



1H2025 Results Presentation

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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

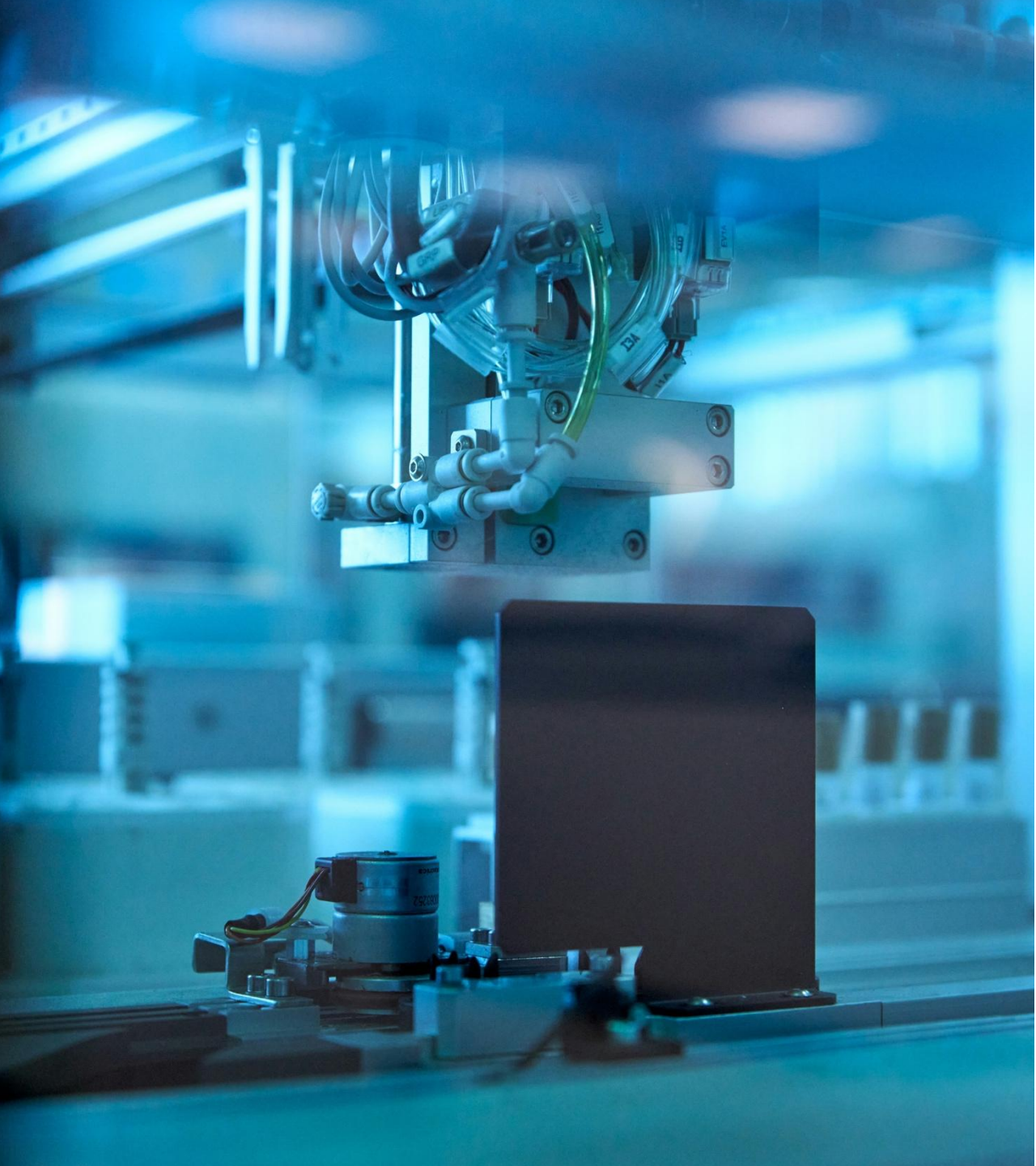
Physical Working & Monitor





ISDN FIVE PILLARS





- 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



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**

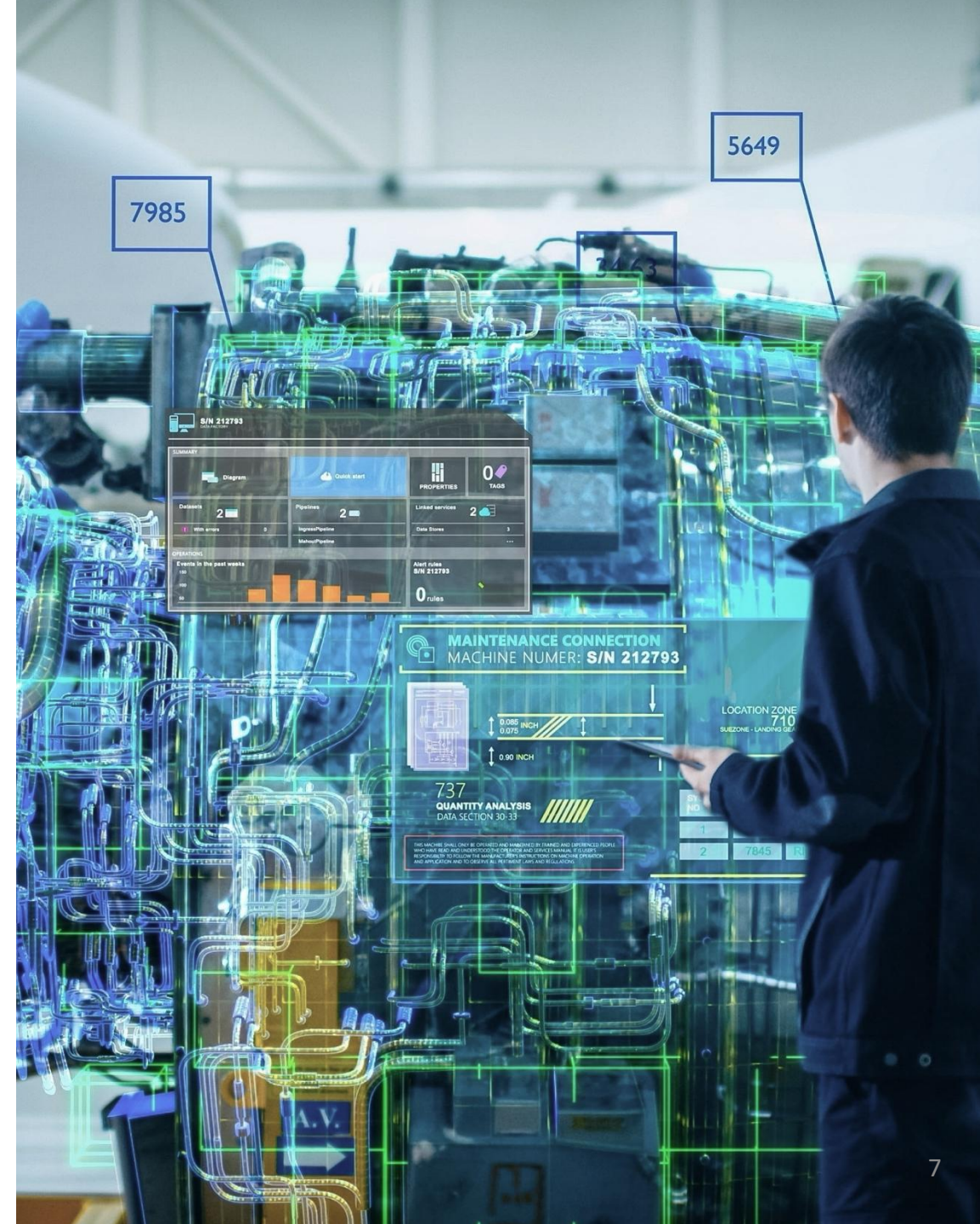
10,000+ customers
All industrial verticals
China + SE Asia

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

...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

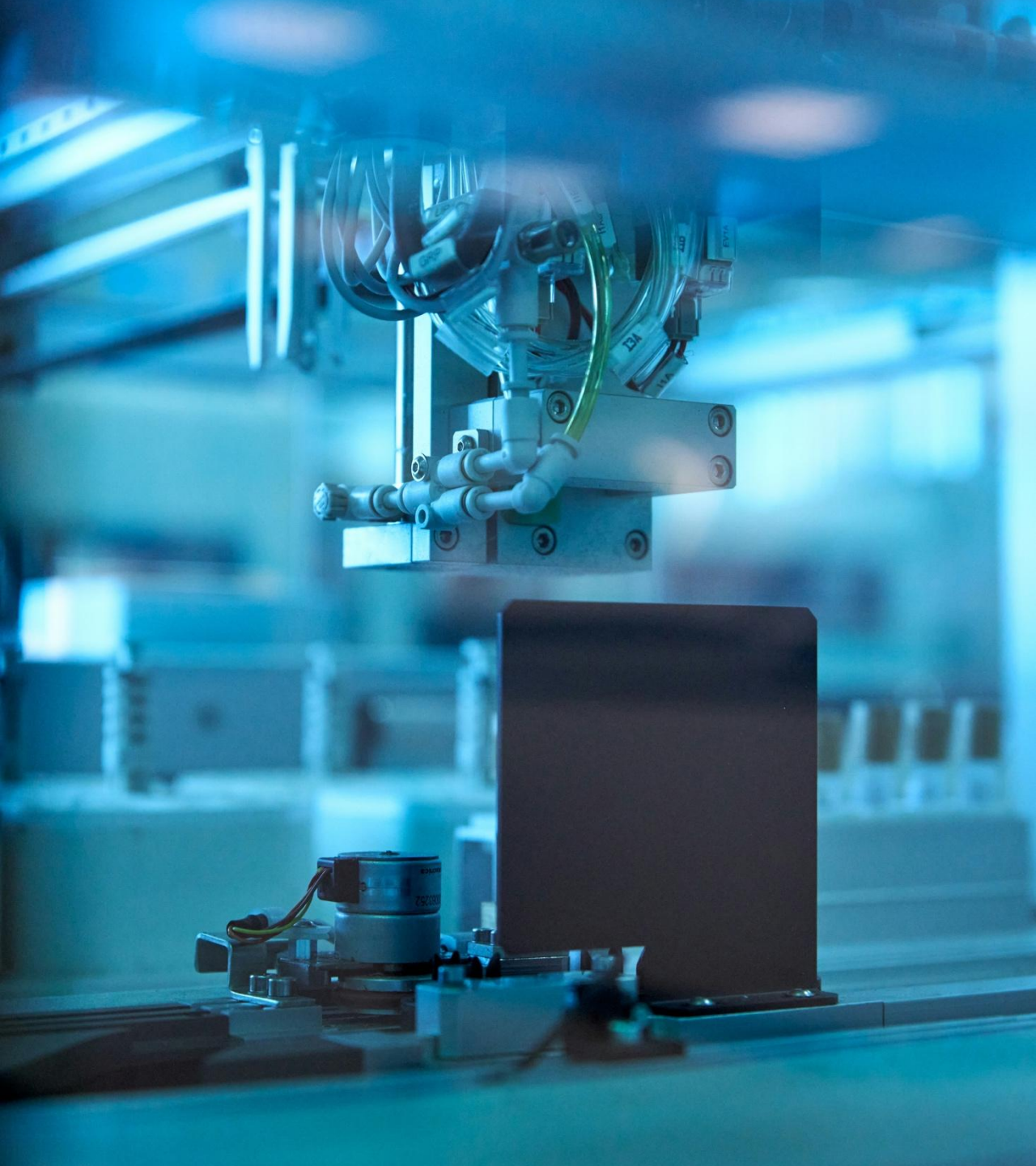
- Beneficiary of industrial automation
- Beneficiary of global & AI buildout
- Beneficiary of tech→industry diffusion

- 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



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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 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

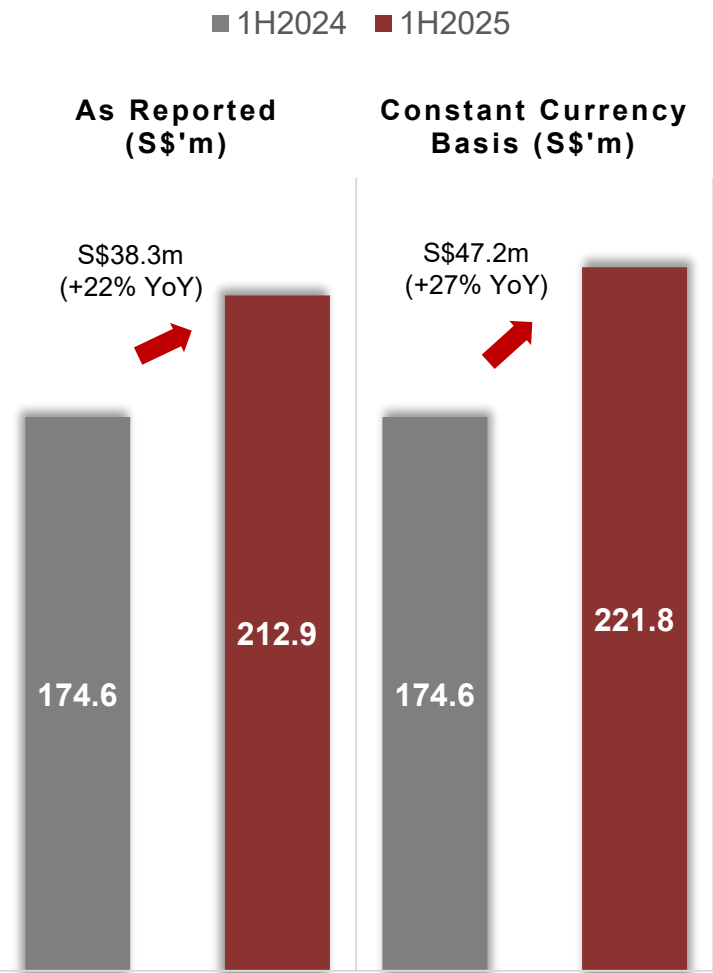
- Core earnings to shareholders (+35% YoY)
- Excluding unrealised FX losses to reflect actual growth across all key segments and positive operating leverage

¹ n.m. = not meaningful

Revenue breakdown by segments and regions

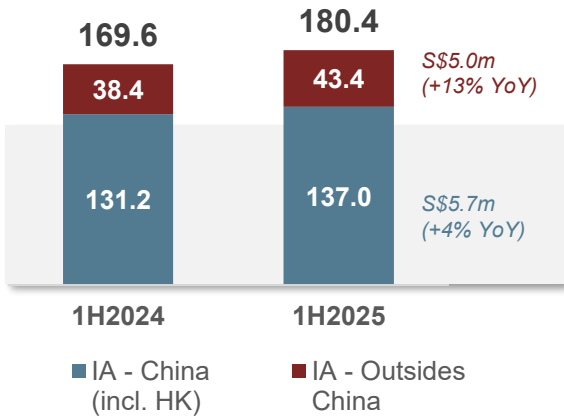
Strong growth across segments and regions despite non-cash, unrealised FX impact, revenue impacted by strengthening of SGD

Group-level Revenue

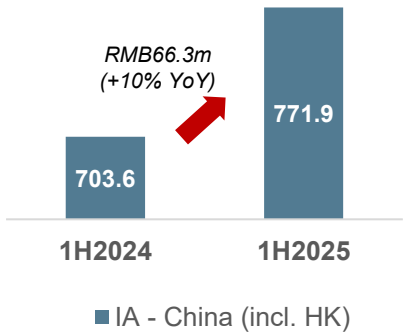


Segmental Revenue

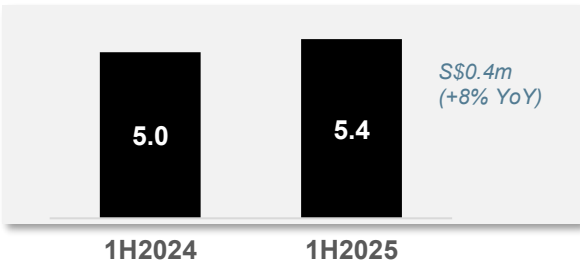
IA Revenue Breakdown By Regions (S\$m)



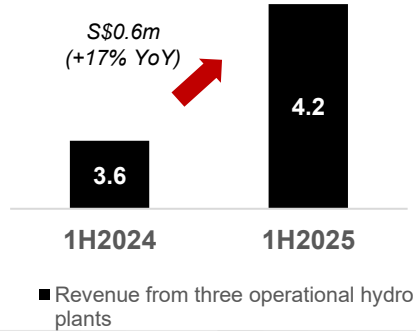
IA Revenue From China (RMB'm)



Operating RE Revenue (S\$m)

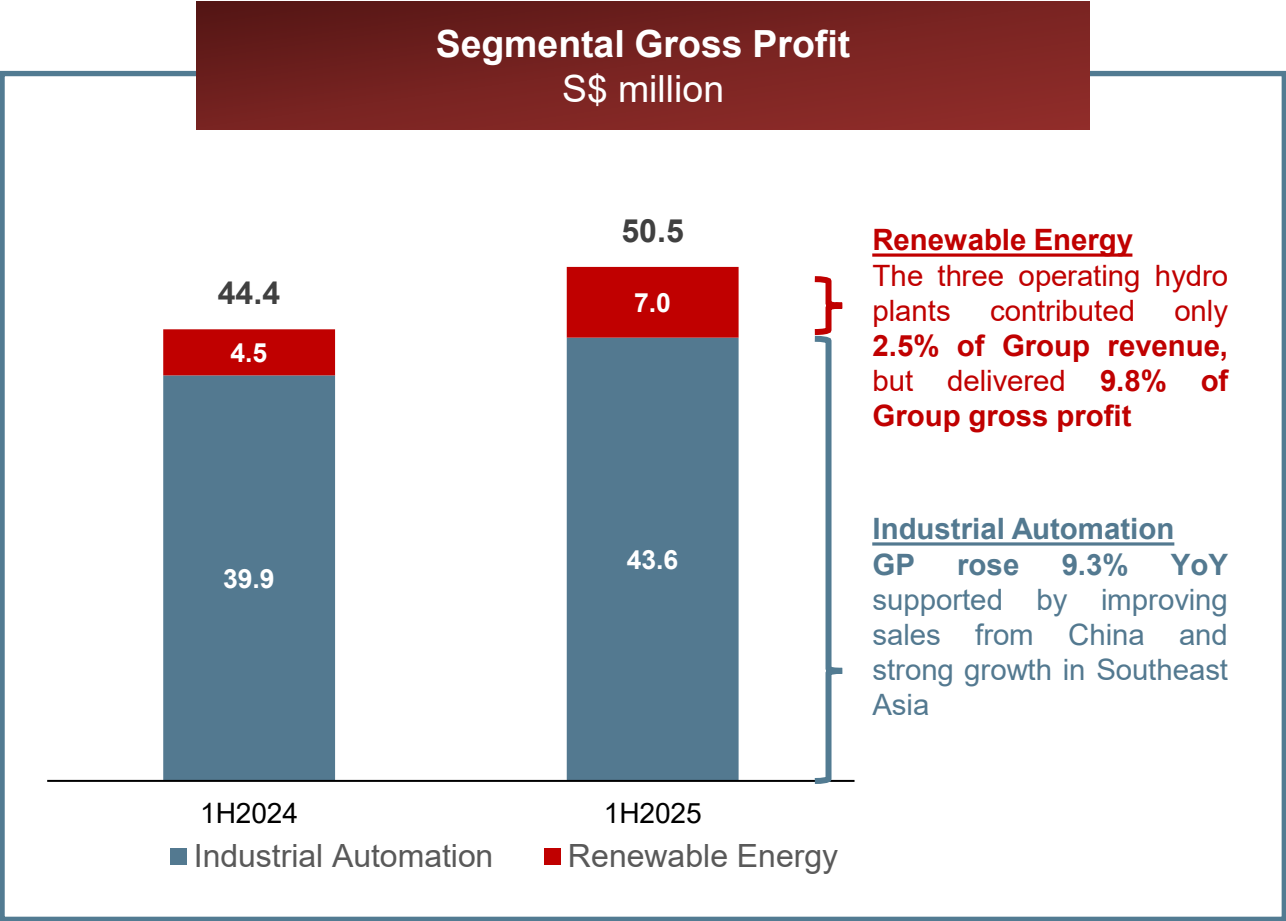


Operating RE Revenue (US\$m)



Gross profit and margin breakdown by segments

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



Segmental Gross Profit Margin

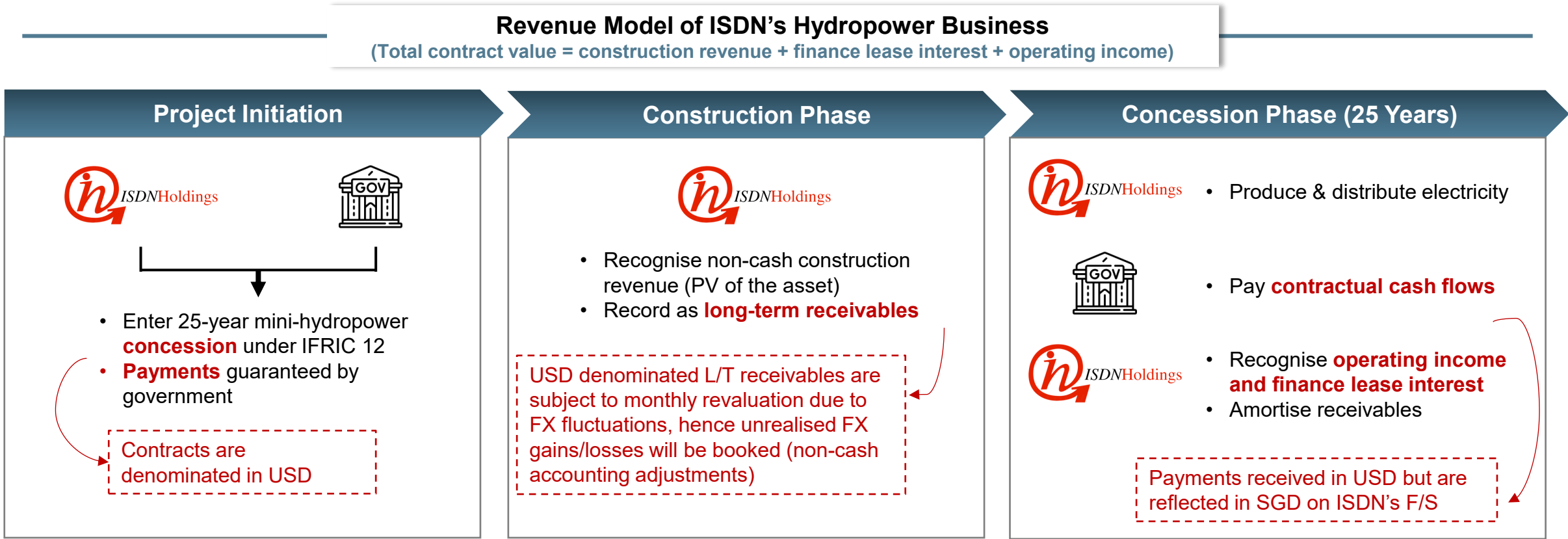
	1H2024	1H2025
Industrial Automation	23.5%	24.2%
Renewable Energy	91.4%	21.4%
Total	25.4%	23.7%

- Industrial automation segment margin grew by 0.7 pts, boosted by a **favourable product mix and improved execution efficiencies**
- Group level GPM dipped 1.7 pts, 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

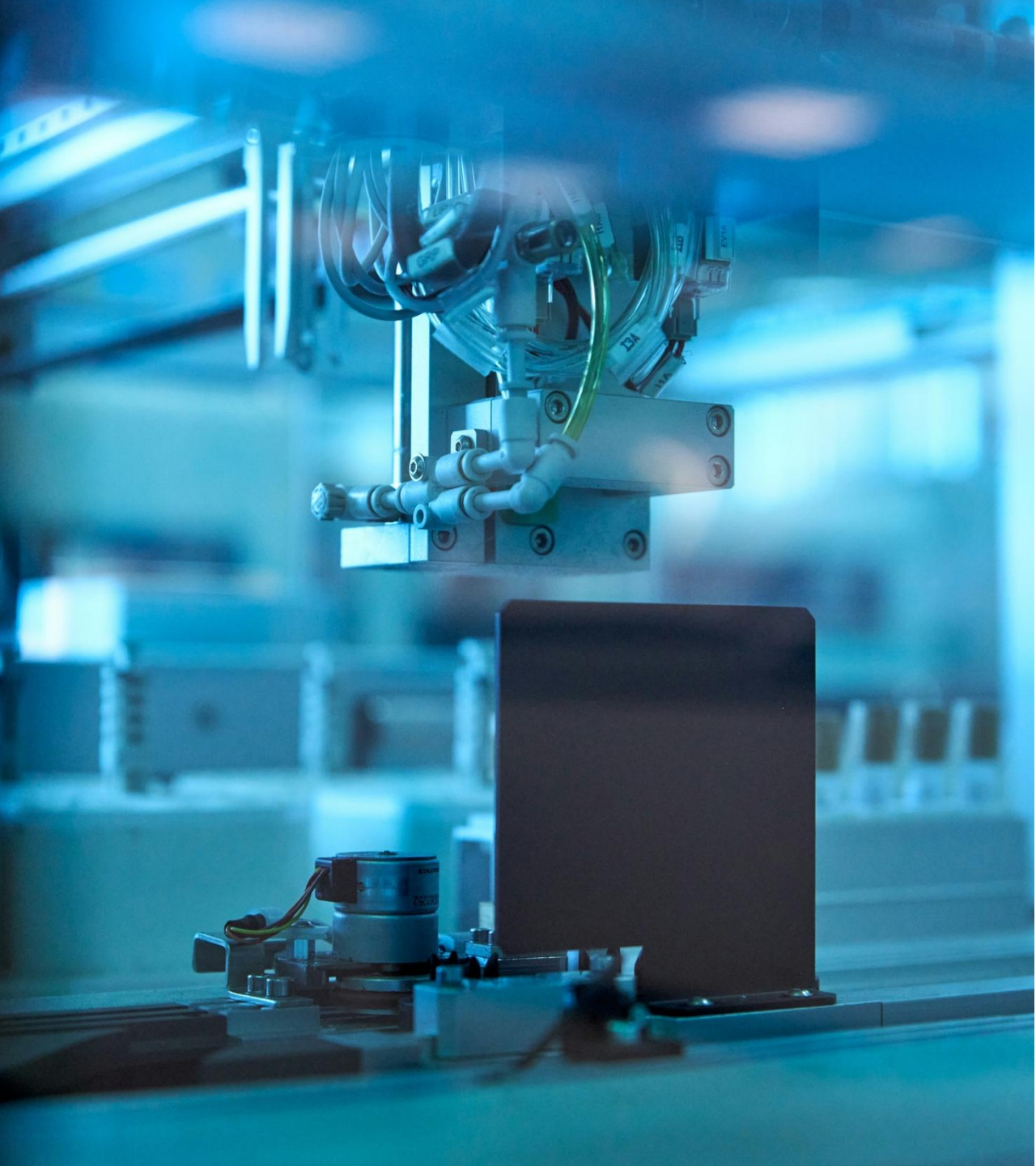
Unrealised losses on long-term receivables from renewable energy business

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



Impact on ISDN's Earnings in 1H2025





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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

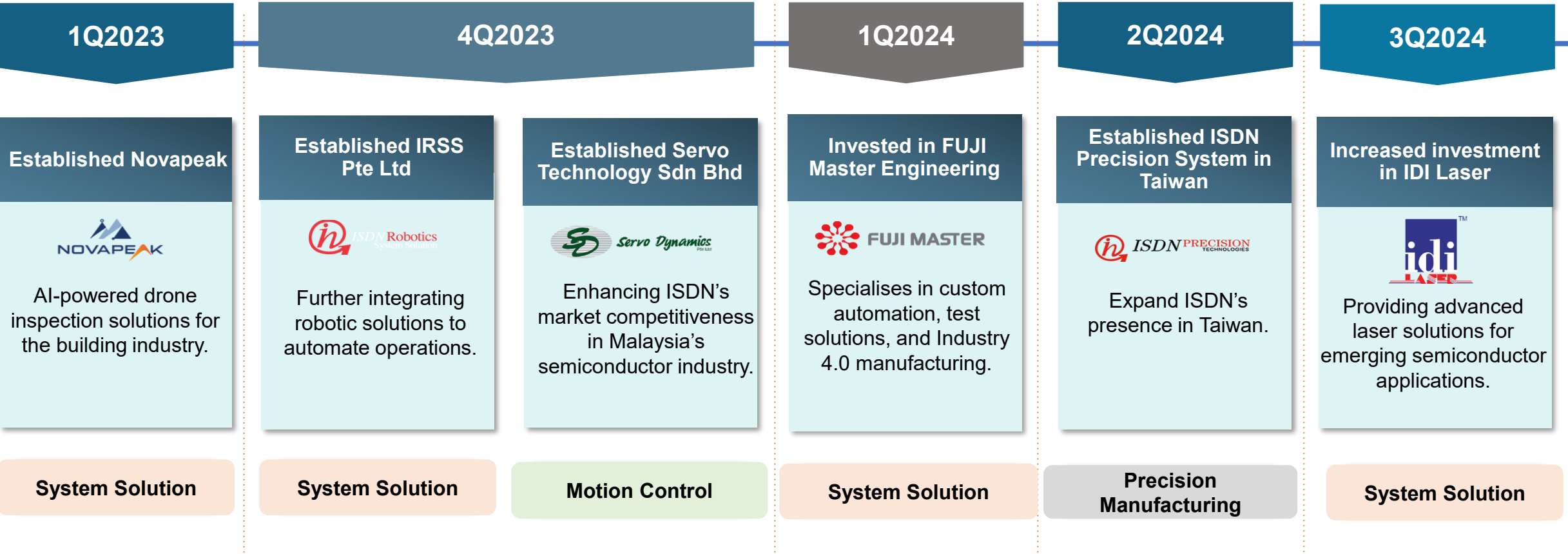
Establishing trusted track record in SEA and expanding market access

- **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

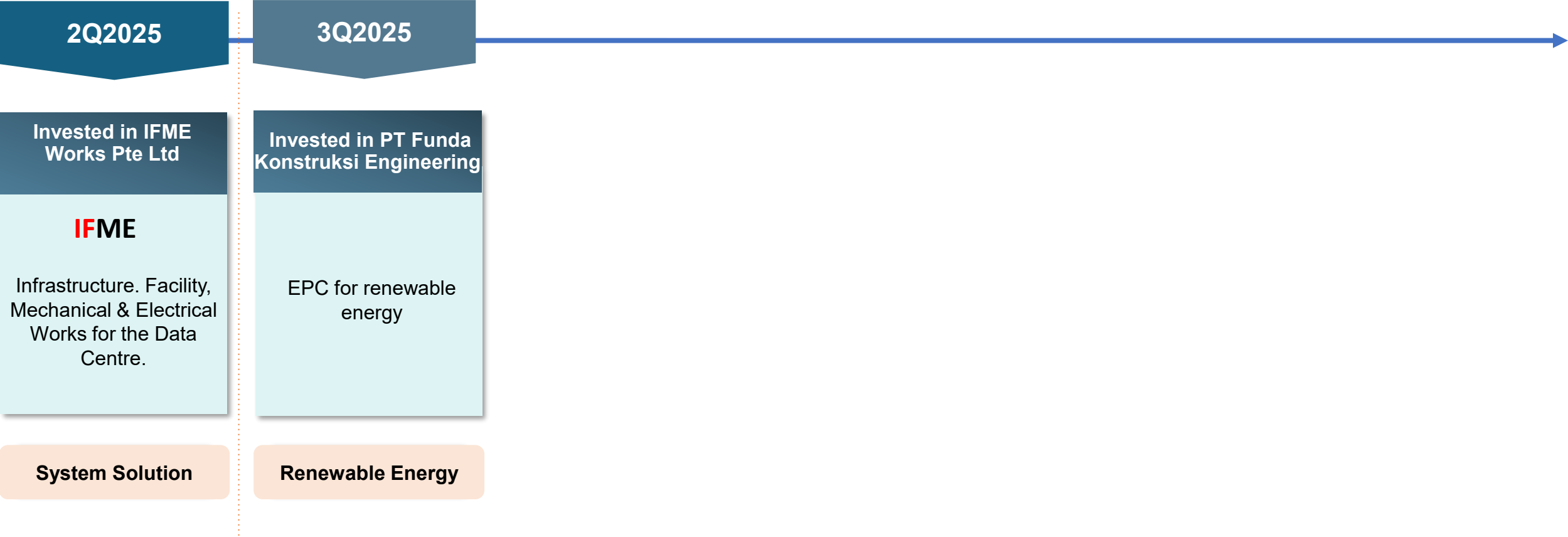
ISDN's Strategic Investments Post COVID:

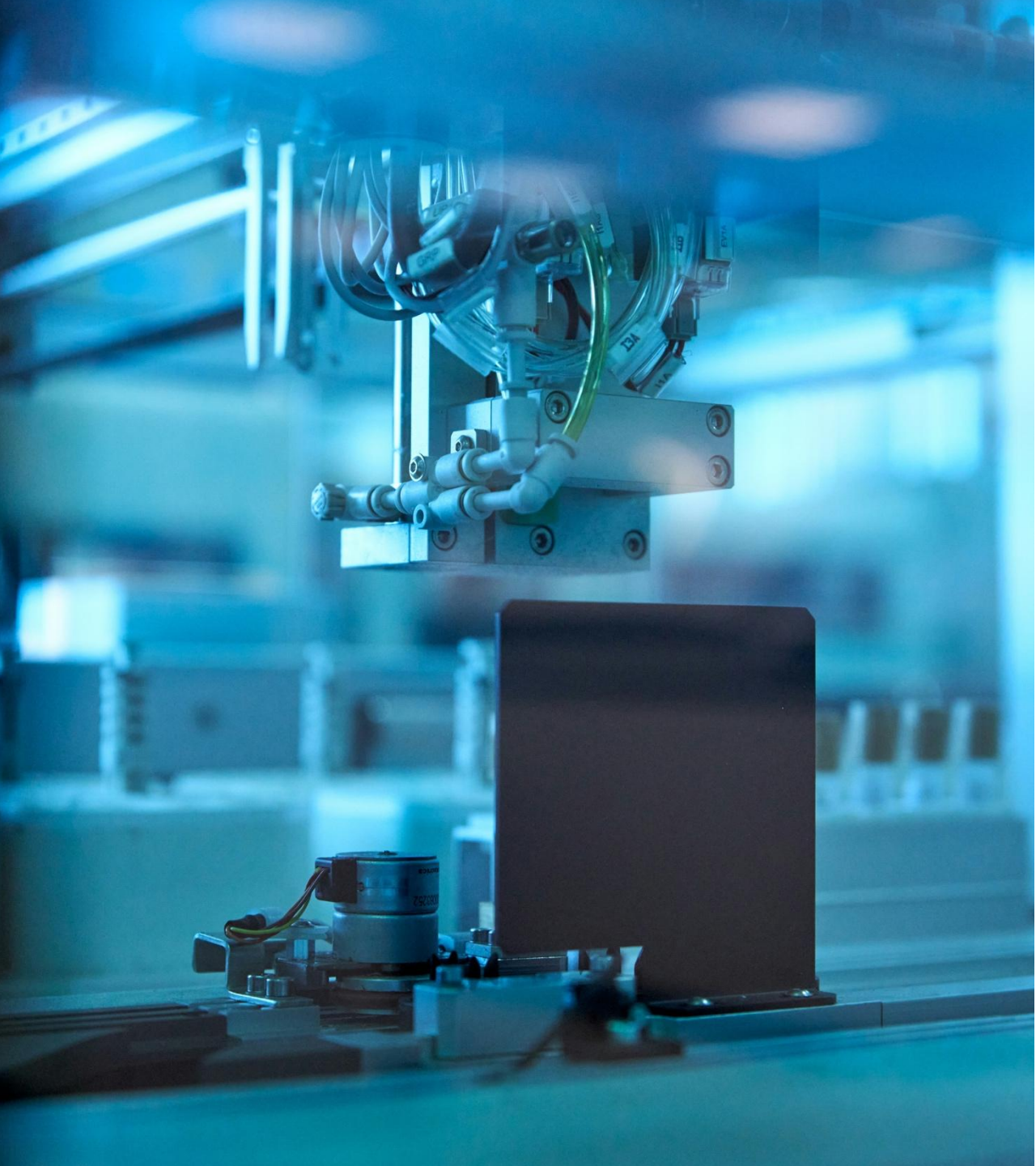


Continued Strengthening of Core Pillars

Dedicated to continuous growth and enhancing our capabilities

ISDN's Strategic Investments Post COVID:





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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

Southeast Asia semiconductors – Key beneficiary of supply chain reshuffling

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



Construction of world's largest silicon carbide fabrication facility

- **Investment value:** \$5.4 billion
- **Announced:** August 2023



Construction of an OLED manufacturing facility in Bac Ninh

- **Investment value :** \$1.8 billion
- **Announced:** September 2023



Construction of two facilities for advanced packaging and testing

- **Investment value :** \$8 billion
- **Announced:** December 2021



Assembly and testing facility opened in Bac Ninh province

- **Investment value :** \$1.6 billion
- **Announced:** October 2023



Co-development of AI infrastructure in Malaysia

- **Investment value :** \$4.3 billion
- **Announced:** December 2023



NXP and Vanguard Int'l to build a 300mm wafer fabrication facility

- **Investment value :** \$7.8 billion
- **Announced:** December 2024



Construction of two testing and assembly plants in Penang

- **Investment value :** \$300 million
- **Announced:** November 2022





Construction of a new fabrication plant

- **FDI value:** \$4 billion
- **Announced:** June 2021



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

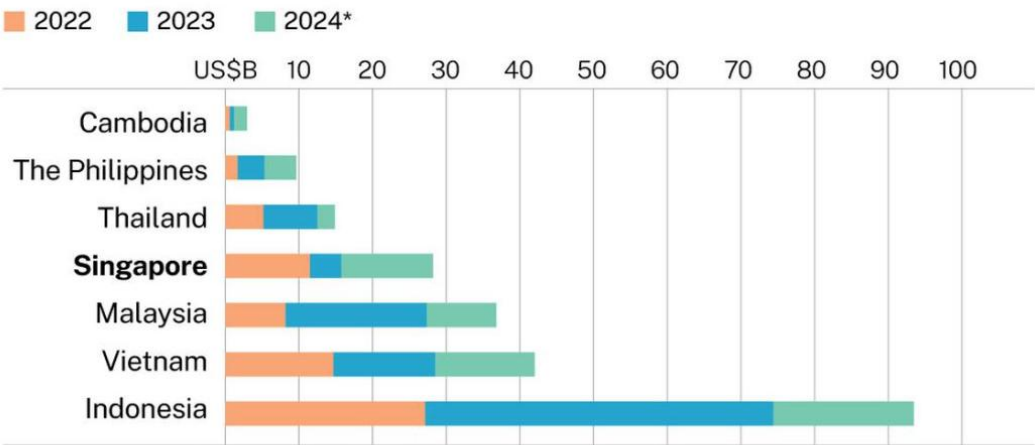
ASEAN: A rising manufacturing hub

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.

Manufacturing FDI in Asean



*Data is only complete, as at Sep 2024
SOURCE: GLOBALDATA'S FDI DATABASE GRAPHIC: TEOH YI CHIE, BT

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

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

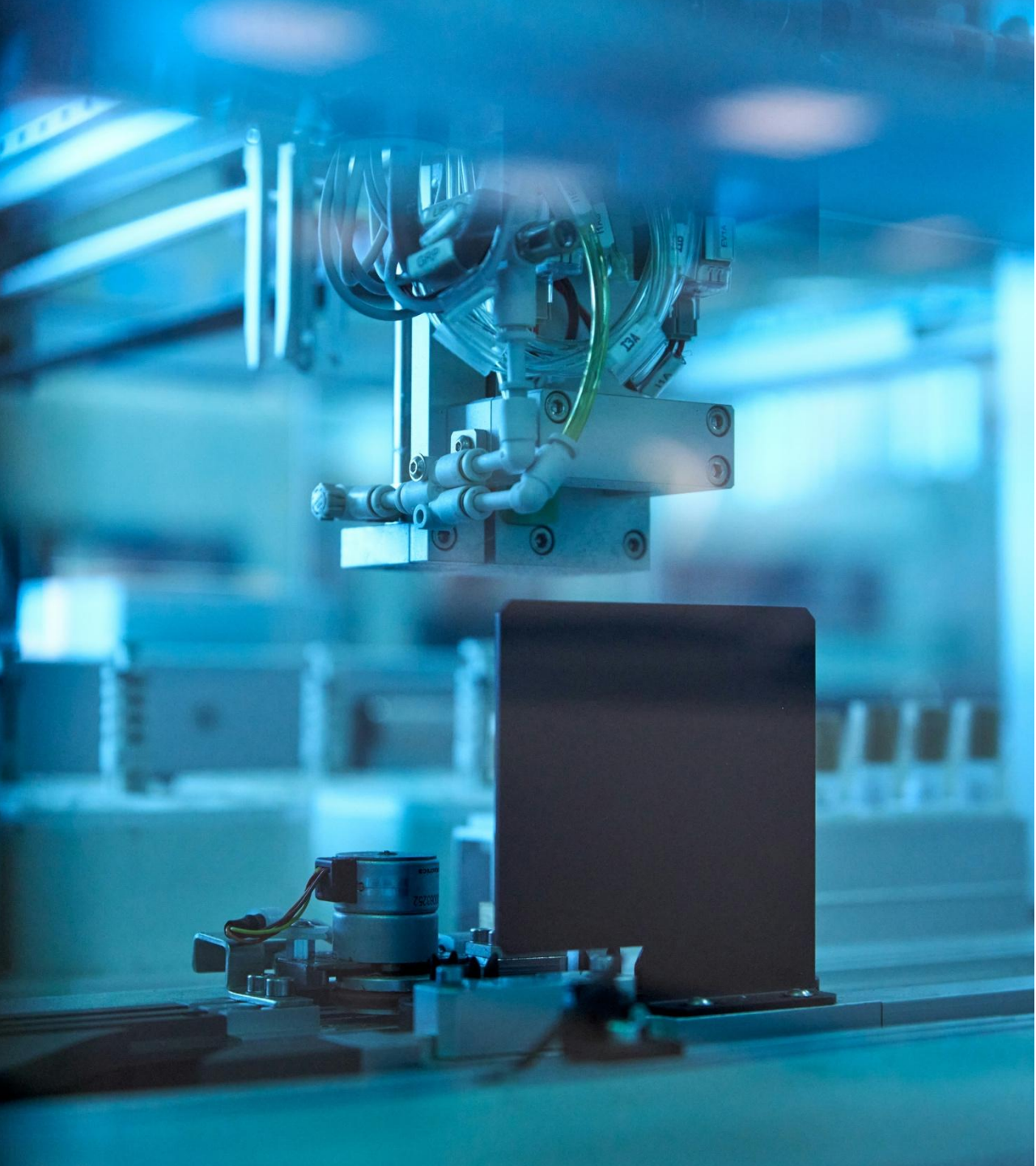
30+ years of experience

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



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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

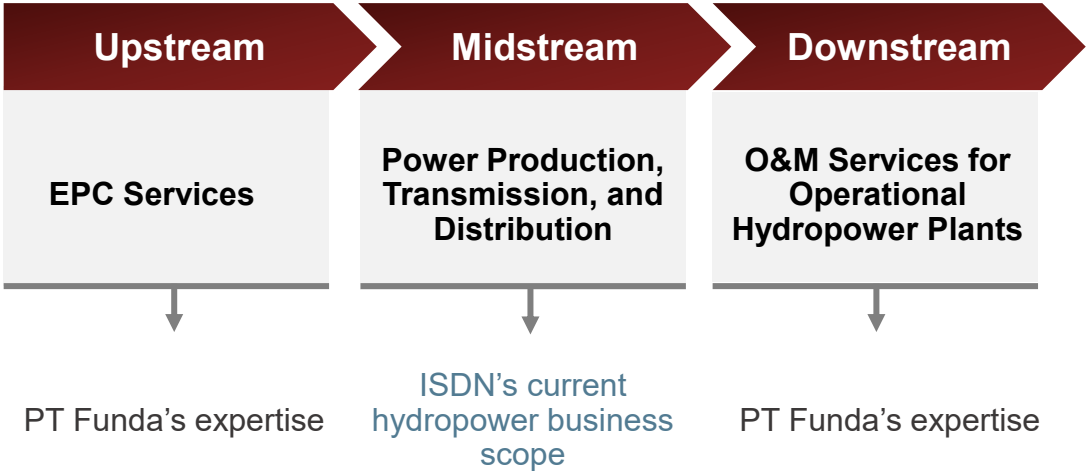
Track Record

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

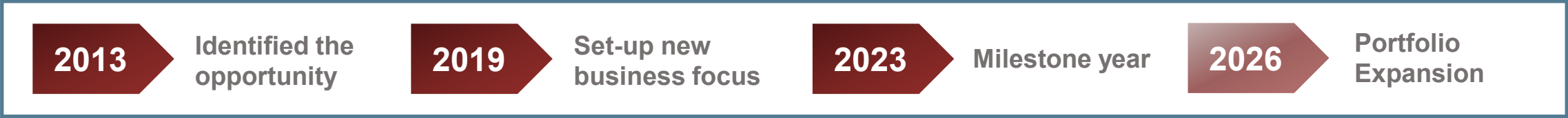
Building an Integrated Hydro Value Chain



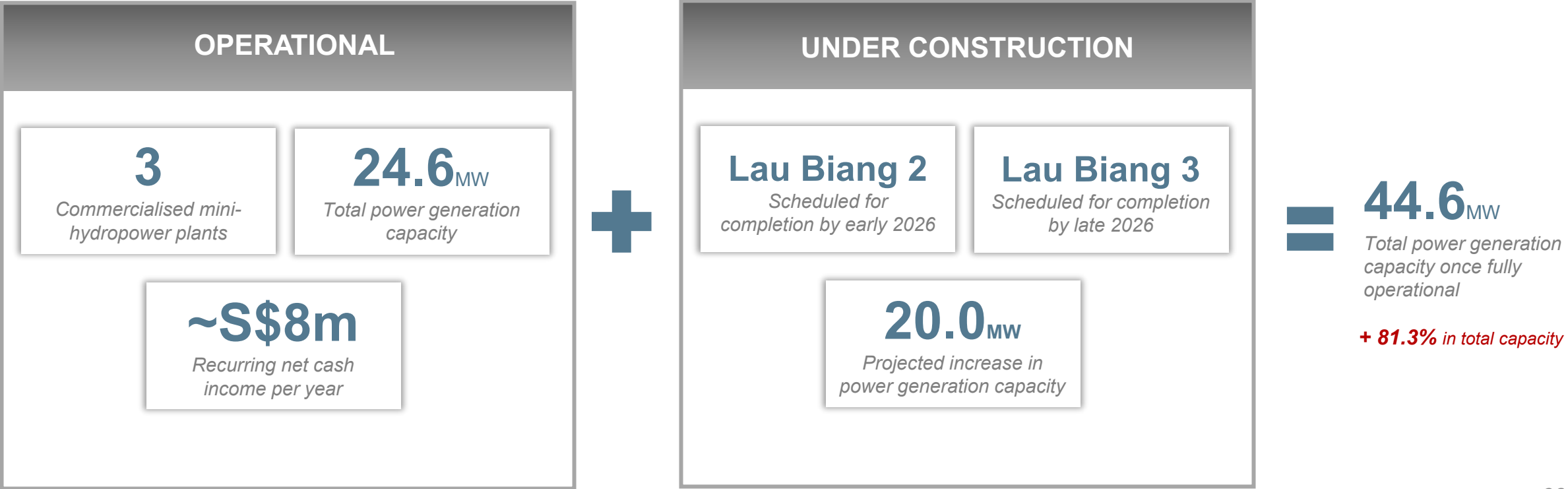
PT Funda’s technical expertise complements ISDN’s project management and operations, expanding service scope and accelerating renewable energy scale-up nationwide

Powering Asia's sustainable future

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

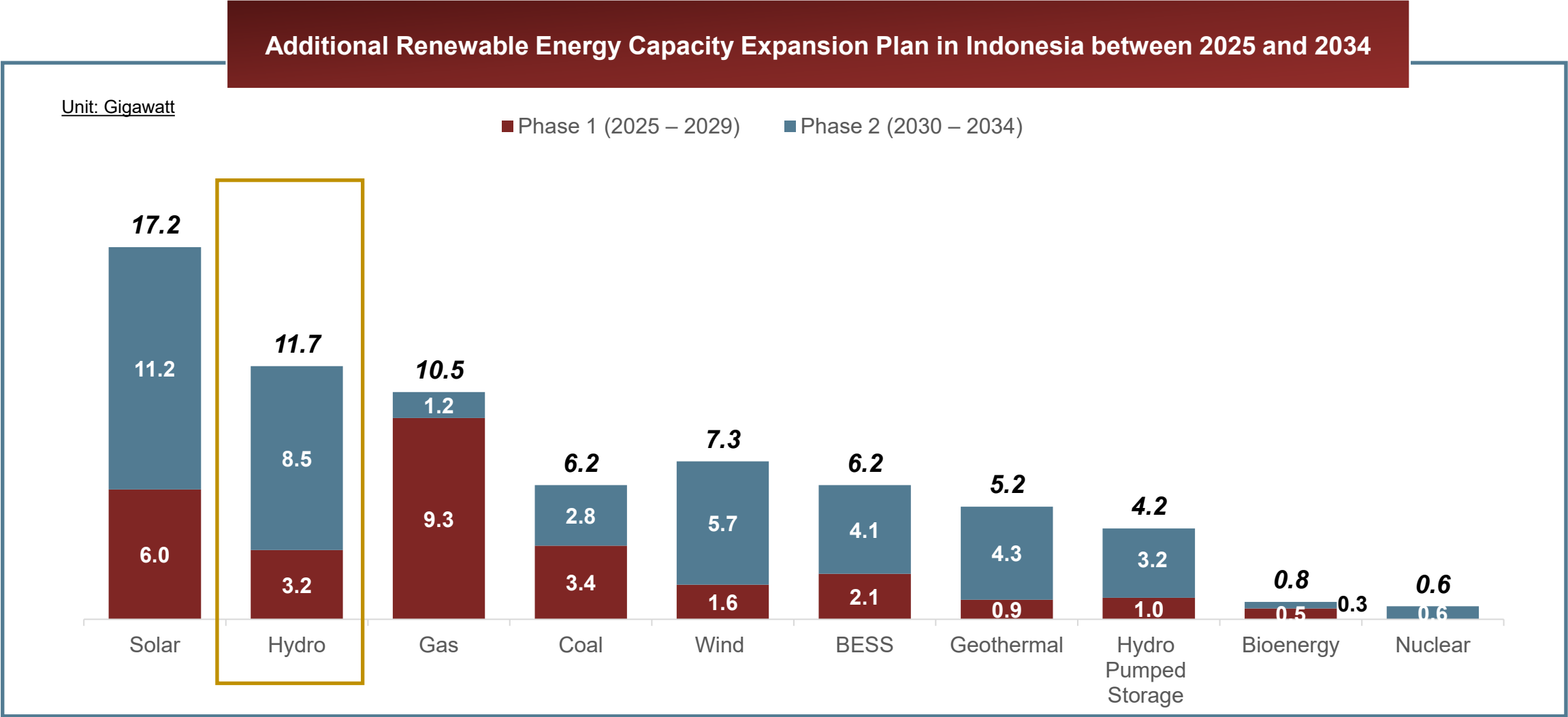


Our portfolio of mini-hydropower plants

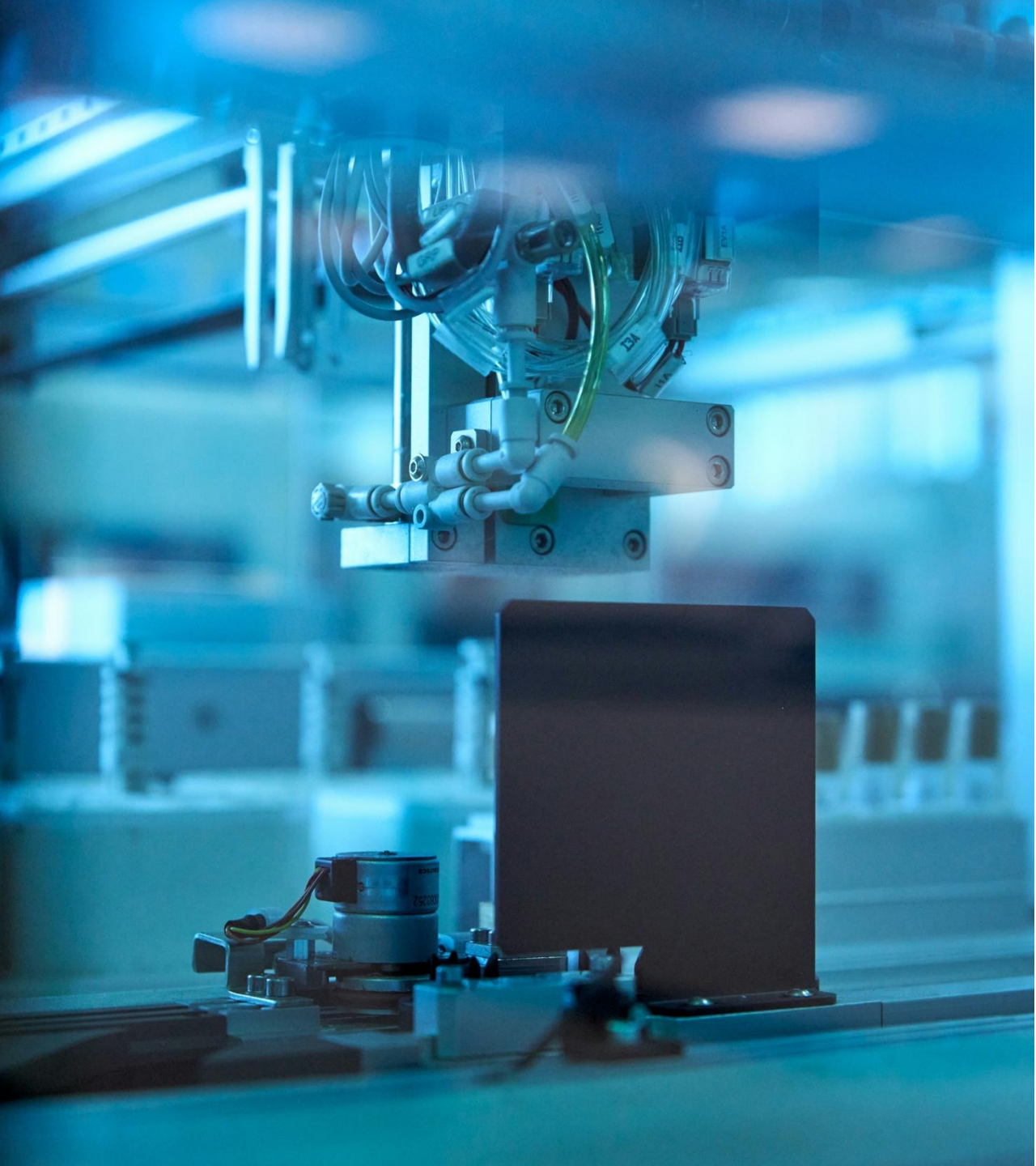


Hydropower as a core driver of Indonesia's green transition efforts

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

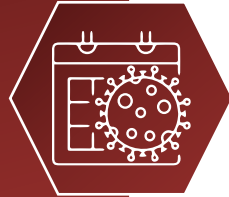


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ISDN's focus for FY2025 and beyond

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



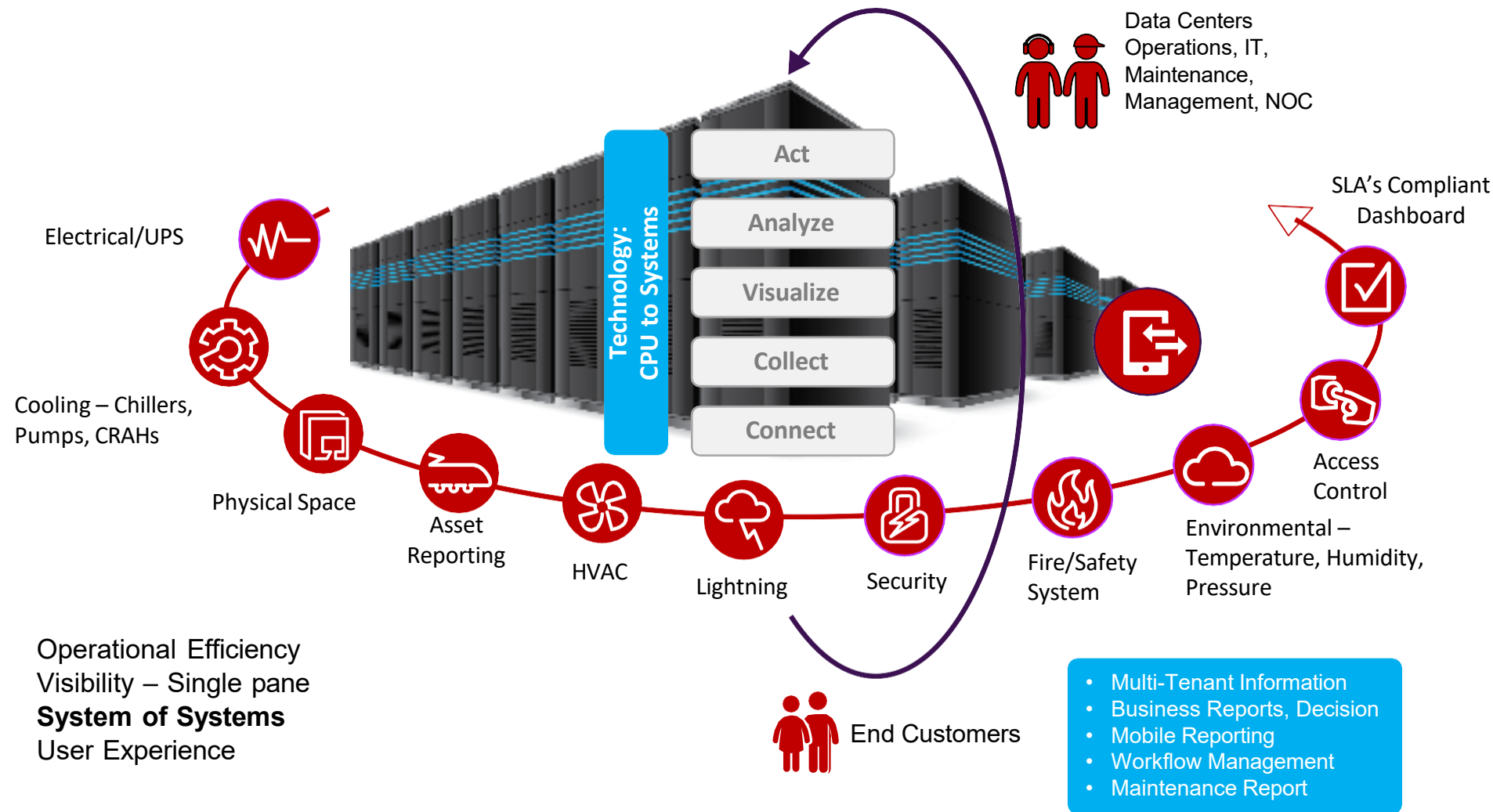
Challenges Faced By Data Centres

- 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 than 100,000 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



Operations

Information

People



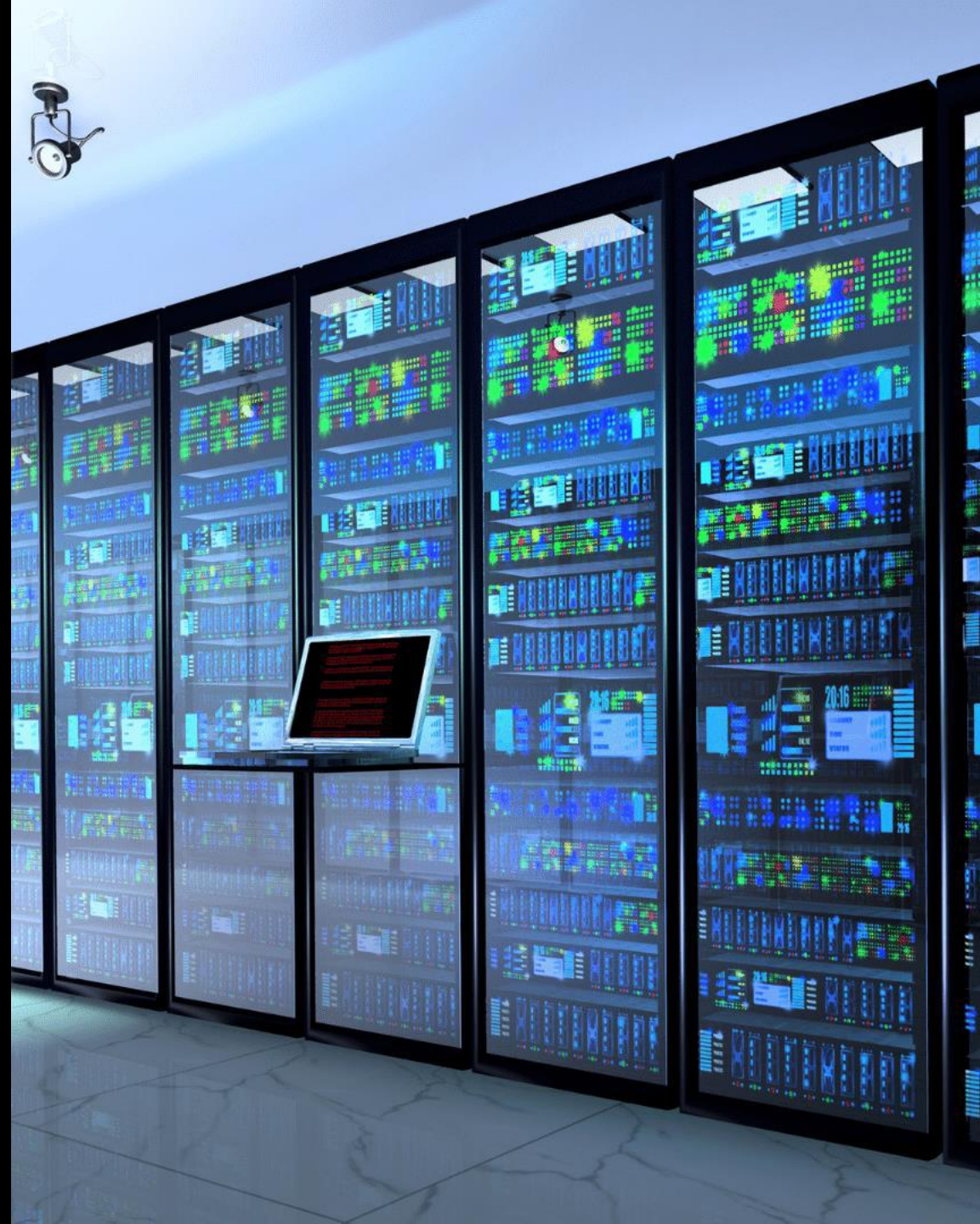
A Unified Operations Center (UOC) Approach

- 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





Thank You