NERA
Innoconn Tech. Group

GENERATING SOLUTIONS FOR A SMART FUTURE



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ANNUAL GENERAL MEETING 2026

28 APRIL 2026

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FORMALITIES

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BOARD & MANAGEMENT

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BOARD OF DIRECTORS



Mr Steve Chu Fu-Chuan
Executive Chairman and
Executive Director



Mr Eric Yu Ling-Hsiao
Executive Director
Senior Vice President, Business Development



Mr Basil Chan
Lead Independent
Non-Executive Director



Mr Raymond Lum
Independent
Non-Executive Director



Ms Jenny Teng Mui Keow
Independent
Non-Executive Director

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INDEPENDENT AUDITOR

ERNST & YOUNG

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COMPANY SECRETARY

SHOOK LIN & BOK

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SHARE REGISTRAR

BOARDROOM CORPORATE & ADVISORY SERVICES PTE LTD

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E-POLLING AGENT

SEPTUS SINGAPORE PRIVATE LIMITED

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SCRUTINEER

VIRTUS ASSURE PTE LTD

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AGENDA

- Executive Summary
- Financial Highlights
- Outlook & Strategies
- In Conclusion

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CHAIRMAN'S INTRODUCTION

MR STEVE CHU FU-CHUAN

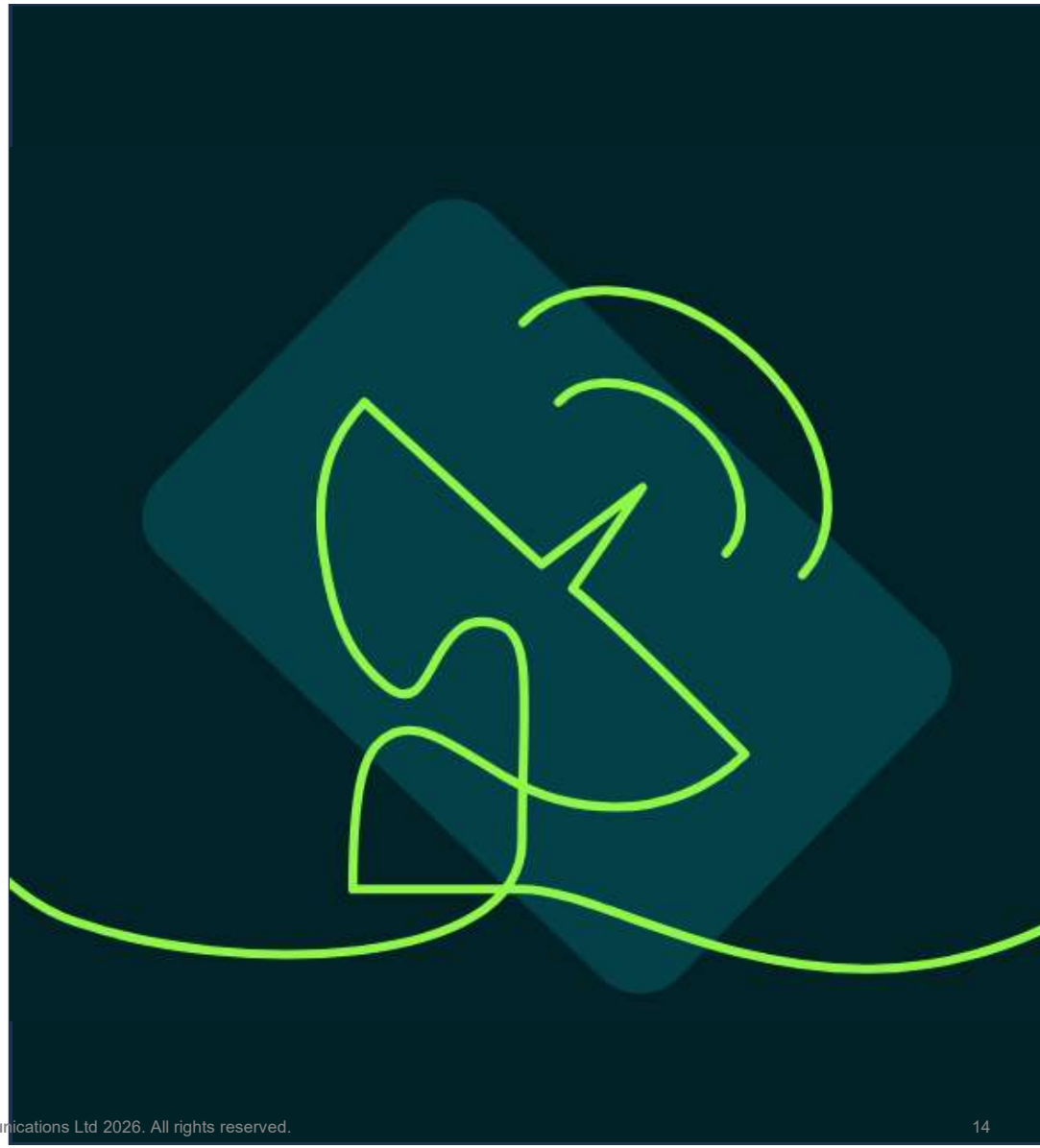


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VIDEO

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EXECUTIVE SUMMARY



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Global Strategic Partners

25.2 %	4.3 %	3.4 %

Cooperation Strategies and Medium- to Long-Term Benefits

Global SCM & DMS **(HaaS : OEM / ODM / OBM)**	**ARM Based APU / SOC** **IoT Devices**	**Global SaaS / PaaS** **ESaaS**

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Global Strategic Partners

Innoconn 華漢科技 Solutions For Smart Future

Technology



B2B Industrial Customers

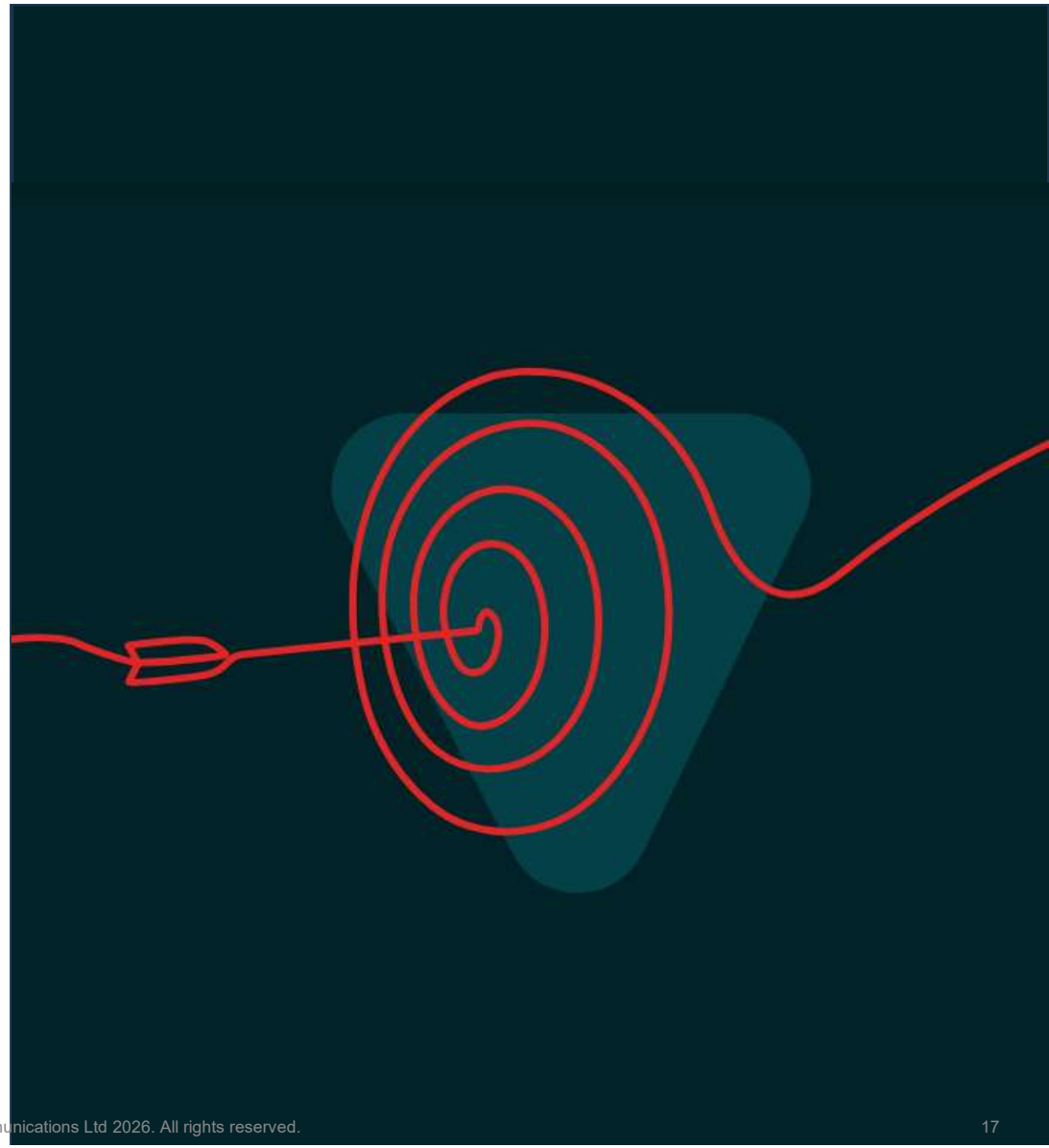


B2B Commercial Customers



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FINANCIAL HIGHLIGHTS



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2025 FINANCIAL HIGHLIGHTS

Neratel

25 vs. 24

① **EBITA** turned positive at $2.79 million

② **OPEX** reduced by 26.8%

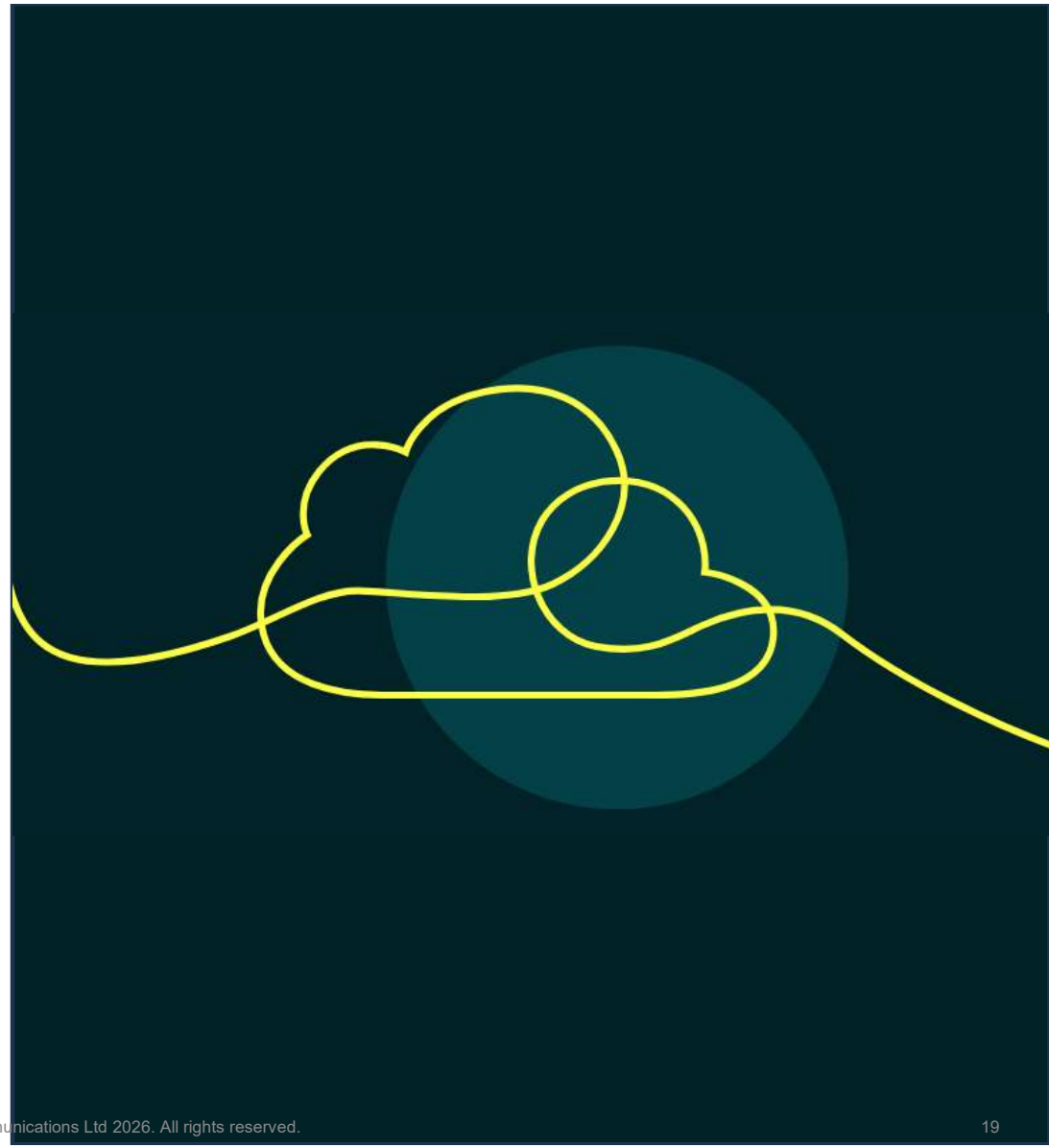
③ **PBT** turned positive at $0.71 million

Revenue	• **25 vs. 24，$100.19M vs $98.25M，** Revenue stabilised following the sharp decline from FY2023 to FY2024, supported by stronger contributions from SG & MY
OPEX	• **25 vs. 24，$16.78M vs $22.91M，** Cost reductions in FY2025, building on earlier cost discipline in FY2024 to establish a structurally leaner operating base
EBITA	• **25 vs. 24，$2.79M vs ($1.07M)，** EBITDA turnaround reflects margin improvement efforts initiated in FY2024 and strengthened execution in FY2025
PBT	• **25 vs. 24，$0.07M vs ($3.97M)，** PBT improvement driven by effective cost reductions and revenue stabilisation
PAT	• **25 vs. 24，($2.99M) vs ($2.81M)，** Despite improvement in PBT, PAT decrease attributable to increased taxable profits contributed from Singapore and Malaysia, as well as the write-off of deferred tax assets from Indonesia
Debt	• **25 vs. 24，$3.00M vs $9.11M，** Borrowings reduced significantly for the third consecutive year, supported by positive operating cash flow

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OUTLOOK & STRATEGIES



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GOALS, STRATEGY & PLANS

Positive Trend

2025



Goal

- Stem out decline & restore the health of business
- Evolution of Nera's traditional business from product-led to solution-led

- ✓ Returned to profitability in 2H2025 with positive PBT and EBITA
- ✓ Stabilised revenue base with sustained growth (+2% YoY)
- ✓ Strong recovery momentum in 2H2025 (+9% HOH)
- ✓ Strengthened foundation for transition towards solution-led business



Strategy

- Rationalising / realigning resources to ensure more profitable businesses
- Enhance efficiency & productivity by further optimising processes
- Exercise prudence and prioritise investments

- ✓ Executed decisive cost rationalisation (OPEX ↓ 26.8% YoY)
- ✓ Achieved leaner and more efficient operating structure
- ✓ Improved operating leverage and margin profile
- ✓ Maintained disciplined capital and investment approach



Plan

- Secure and upsell to customer base and subsequently expand this
- Standardise product/solution offerings across the Group to achieve economies of scale, strengthen bargaining power and improve profit margins
- Recruit / Identify partners to patch gap in skillset and amplify sales motion

- ✓ Built strong orderbook of S$104.5m, providing FY2026 visibility
- ✓ Delivered positive operating cash flow (S$3.95m)
- ✓ Strengthened balance sheet (cash S$10.18m, reduced debt)
- ✓ Continued customer engagement, upsell and execution momentum

2026

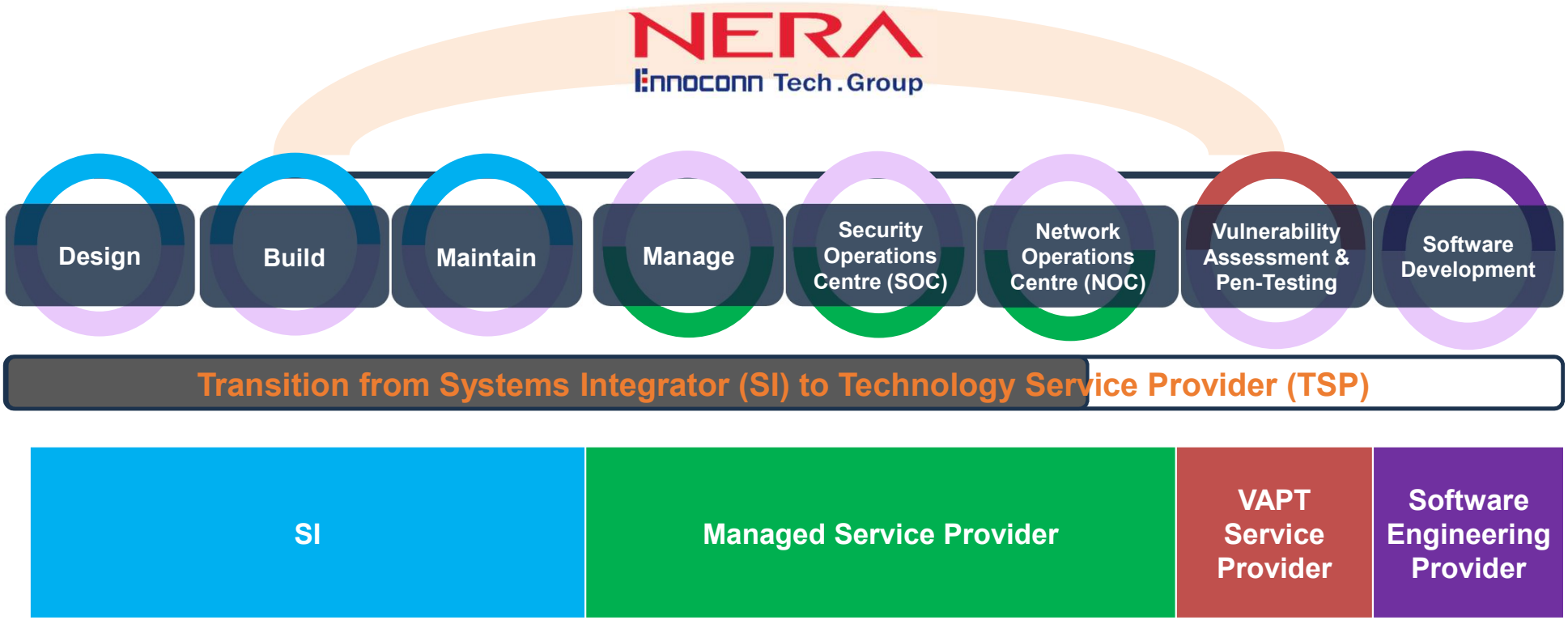
- ✓ Accelerate transition to a solutions-led, higher-margin business model
- ✓ Increase contribution from recurring / solution revenues
- ✓ Sustain profitability and margin expansion trajectory

- ✓ Scale standardised solutions to drive margin expansion
- ✓ Further optimise cost base through automation, offshoring and shared services

- ✓ Defend core markets while expanding wallet share with existing customers
- ✓ Strengthen partnership ecosystem to fill capability gaps and accelerate sales

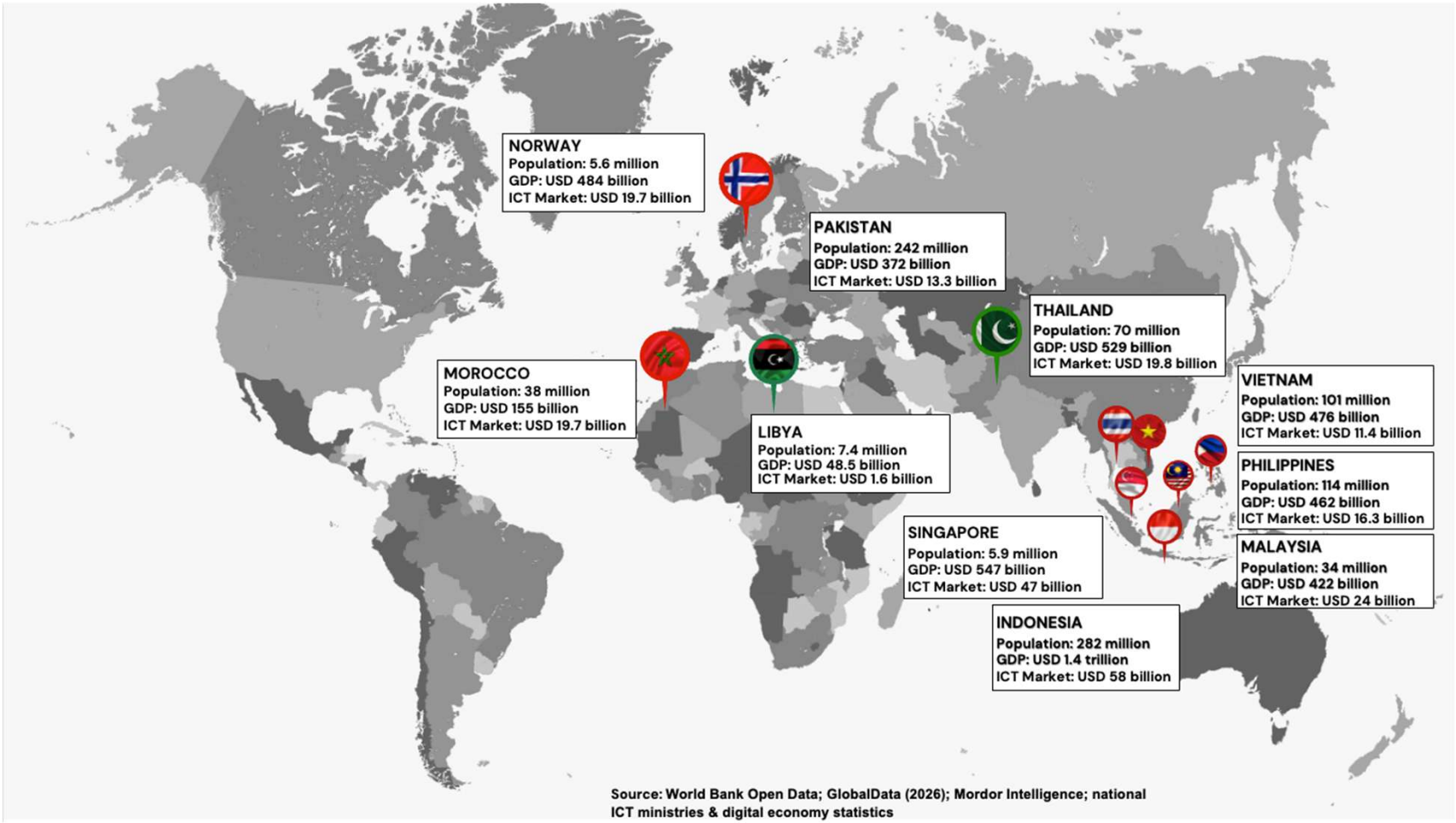
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TRANSFORMATION FROM AN SI TO TSP



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GEOGRAPHY / MARKET POTENTIAL



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IN CONCLUSION



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IN CONCLUSION

NeraTel

2026

Momentum	• Strong 2H execution in FY2025 established positive operating momentum entering FY2026
Recovery	• Return to profitability before tax and positive EBITDA in 2H2025 reflect a structurally leaner cost base and disciplined execution
Transformation	• Ongoing shift from Systems Integrator to Technology Services Provider, with increasing focus on managed services, cybersecurity, and software-led offerings
Visibility	• A resilient order backlog and growing recurring revenue base provide improved visibility and confidence into FY2026 and beyond
Growth	• Beyond 2026, the Group will scale standardised solutions and recurring revenues to drive sustainable margin expansion.

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POLL VOTING PROCESS

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RESOLUTIONS

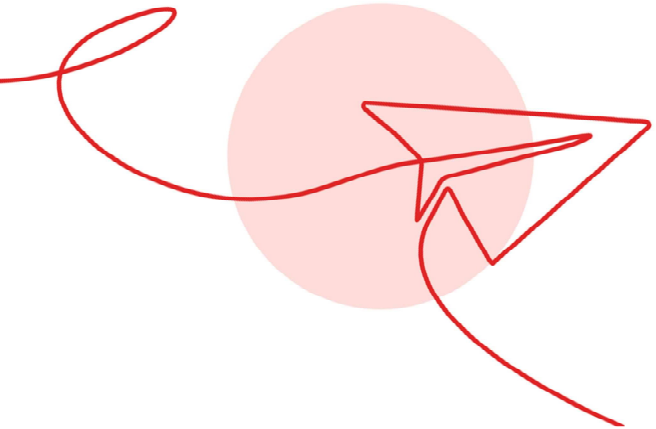
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RESOLUTION 1

- To receive and adopt the Audited Financial Statements of the Company for the financial year ended 31 December 2025, together with the Directors' Statement and the Independent Auditor's Report thereon.

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Q&A



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RESOLUTION 2

- To re-elect Mr Basil Chan retiring pursuant to Regulation 94 of the Company's Constitution.

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RESOLUTION 3

- To re-elect Mr Eric Yu, Ling-Hsiao retiring pursuant to Regulation 94 of the Company's Constitution.

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RESOLUTION 4

- To re-elect Mr Andy Wang, Yung-Hsiao retiring pursuant to Regulation 100 of the Company's Constitution.

  [Withdrawn]

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RESOLUTION 5

- To approve the payment of Directors' fees of up to S$230,000 for the financial year ended 31 December 2026, to be paid quarterly in arrears. (FY2025: S$291,400)

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RESOLUTION 6

- To re-appoint Messrs Ernst & Young LLP as Auditors of the Company and to authorise the Directors to fix their remuneration.

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RESOLUTION 7

As Special Business

- To authorise Directors to allot and issue shares and convertible securities in the Company pursuant to Section 161 of the Singapore Companies Act 1967 and Rule 806(2) of the Listing Manual.

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RESOLUTION 8

As Special Business

- To approve the Proposed Renewal of the General Mandate for Interested Person Transactions.

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