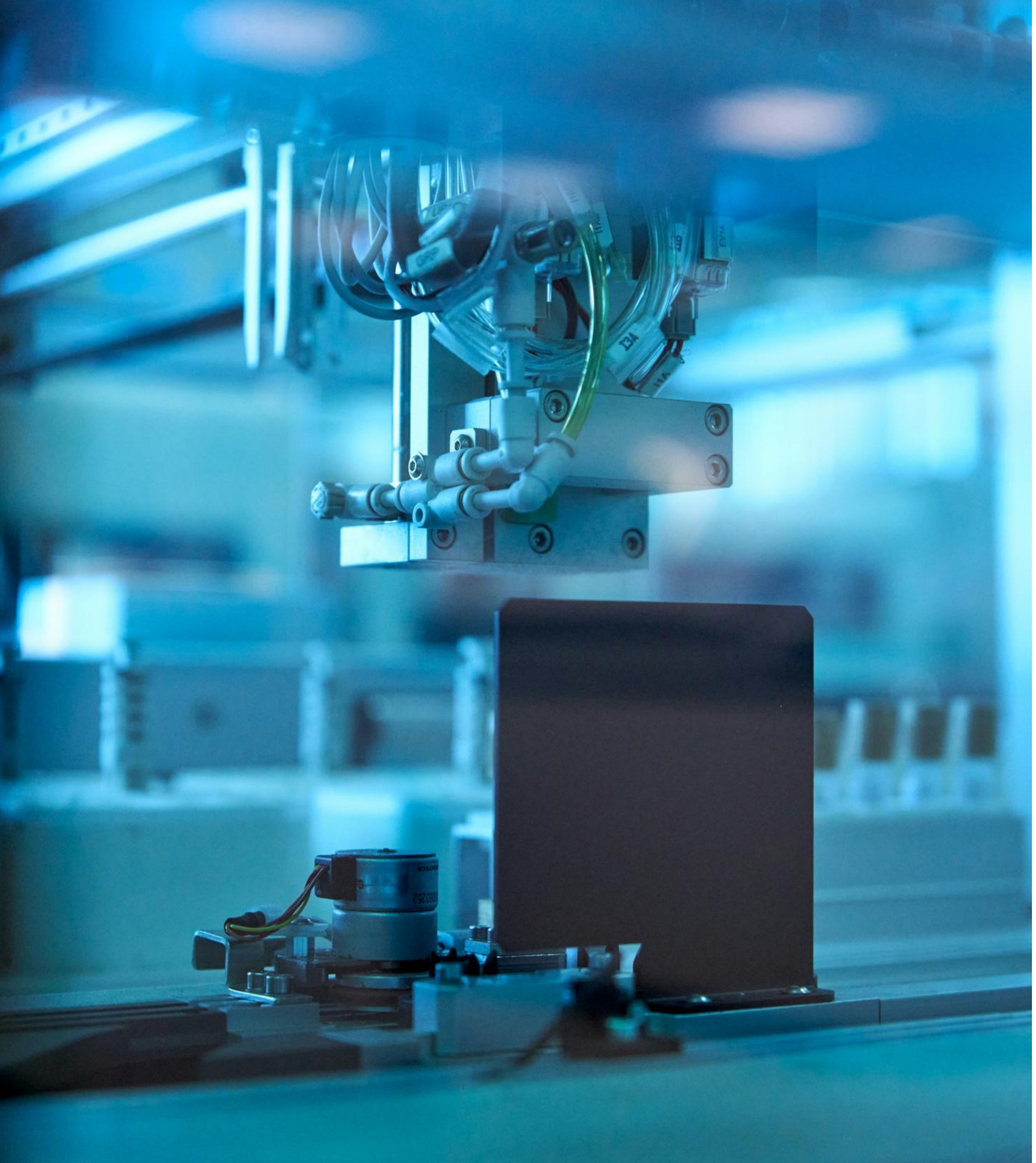
↓ **6.9% in 1H2025**

↓ **6.2% YoY**

→ **Unrealised FX loss of S$4.9m in 1H2025 (non-cash accounting adjustments)**

→ **The loss to be gradually realised over 25-year concession period – no impact on underlying operations**

Source: Bloomberg data
Figures as of 30 June 2025



ISDNHoldings

Deepening ISDN's presence across Asia

Introduces a full stack of industrial automation solutions through direct and joint sales

1) Bringing ISDN's proven industrial automation solutions in China to expand into Southeast Asia, capturing opportunities from the "Asia-for-Asia" shift and "China+1" evolution;

2) Leveraging ISDN's strong Asia foothold to provide market access and drive sales for high-quality technology partners.

Entered Joint Sales Agreement with Harmonic Drive Systems for its industry-leading motion control solutions

Further expanding ISDN's full stack industrial automation solution portfolio

- **Collaboration model: ISDN** (extensive Asia sales network) + **Harmonic Drive Systems** (state-of-art motion control solutions)
- **Target market:** semiconductor manufacturing equipment, medical devices, and AI robotics
- **Sales goal:** > JPY 2 billion (~S$17.4 million) sales increase by CY2030

Inked Strategic Partnership with Schneider Electric to Bring ISDN's Smart Warehouse Solutions Across Asia

Establishing trusted track record in SEA and expanding market access

- **Collaboration model: ISDN** (full stack, bespoke smart warehouse system) + **Schneider Electric** (user + network access)
- **Features:** fully developed in-house by ISDN
- **Track record:** Major contract secured for a 3.9 million square meters Smart Industrial Park in Jiangsu, China

Continued Strengthening of Core Pillars

Dedicated to continuous growth and enhancing our capabilities

ISDN's Strategic Investments Post COVID:

1Q2023	4Q2023		1Q2024	2Q2024	3Q2024
Established Novapeak	**Established IRSS Pte Ltd**	**Established Servo Technology Sdn Bhd**	**Invested in FUJI Master Engineering**	**Established ISDN Precision System in Taiwan**	**Increased investment in IDI Laser**
AI-powered drone inspection solutions for the building industry.	Further integrating robotic solutions to automate operations.	Enhancing ISDN's market competitiveness in Malaysia's semiconductor industry.	Specialises in custom automation, test solutions, and Industry 4.0 manufacturing.	Expand ISDN's presence in Taiwan.	Providing advanced laser solutions for emerging semiconductor applications.
System Solution	**System Solution**	**Motion Control**	**System Solution**	**Precision Manufacturing**	**System Solution**

Continued Strengthening of Core Pillars

Dedicated to continuous growth and enhancing our capabilities

ISDN's Strategic Investments Post COVID:

2Q2025

Invested in IFME Works Pte Ltd

IFME

Infrastructure. Facility, Mechanical & Electrical Works for the Data Centre.

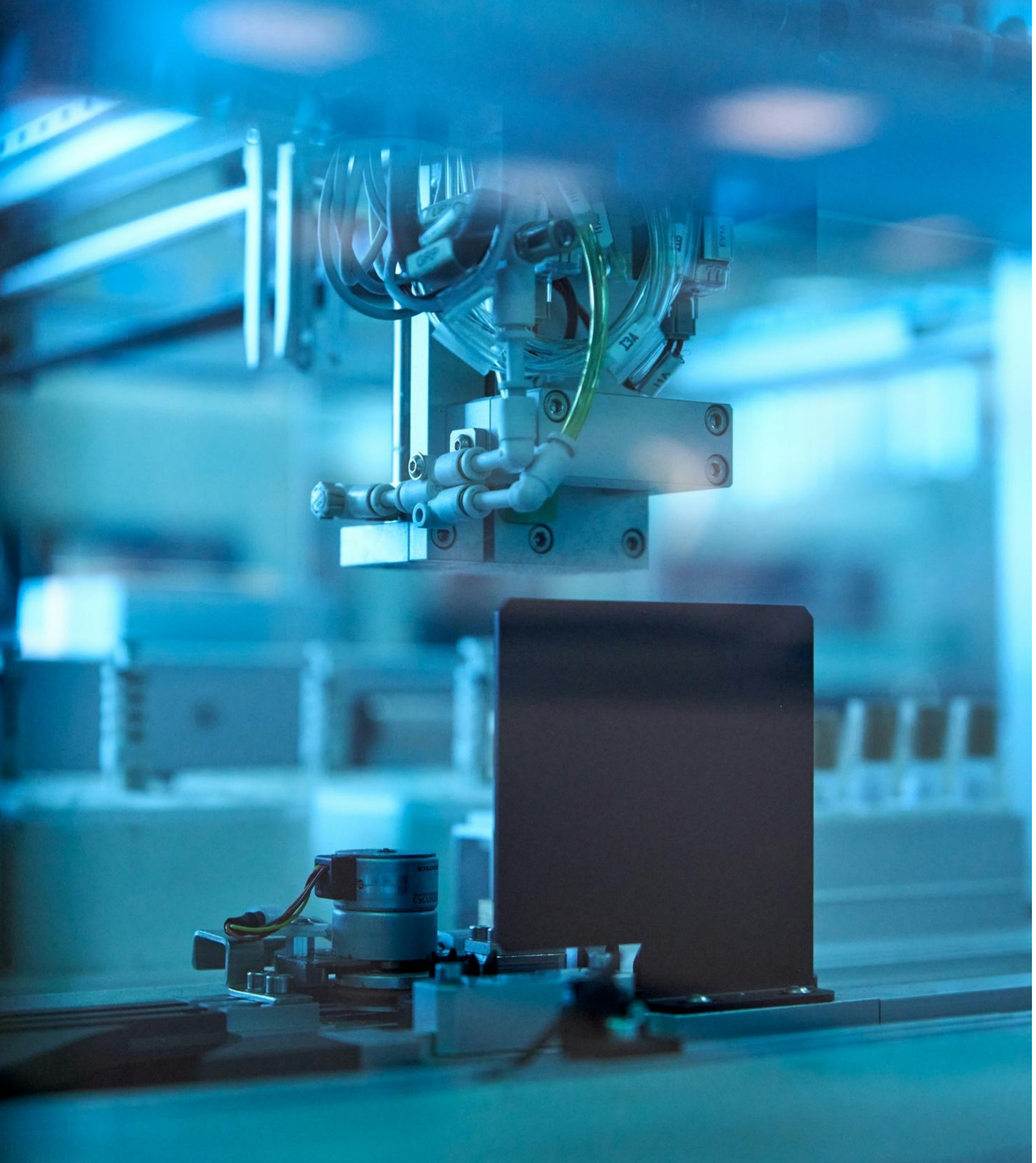
System Solution

3Q2025

Invested in PT Funda Konstruksi Engineering

EPC for renewable energy

Renewable Energy



ISDNHoldings

Structural growth drivers in China

Long term trends have not changed, and we continue to expect the automation market to grow in China

Demographics and labour costs

- **Ageing population and low fertility rates:** China's population is on a declining trend with an ageing population, thereby leading to a shrinking labor force
- **Relocation to lower labour costs countries:** Manufacturing set-ups are increasingly shifting to Southeast Asia countries due to lower labour costs

The need for self-reliance

- **US-China tensions:** Strengthened the determination of China's policymakers to advance domestic manufacturing.
- **Aim to become an advanced industrial hub:** Desires to further move away from being a low-cost manufacturer and cultivate local companies to become global players in the industrial automation segment.

Strengthening of policy guidance

- **Transformation of manufacturing through AI-powered humanoid robots:** Enhancing economic growth and manufacturing edge through technological innovation, supported by government subsidies and funding
- **State-backed venture capital fund focused on robotics, artificial intelligence, and innovation:** Set to attract nearly 1 trillion yuan (USD137.8 billion) over 20 years to fuel China's technology-driven manufacturing
- **15th Five-Year Plan covering 2026 to 2030:** Expected to prioritise improving economic resilience, boosting China's technology and innovation capabilities

Sources:
SCMP: Deep Dive: China shifts to automation, industrial robots to address shrinking workforce and stay competitive
UOB KayHian "Sector update: Industrial Automation - China"
Asian Insiders: Next Big Thing: Understanding the Growing Industrial Automation Market in China
International Federation of Robotics: China to Invest 1 Trillion Yuan in Robotics and High-Tech Industries
Reuters: China's AI-powered humanoid robots aim to transform manufacturing

Southeast Asia semiconductors – Key beneficiary of supply chain reshuffling

Rising investments by global leaders will boost manufacturing output in key SEA countries

Infineon

Construction of world's largest silicon carbide fabrication facility
- **Investment value:** $5.4 billion
- **Announced:** August 2023

intel

Construction of two facilities for advanced packaging and testing
- **Investment value :** $8 billion
- **Announced:** December 2021

YTL NVIDIA

Co-development of AI infrastructure in Malaysia
- **Investment value :** $4.3 billion
- **Announced:** December 2023

ASE

Construction of two testing and assembly plants in Penang
- **Investment value :** $300 million
- **Announced:** November 2022

SAMSUNG

Construction of an OLED manufacturing facility in Bac Ninh
- **Investment value :** $1.8 billion
- **Announced:** September 2023

Amkor Technology

Assembly and testing facility opened in Bac Ninh province
- **Investment value :** $1.6 billion
- **Announced:** October 2023

VIS NXP

NXP and Vanguard Int'l to build a 300mm wafer fabrication facility
- **Investment value :** $7.8 billion
- **Announced:** December 2024

GlobalFoundries

Construction of a new fabrication plant
- **FDI value:** $4 billion
- **Announced:** June 2021

Micron

Construction of a High-Memory Bandwidth packaging facility
- **FDI value:** $7 Billion
- **Announced:** January 2025

Expansion in Malaysia

Near-shoring our advanced solutions to key customers and capture a larger market share in the region

….Non-exhaustive investment list

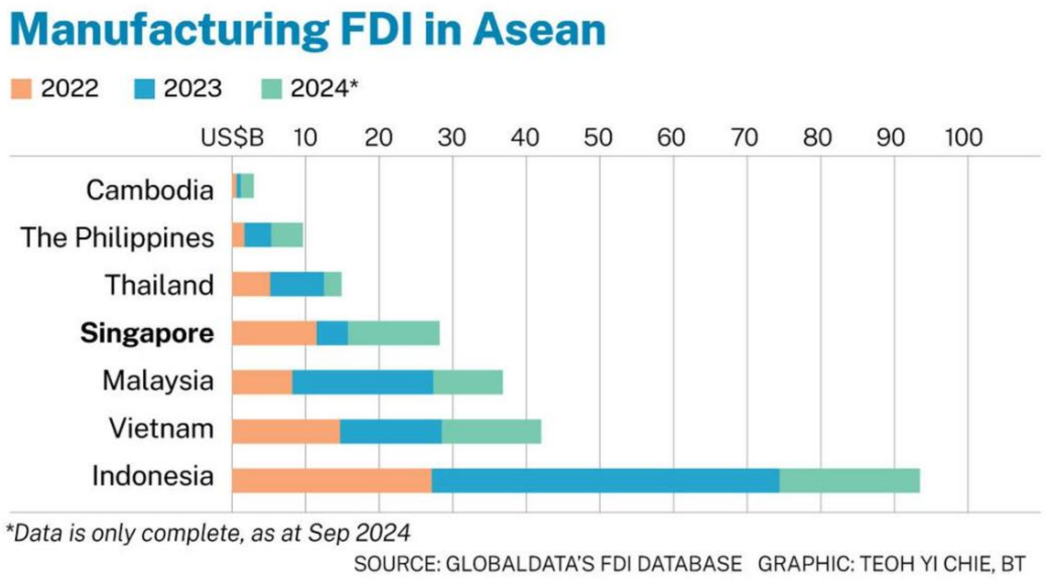
Sources: EAC Research

ASEAN: A rising manufacturing hub

ISDN is at the right place at the right time with the right capabilities

"China+N" - Supply chain reshuffling

- Amid rising U.S.-China trade tension, multinational companies are moving from a "China+1" to a broader "China+N" approach to mitigate supply chain risks.
- This shift is attracting substantial foreign direct investment ("FDI") into ASEAN, driving manufacturing expansion and expected to continue through 2025.
- With continued industrial transformation and supply chain reorganisation, ASEAN's manufacturing sector could generate up to $600 billion in additional annual output by 2030.



The ISDN advantage

Right locations

Singapore, Malaysia, and Vietnam

We have strong presence in the key ASEAN nations where manufacturing capabilities are growing

Right capabilities

30+ years of experience

We have a long-standing history and proven capabilities in PRC (largest manufacturing economy in the world)

Right shifts

Shift in manufacturing to other ASEAN nations

Shift in manufacturing towards Vietnam, Malaysia, and Singapore as an advanced manufacturing and design hub

Source:
BCG "How ASEAN Can Move Up the Manufacturing Value Chain" (Jun 2021)
The Business Times, "South-east Asia stays hot on investors' radars; manufacturing, real estate among biggest draws" (Dec 2024)

Southeast Asia data centre growth driving industrial automation demand

Rising investments by global leaders will boost manufacturing output in key SEA countries

Outlook in Singapore & Malaysia

Singapore

- Data Centre Market projected to grow at a CAGR of 5.08%, reaching USD5.60 billion by 2030
- Plans to add 300 MW capacity by 2030, supplementing the present 70 data centres
- AI adoption and strong demand are driving investment, with growing AI adoption prompting operators to redesign facilities

Malaysia

- Data Centre Market projected to grow at a CAGR of 22.38%, reaching USD13.57 billion by 2030
- Malaysia aims to attract around USD15 billion to drive the country's digitalisation under the Malaysia Digital Economy Blueprint (MyDIGITAL)
- Rising AI-ready data center constructions with ample growth in AI workloads

The ISDN advantage

Regional footprint

Singapore, Malaysia, and Vietnam

We have strong presence in the key ASEAN nations, well positioned to capture digitalisation push

Track record

30+ years of experience

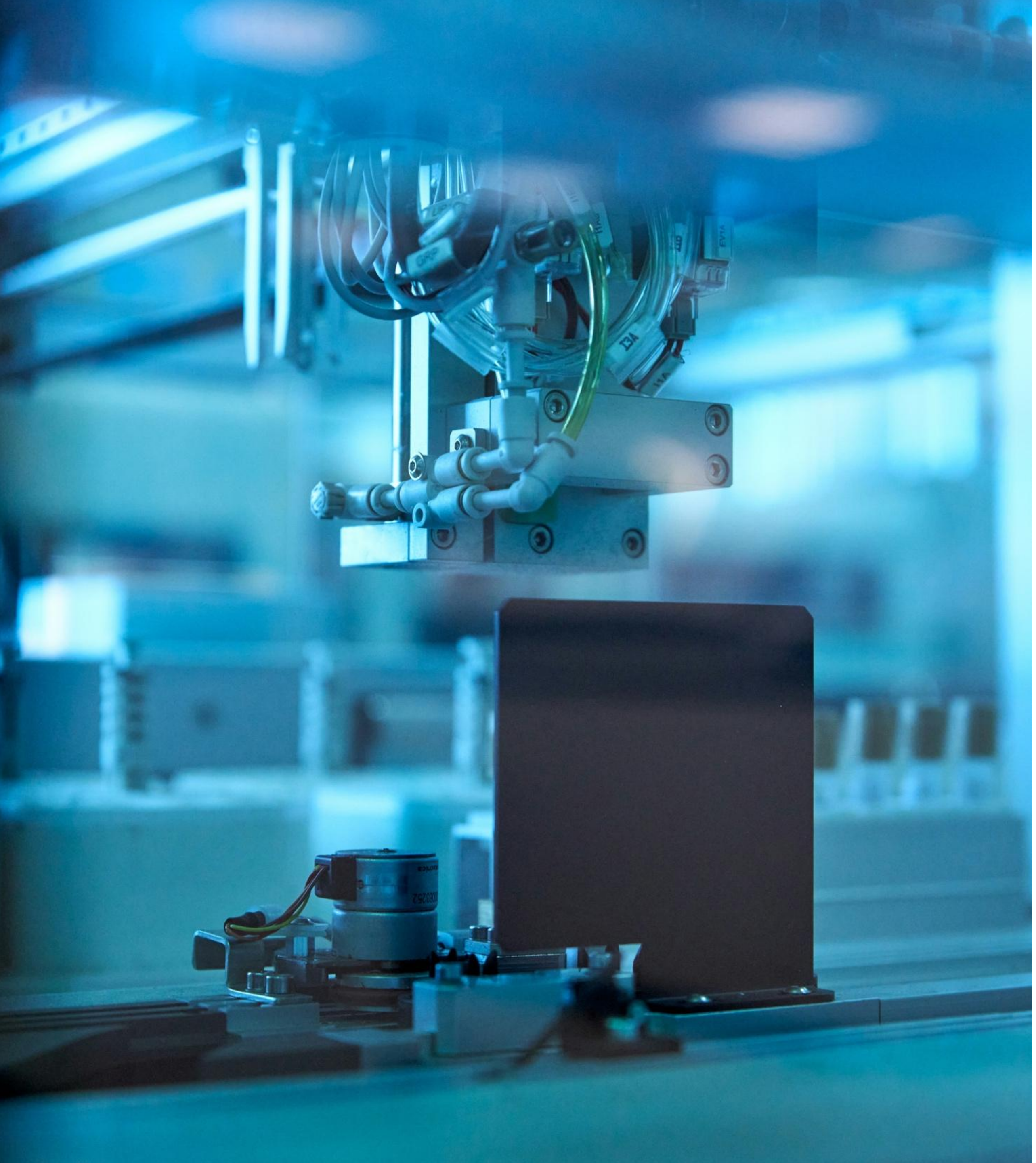
Expertise in advance industrial automation, supporting over 10,000 businesses

Full-stack IA provider

Tailored solutions from components to machines and cloud systems

Integrates AI, IoT, and motion control to support Asia's shift towards smart manufacturing

Source:
Research and Markets, Singapore Data Center Market Investment Analysis Report 2025-2030: Growth Opportunities in IT, Electrical, Mechanical Infrastructure, Cooling Systems, General Construction, and Tier Standards
Research and Markets, Malaysia Data Center Market Analysis 2025-2030: New Entrants include STACK Infrastructure, Epoch Digital, EdgeConneX and Edgenex Data Centres by DAMAC



1	Our vision and strategy
2	1H2025 results
3	Building ISDN
4	Industrial automation market update
5	Clean energy market update
6	Business outlook and strategy

Vertical integration to drive growth across the hydropower value chain

Aims to grow recurring income base and further strengthen the Group's long-term business resilience

About the Acquisition of PT Funda

Acquisition Details

Acquiree	PT Funda Konstruksi Engineering ("**PT Funda**")
Equity Stake	51%
Total Consideration	IDR 25.5 billion (~S$2.0 million)
PT Funda's Main Businesses	• **Hydropower upstream:** engineering, procurement, and construction ("**EPC**") • **Hydropower downstream:** operations and maintenance ("**O&M**") services

Track Record

The key management team of PT Funda has:

- **20+ years** of experience in water conservancy & hydropower
- **70+** projects across Asia, **4,500 MW installed capacity**
- **Strong presence in Indonesia**: 4 grid-connected projects (57 MW)
- **Robust pipeline:** 10+ projects >300 MW planned
- **Trusted partner:** collaborated with ISDN on Lau Biang 1; EPC contractor for Lau Biang 3

Synergies with ISDN's Hydro Business

Building an Integrated Hydro Value Chain

Upstream	Midstream	Downstream
EPC Services	**Power Production, Transmission, and Distribution**	**O&M Services for Operational Hydropower Plants**
PT Funda's expertise	ISDN's current hydropower business scope	PT Funda's expertise

PT Funda's technical expertise complements ISDN's project management and operations, expanding service scope and accelerating renewable energy scale-up nationwide

Powering Asia's sustainable future

Continues to scale up our hydropower portfolio to drive stronger bottom-line contributions and enhance long-term resilience

2013 Identified the opportunity

2019 Set-up new business focus

2023 Milestone year

2026 Portfolio Expansion

Our portfolio of mini-hydropower plants

OPERATIONAL

3
Commercialised mini-hydropower plants

24.6MW
Total power generation capacity

~S$8m
Recurring net cash income per year

+

UNDER CONSTRUCTION

Lau Biang 2
Scheduled for completion by early 2026

Lau Biang 3
Scheduled for completion by late 2026

20.0MW
Projected increase in power generation capacity

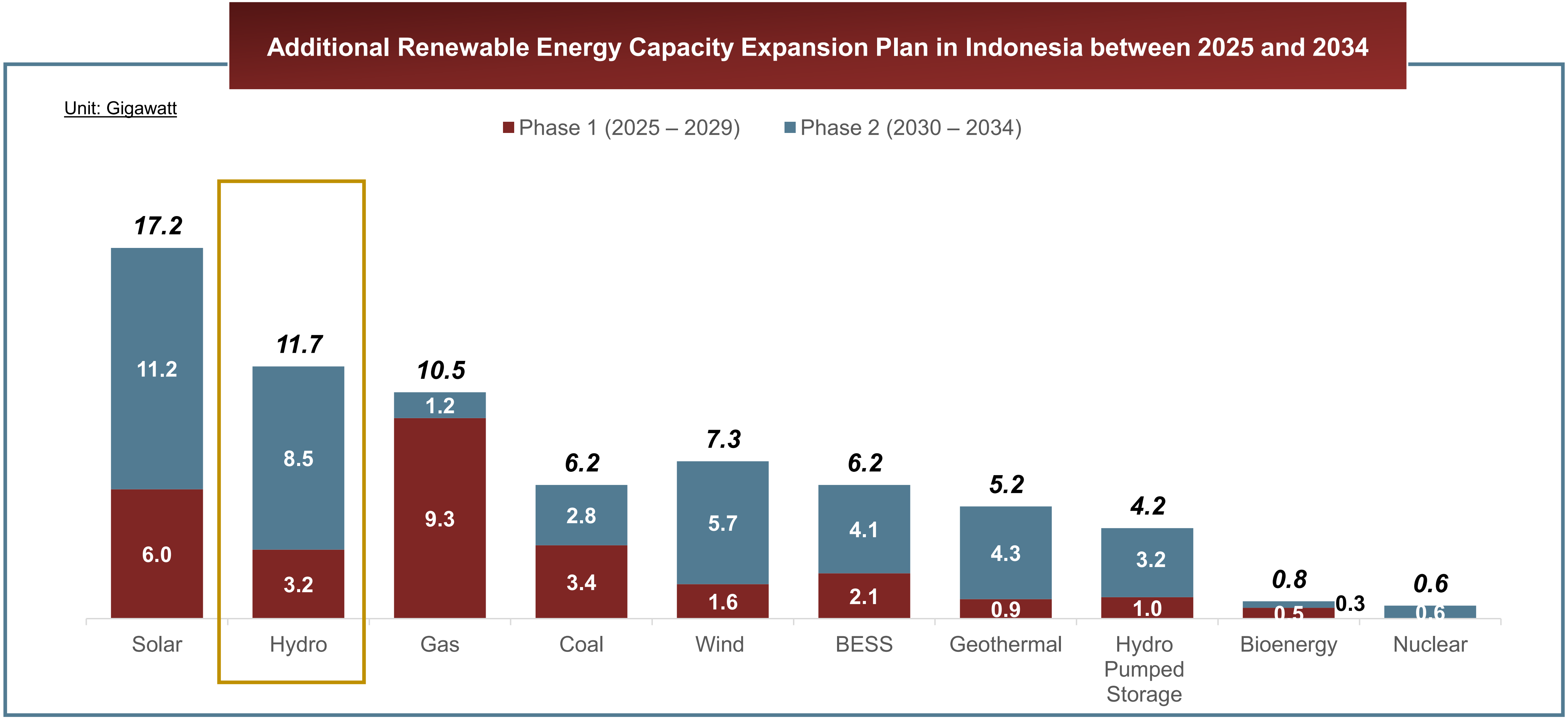
=

44.6MW
Total power generation capacity once fully operational

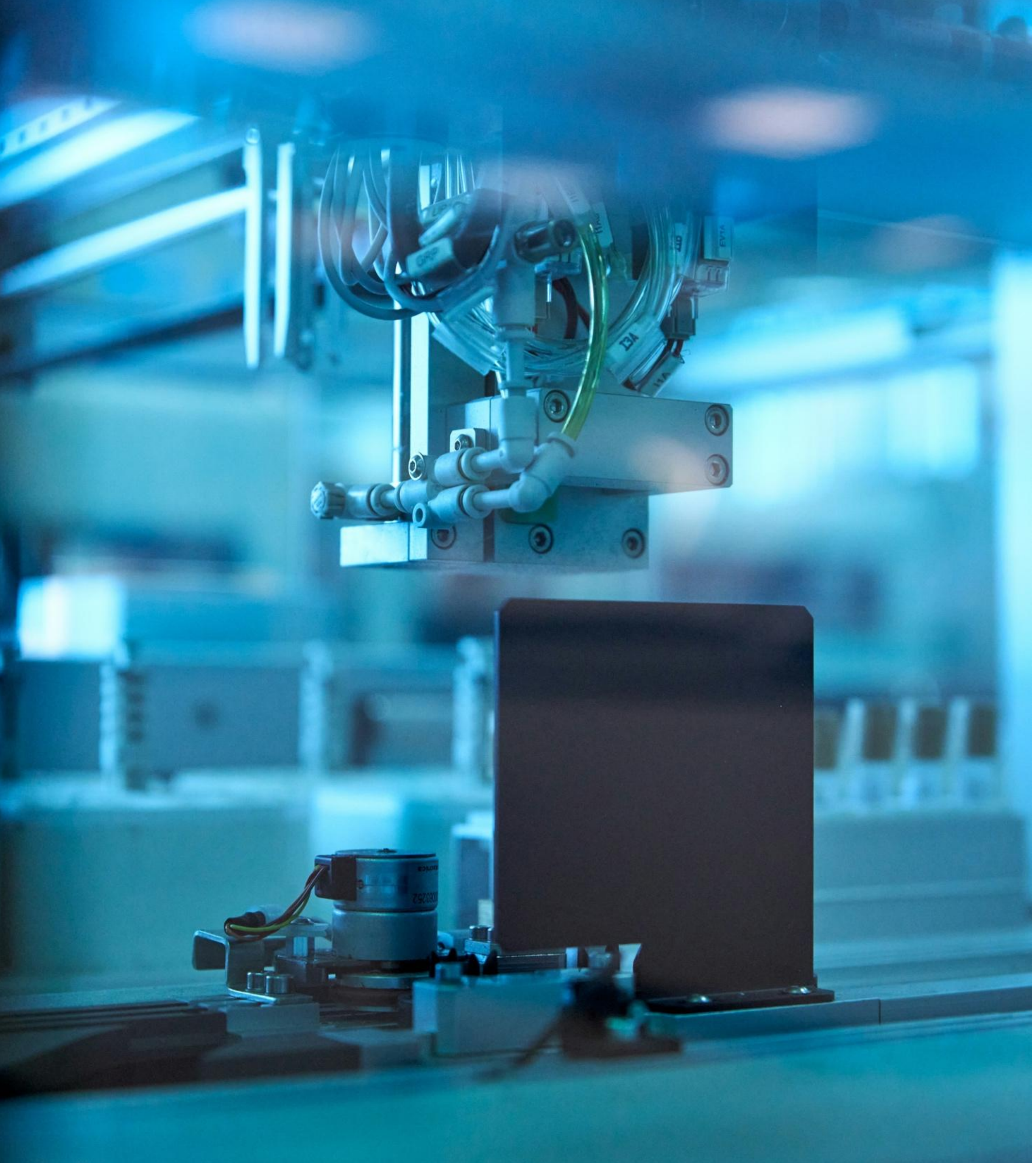
***+ 81.3%** in total capacity*

Hydropower as a core driver of Indonesia's green transition efforts

Largest renewable capacity addition after Solar in RUPTL 2025 – 2034



Sources: Institute of Energy Economics and Financial Analysis, The risks of fossil fuel dependence in Indonesia's Electricity Supply Business Plan (RUPTL) 2025–2034



ISDN Holdings

ISDN's focus for FY2025 and beyond

Capitalise on strong business model to drive incremental growth

LEVERAGE
on ISDN's integrated global strategy

- "Asia-for-Asia" regional strategy insulates the business from geopolitical impact
- Five core pillars collectively drive business resilience and growth

INVEST
in growth markets and technology capabilities

- Capitalise on the SEA's strategic rise as a manufacturing and data centre hub in the global semiconductor industry
- Strengthening core capabilities through continued investment, including M&A and partnership

CAPITALISE
on two complementary businesses

- Focus on high-end industrial automation and Industry 4.0, supported by policy tailwinds and the "China+1" supply chain shift
- Stable, recurring, and high-quality revenue stream from the clean energy business, well-positioned for further scaling up

CONTINUOUS
improvement in operations

- Continue expanding market share in China, capitalising on increasing government stimulus to push economic recovery
- Deepen position in Southeast Asia to benefit from China+n shifts

UNIFIED OPERATIONS CENTER (UOC) FOR DATA CENTERS

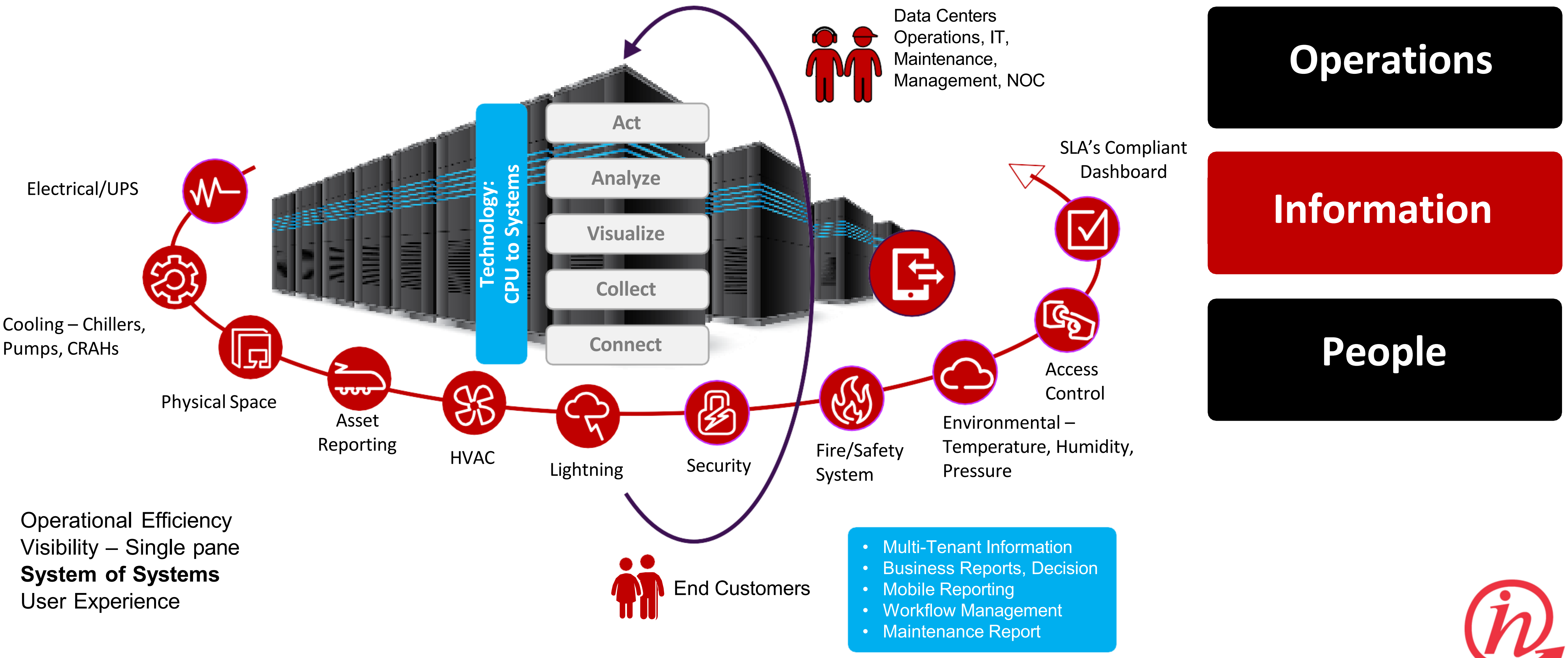
By ISDN Software Business

Challenges Faced By Data Centres

- Excessive outages
  - In a recent survey, 34% of the more than 1600 participants reported downtime, with 160 data centers experiencing episodes that cost $1 million or more.
- High energy usage
  - The average co-location data center occupies more than100,000 ft.^{2}, with a large number of energy consuming assets.
- Human resources training costs
  - Training, skills development and knowledge management are as necessary to an effective workforce as salary, but they also add cost, not to mention operational headaches
- Spiraling complexity
  - Data center personnel in the operations room are normally expected to monitor frequently updated input from multiple data sources. The onslaught of data covering many assets can lead to information overload and the inability to make accurate, timely decisions.

Complexity of Data Center Solution

Enterprise Level Monitoring and Control across multiple Data Centers to manage electrical, mechanical, environmental, and physical security systems to improve efficiency

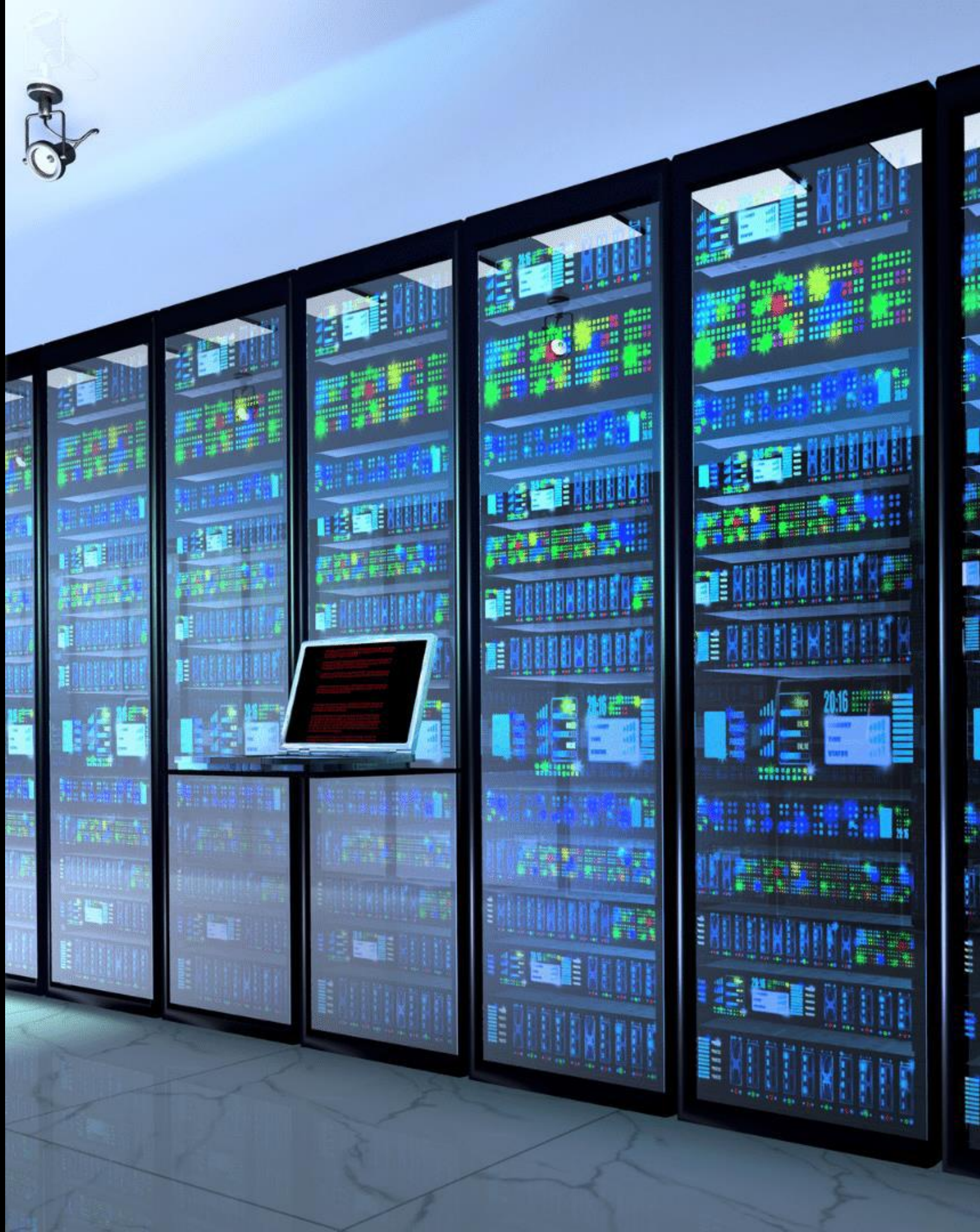


A Unified Operations Center (UOC) Approach

- Data center stakeholders can operate, maintain, analyze and optimize operations across geographically dispersed locations. This system-of-systems strategy delivers a contextualized view of information across functions and domains while providing immediate access to all management layers.
  - Unify IT, OT and IIoT in a single interface
  - Provide multi-site performance visibility at the operations level
  - Intelligently detect inefficiencies and developing defects
  - Automatically trigger remedial action to constantly optimize uptime and performance
  - Include business data and customer SLAs
  - Meet those SLAs by presenting hierarchies of linked objects, KPIs, targets, plans and alerts
  - Deliver a consistent view of operations across functional groups, breaking down silos
  - Manage one or several data centers from a single location

Benefits of UOC:

- 80% increase in engineering efficiency
- 15% fewer operating staff hours
- $100k average saving for each predicted failure
- 15% less energy consumption
- 50% decrease in training time
- 40% growth in operator effectiveness
- 10% reduction in operating costs
- +5X detecting abnormalities
- 50% uptick in proficiency



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Thank You