POWERING
INFINITE
POSSIBILITIES

Nasdaq : INEO

INNEOVA Holdings Limited

Investor Presentation

Last Updated: November 2025

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INNEOVA

Safe Harbour Statement

This presentation contains forward-looking statements that reflect our current expectations and views of future events. The forward-looking statements are contained principally in the sections entitled "Prospectus Summary," "Risk Factors," "Management's Discussion and Analysis of Financial Condition and Results of Operations," and "Business" in our prospectus. Known and unknown risks, uncertainties, and other factors, including those listed under "Risk Factors," may cause our actual results, performance, or achievements to be materially different from those expressed or implied by the forward-looking statements.

You can identify some of these forward-looking statements by words or phrases such as "may," "will," "expect," "anticipate," "aim," "estimate," "intend," "plan," "believe," "is/are likely to," "potential," "continue," or other similar expressions. We have based these forward-looking statements largely on our current expectations and projections about future events that we believe may affect our financial condition, results of operations, business strategy, and financial needs. These forward-looking statements include statements relating to our goals and strategies; our future business development, financial condition, and results of operations; fluctuations in interest rates; our expectations regarding demand for and market acceptance of our products and services; projections of revenue, earnings, capital structure, and other financial items; competition in our industry; relevant government policies and regulations relating to our industry; and general economic and business conditions in the markets in which we operate.

These forward-looking statements involve various risks and uncertainties. Although we believe that our expectations expressed in these forward-looking statements are reasonable, our expectations may later be found to be incorrect. Our actual results could be materially different from our expectations. Important risks and factors that could cause our actual results to be materially different from our expectations are generally set forth in "Risk Factors," "Management's Discussion and Analysis of Financial Condition and Results of Operations," "Business," "Regulation" and other sections in our prospectus. You should thoroughly read this presentation that we refer to with the understanding that our actual future results may be materially different from and worse than what we expect. We qualify all of our forward-looking statements by these cautionary statements.

The forward-looking statements made in this presentation relate only to events or information as of the date on which the statements are made. Except as required by law, we undertake no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise, after the date on which the statements are made or to reflect the occurrence of unanticipated events. You should read this prospectus and the documents that we refer to in this prospectus and have filed as exhibits to the registration statement, of which this prospectus is a part, completely and with the understanding that our actual future results may be materially different from what we expect.

In this presentation, we rely on and refer to information and statistics regarding the sectors in which we compete and other industry data. We obtained this information and statistics from third-party sources. We have supplemented this information where necessary with our own internal estimates, taking into account publicly available information about other industry participants and our management's best view as to information that is not publicly available.

About INNEOVA

Headquartered in Singapore, INNEOVA is a solution driven partner serving industries where uptime and reliability are mission critical.

Anchored in Asia and connected globally, we combine engineering expertise, digital capabilities and sustainable practices to deliver solutions that optimize lifecycles, maximum uptime and sustainability.

Business Segments

Parts Services

Supporting mission critical operations with parts management & solutions to ensure on time availability, reliability and maximum Uptime.

Engineering Services

Provides System Lifecycle Analysis and MRO services, enhanced with connectivity, digitalization and data analytics, we enable our customers to future proof their assets with maximum uptime and optimum total cost of ownership (TCO).

Our Vision

Championing an innovative and sustainable future where businesses and communities are empowered to thrive together.







Our Mission

To provide innovative solutions across the entire business value chain—spanning industries, mobility platforms, and nutritional wellness—while advancing sustainability.

Our Culture:
Values & Philosophy

At INNEOVA, our philosophy is grounded in a legacy of integrity, compassion and commitment.

As a family business with over five decades of experience, we've built our name on sincerity, long-standing relationships and staying true to our word.

Our commitment to our values ensures that we will continue to be trusted by people around the world.

Integrity
We hold the highest standards of honesty and transparency in all our actions.

Compassion
We care deeply about the well-being of our customers, partners and the planet.

Commitment
We are dedicated to innovation, excellence and sustainability, striving to make a positive impact on the world.



Xpectations
We set and surpass expectations.

Xperience
We value positive experiences.

Xpertise
We build expertise as our strength.

Xcellence
We pursue excellence in all we do.

Xceptional
We aim to be exceptional.

Xemplary
We uphold exemplary standards.

INNEOVA'S values and philosophy, together are known as the **INNEOVA Spirit**.
It is a guiding principle for all of our employees.

The INNEOVA Strategy

Aligned with our vision, INNEOVA is positioned to navigate volatility by integrating the ***Technical Cycle*** (uptime & sustainability) and the ***Biological Cycle*** (nutrition & wellness).

Technical Cycle –
Driving performance and uptime across industries, mobility, and enable alternative energies with optimum TCO.

Biological Cycle –
Explore and generate wellness from depth of ocean for human health.



INNEOVA is uniquely positioned to deliver value at both the *technical cycle* and the *biological cycle*.

An Integrated Value Chain

Our segments are not standalone. They connect seamlessly to support customers across their **entire Infrastructure and Mobility Lifecycle in a Sustainable Way.**



Parts Services

Parts solutions for reliability, uptime and on time availability.

- INNEOVA Automotive
- INNEOVA Industrial
- INNEOVA Malaysia

Engineering Services

Engineering service enabled with System Lifecycle Analysis, connected & data driven insights that maximizes uptime and optimize TCO.

- INNEOVA Engineering
- INfiniteCare

Supply Chain & Digitalisation

Supply chain built for high mix and scalable flexibility, ensuring on-time delivery—every time, enabled by Digitalization and Autonomous Logistics Solutions..

- INtelligen

Nutritional Wellness

Explore and generate wellness from depth of ocean for human health

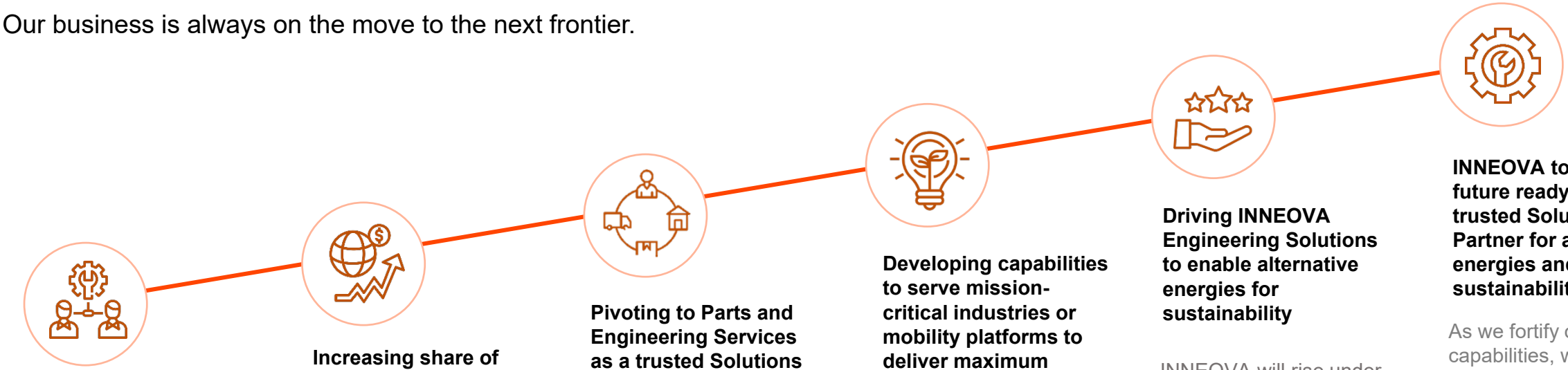
- INNEOVA Life

This positions INNEOVA as a future-ready solutions provider for a sustainable World.

PLEASE NOTE: INtelligen and INfiniteCare are INNEOVA-branded initiatives, NOT independent entities. While **INNEOVA Life** is an integral part of the INNEOVA Group's vision, it **operates outside of the listed group structure**.

FY2025-2029: Growth With Solutions

Our business is always on the move to the next frontier.



Beginning to Present – from transportation, wholesale trade & retail to logistics services

Growing with Singapore, spanning industries and markets, we stand at a pivotal point in our 55-year journey.

Increasing share of wallet in Singapore and Region

Strengthening key account management and strategic partners supported by our supply chain network in the region.

Pivoting to Parts and Engineering Services as a trusted Solutions Partner

Parts Services ensuring on time, parts availability and maximum uptime.

Engineering Solutions providing System lifecycle analysis and MRO services enabling customers to optimize total cost of ownership (TCO).

Developing capabilities to serve mission-critical industries or mobility platforms to deliver maximum uptime and optimum TCO

Leveraging connectivity, digitalization and data-driven insights (AI), we apply our engineering expertise with sustainable practices that deliver maximum uptime and optimum TCO.

Driving INNEOVA Engineering Solutions to enable alternative energies for sustainability

INNEOVA will rise under technical cycle to enable alternative energies on two strong pillars of growth in:

- **Infrastructure &**
- **Mobility**

supporting a sustainable foundation for a future world that is cleaner, smarter and environmentally friendly.

INNEOVA to be a future ready and trusted Solutions Partner for alternative energies and sustainability

As we fortify our core capabilities, we will evolve as:

- champions of sustainability,
- catalysts of the alternative energies transition
- harnessing digitalization and AI for connected services

This transformation is not only about technology; it is about people.
We will empower and upskill our teams, equipping them to thrive and lead in the landscape of tomorrow.

Why choose INNEOVA?

Service Solutions & Partnership
We are positioned at the intersection of Engineering, Sustainability, Partnerships & Transformation

Proven expertise
In supporting mission-critical sectors with uptime-focused solutions

Innovation-driven
Leveraging digitalization and AI data-driven insights to unlock potential & future value

Trusted by people around the World
Though anchored in Asia, we are connected globally, partner with conviction and build enduring long term relationships with our stakeholders



Powering infinite possibilities with sustainable, future ready solutions.

POWERING
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POSSIBILITIES

Nasdaq : INEO

INNEOVA Automotive

INNEOVA Industrial

INNEOVA Engineering

INNEOVA Malaysia

INNEOVA Group of Companies

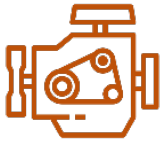
Company Overview

Last Updated: November 2025

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INNEOVA

Solutions We Provide



Parts Services

On-Time Parts Solution For Maximum Uptime

- **Comprehensive Range of Parts:** Ensuring complete coverage for every need
- **Trusted Quality:** genuine OEM and high-performance aftermarket parts
- **Maximum Uptime:** Optimize equipment uptime with enduring lifecycle
- **Reliable Supply Chain:** ready availability and on-time delivery, every time



Engineering Services

System Lifecycle Analysis and MRO services to Optimize Total Costs of Ownership (TCO)

- **Proven Expertise:** Supporting mission-critical sectors with uptime-focused solutions and future-proof assets
- **Digital Advantage:** Leveraging digitalization and data-driven insights to unlock future value
- INfiniteCare **Program:** Comprehensive support designed for long-term performance and reliability

Mission-critical Sectors:



Utilities | Facilities | Mobility | Healthcare | Defense

Partnerships For Parts Services : Global Leading OEM Products

- We provide unparalleled access to a vast range of leading OEM products through partnerships.
- We are backed by a world-class supply chain designed for high mix and scalable flexibility ensuring on-time delivery, every time.



And more…

Partnerships For Engineering Services : Lifecycle Solutions and Alternative Energies

- We collaborate with leading subject matter experts from Industry, Tertiary Institutions, Associations and Government Research Agency.
- We enable alternative energies with system lifecycle solutions to maximize uptime and optimize TCO.



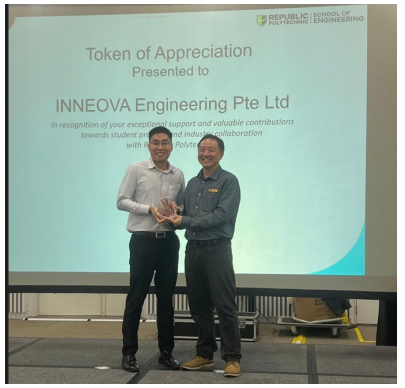
System Lifecycle Analysis



Technology



Alternative Energies – Hydrogen Fuel Cell



Connected Solutions

Distributor of :

An Integrated Value Chain

Our segments are not standalone. They connect seamlessly to support customers across their **entire Infrastructure and Mobility Lifecycle in a Sustainable Way.**



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Engineering Services

Engineering service enabled with System Lifecycle Analysis, connected & data driven insights that maximizes uptime and optimize TCO.

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- INfiniteCare

Supply Chain & Digitalisation

Supply chain built for high mix and scalable flexibility, ensuring on-time delivery—every time, enabled by Digitalization and Autonomous Logistics Solutions..

- INtelligen

Nutritional Wellness

Explore and generate wellness from depth of ocean for human health

- INNEOVA Life

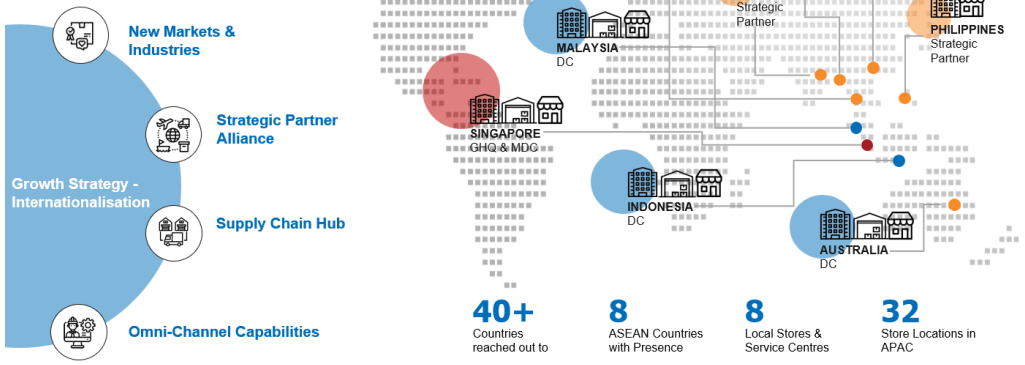
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What We Deliver: Our Parts Services

- Supply chain built for high mix and scalable flexibility, enabled by Digitalization and Autonomous Logistics Solutions.
- Regional Distribution Network For Market Coverage, Products & Service Offerings.

Internationalization – strengthening APAC presence



WAREHOUSING
- Automation, i.e. IoT, robots for picking of goods

INVENTORY MANAGEMENT
- Making use A.I. in planning of replenishment of stocks

TRUCKING
- Cartrack for managing local fleet support and asset tagging

FREIGHT & SUPPLY CHAIN VISIBILITY
- Using WMS to administer warehouse inbound & outbound operations

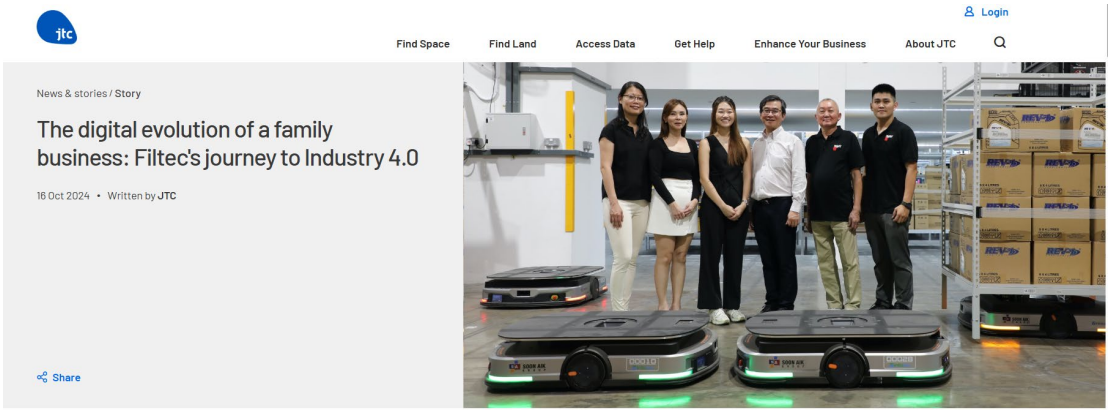
ENTERPRISE RESOURCE PLANNING
- An ERP system which enables all related parties to access easily and share a single source of truth

LAST MILE DELIVERY
- Detrack for live tracking, instant notifications and easy proof of delivery

Our Digital Transformation Journey: Solving our Business Problems (BPs) with digitalisation

BP1	BP2	BP3	BP4	BP5	BP6
How might we enhance visibility of operations across departments/related companies and increase productivity?	How might we enhance our supply chain solutions to suit 3PL business model & increase our order fulfilment capabilities?	How might we create a marketplace platform for our related partners to distribute globally?	How might we resolve SAGE's possibility of becoming obsolete and integrate finance modules to the OMS created in BP1?	How might we maximise the use of our fleet to fulfil local delivery?	How might we improve our order planning capabilities?
• Automating manual processes that are related to SAGE ERP • Developing an OES 2.0 (An Order Management System (OMS) equivalent)	• Integrating with Industry 4.0 solutions to automate warehouse processes • Create visibility across all warehouses	• Creating a multi-vendor marketplace from the Store modules created from BP1 • 2 marketplaces in mind: B2C and B2B	• Integrating OMS created in BP1 to an AIS for finance and accounts modules to replace SAGE ERP	• Creating a last-mile delivery business model that supports our marketplace / e-commerce / daily orders	• Using AI for forecasting and data analytics for order planning etc.
ONE DATA ERP	INVENTORY WMS	ECOMMERCE B2B/B2C	FINANCE	LAST MILE DELIVERY	DATA ANALYTICS

Completed Start Plan

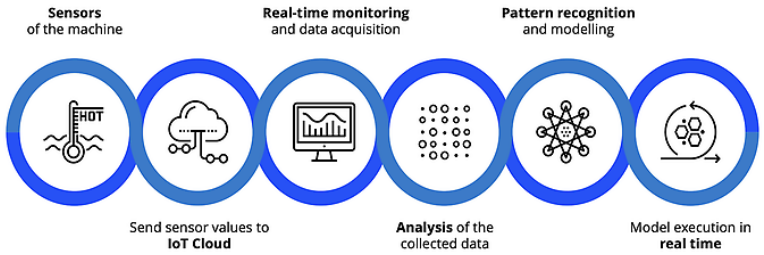


What We Deliver: Our Parts Services

Our parts services support mission critical industries with parts management & solutions to ensure ***On-Time Availability and Maximum Uptime***.

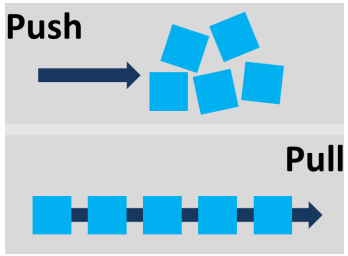
DIGITALIZATION ENABLERS







OPERATION EFFICIENCY & AGILITY





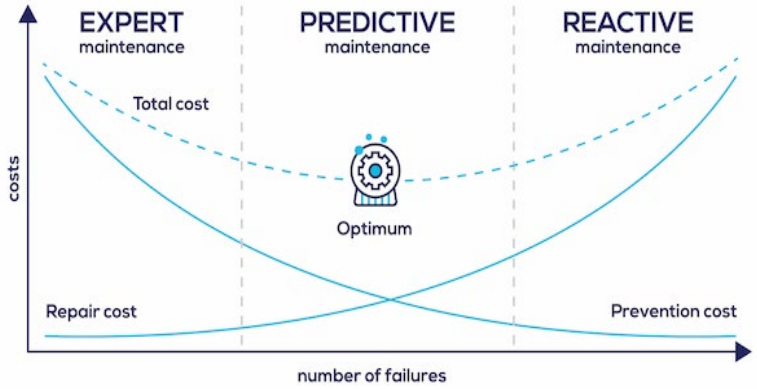
SOLUTIONS PARTNERS



PARTS AVALIABILITY

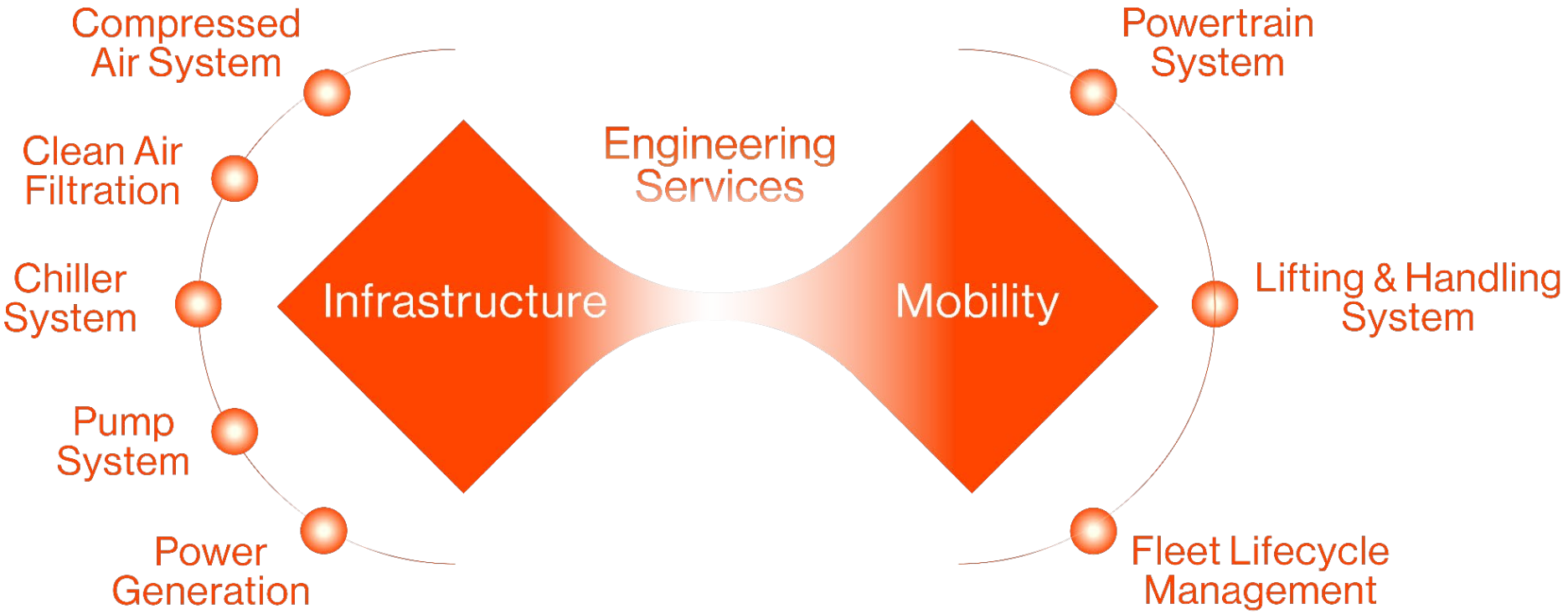


UPTIME SERVICES



What We Deliver: Our Parts Services

Our solution services are designed to support both ***Infrastructure and Mobility*** systems.



INfiniteCare

Through our **INfiniteCare Uptime Management Program**, we deliver proactive and tailored support aimed at maximizing uptime, sustainable lifecycle and optimize total cost of ownership (TCO).

What We Deliver: Our Engineering Solutions

World-Class Infrastructure & Technical Expertise for Exceptional Engineering Services

With a multidisciplinary team of 30+ technical specialists, we provide end-to-end support that includes:

- System Lifecycle Analysis
- Maintenance, Repair & Overhaul (MRO) Services
- Responsive On-site Field Support
- *Parts Solution For Uptime*
- *Connected Solutions – connectivity digital solutions and data analytics*

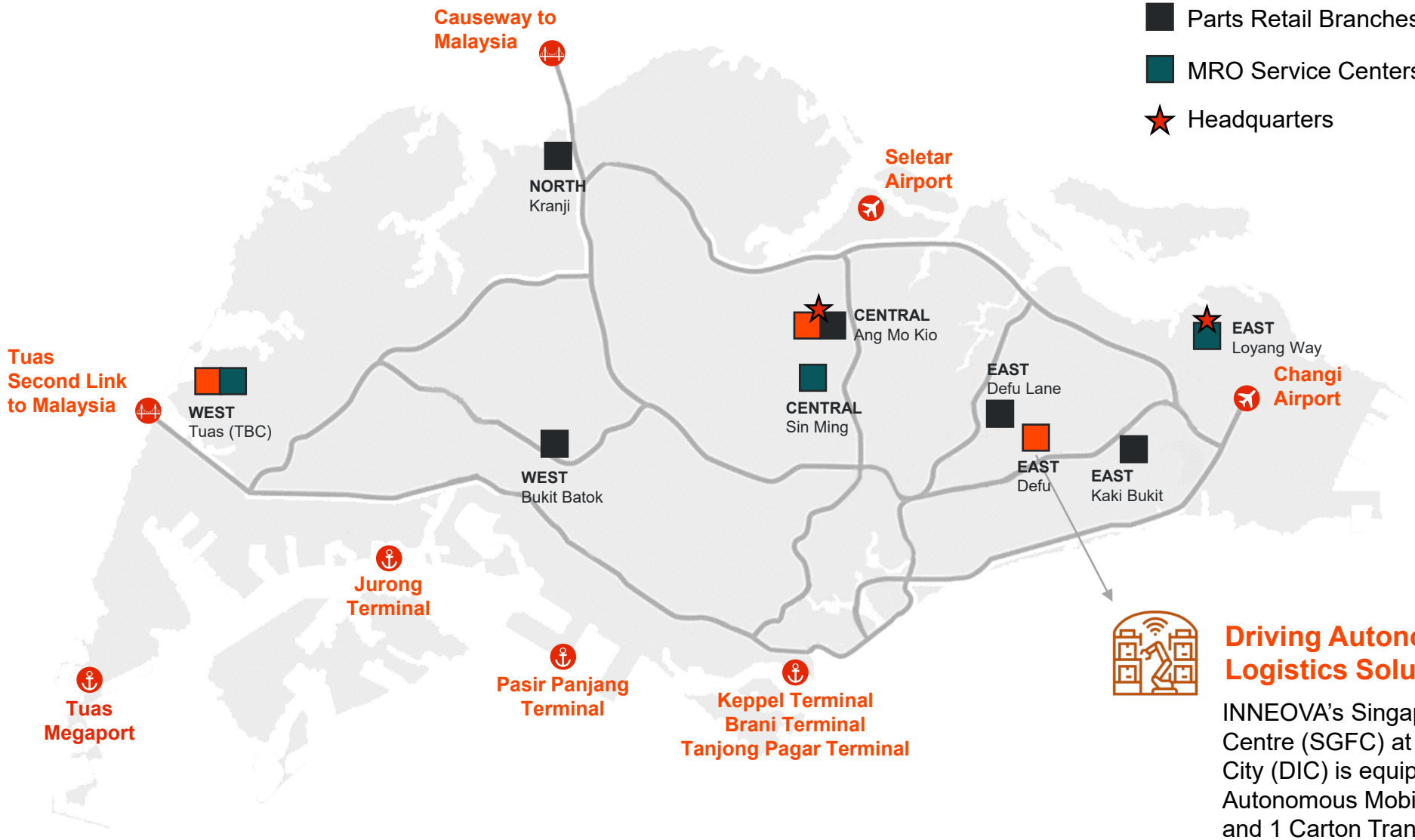
INNEOVA's Service Headquarters is equipped with state-of-the-art facilities and certifications that enable us to deliver precision, reliability, and performance across industries.

- **ISO 9001:2015 Certified Workshop**
- **Authorized Allison Service Centre**
- **Generator Sets Assembly & Load Testing**
- **AIDCO 500E Dyno Test**
- **Valve Body Calibration Machine**
- **BCA registered L2 contractor for ME01, ME11, SY08, SY09**

We are Trusted by Industry Leaders

From global corporations to local enterprises, we are proud to serve a diverse clientele across mobility, healthcare, defense, utilities, and facility management—delivering tailored engineering solutions that drive uptime and long-term value.

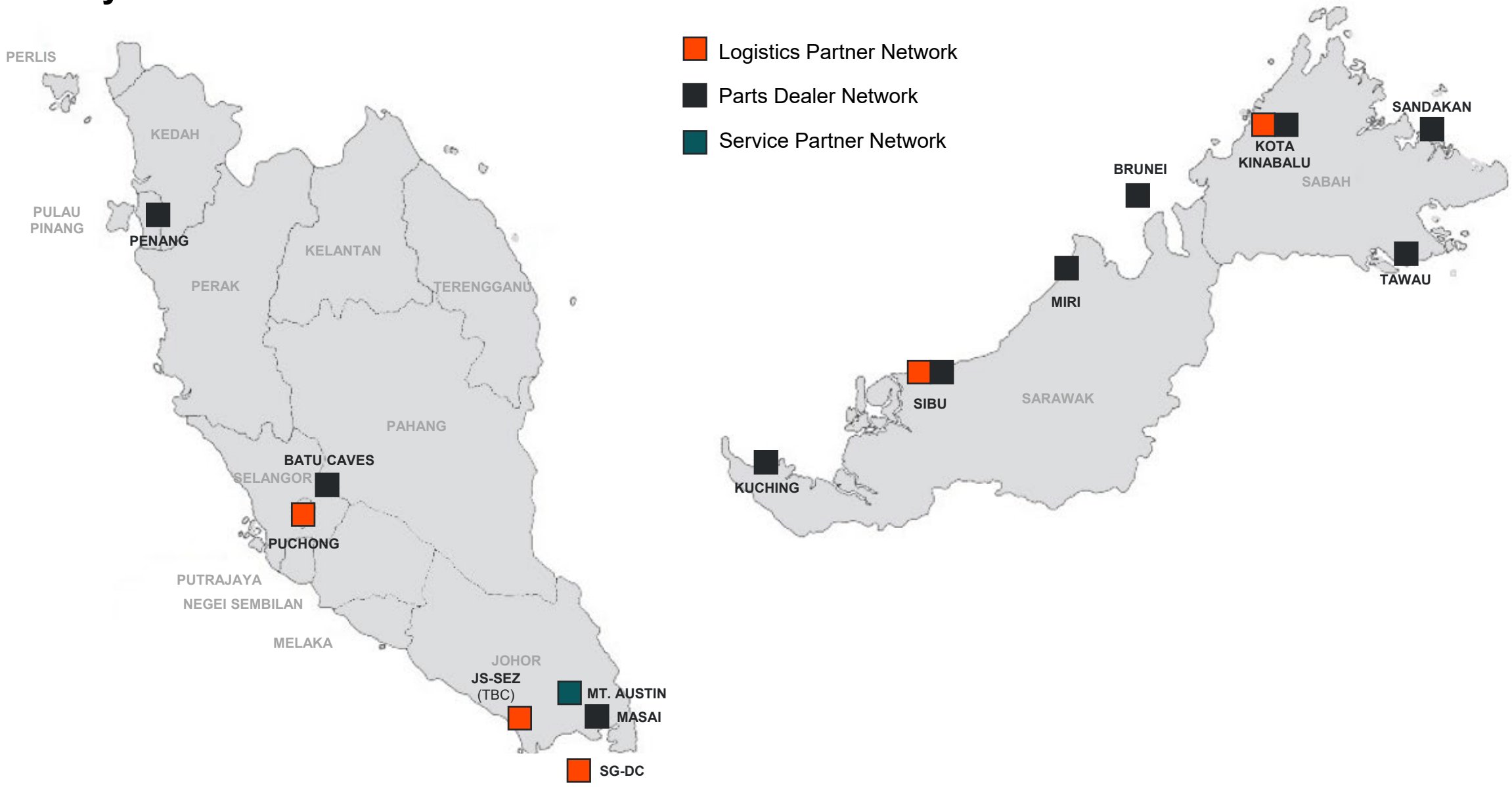
Our Singapore Locations



Driving Autonomous Logistics Solutions (ALS)

INNEOVA's Singapore Fulfilment Centre (SGFC) at Defu Industrial City (DIC) is equipped with 31 Autonomous Mobile Robots (AMRs) and 1 Carton Transfer Unit (CTU).

Our Malaysia Network



Connect with Us

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Email: my.sales@inneova.co

Powering Infinite

Leadership.
Machines.
Capabilities.
Performance.
Possibilities.
Our Vision.
Tomorrow.
People.
Success.

Thank you for Your Attention

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