2025 Third Quarter Online Investor Briefing

General Manager/ Kevin Chen

Agenda

- Company Profile and Status Update
- Operations Strategy and Program Structure
- Operations Overview of Q3 2025
- Financial Status Analysis
- Value Proposition and Operations Outlook
- Q & A

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PART 01

Company Profile and Status Update

A Partner Ecosystem Platform Driven by Sustainable Governance

2014

Venturing into the big data market to enhance enterprise IT application solutions

2015

Entering the AI market and building an enterprise deep learning platform

2017

Establishing Zerone Win Investment to transform into a conglomerate

Establishing the cloud consulting company WingWill Int'l to strengthen foothold in the cloud market

Diversifying agency services by launching subsidiary Peta Com to enhance distribution synergy

2021

Expanding operations by opening a new Hsinchu office to strengthen regional channels and projects

2022

Addressing enterprise needs for info security and IT automation by launching Digicomos, a subsidiary that delivers high-quality and responsive technical services

Supporting the government's info security localization policy by investing in two info security startups, TrustONE and LKC Lab, to enhance Zero One's info security capabilities

2024

Diversifying distribution business by launching TerraOne to address industry knowledge transformation needs and establishing LinkOne for Data/AI consulting services

Addressing regional economic transformation needs by launching the TechOne subsidiary to provide ICT services required for Taiwanese businesses operating in China, Vietnam, and Thailand

Investing in and partnering with Unicomp to grow the distribution business.

2025

Ecosystem Integrity
From hardware & software integration to service solutions

Global Market Expansion
Applying Taiwan's model across the Asia Pacific

Industry AI Solutions
Customized AI solutions for vertical markets

Sustainable Technology Development
Driving green IT with ESG integration

Scalable Experience, Expertise, Integrity & Passion

Sound Finance Exceptional Growth

Paid-in capital: NT$ 1.67 billion
2024 Revenue: NT$ 18.476 billion
2025 Jan-Sept Revenue: Exceeded **NT$ 19.355 billion**

Headquartered in the Neihu Technology Park in Taipei, with branch offices in Hsinchu, Taichung, and Kaohsiung, as well as subsidiaries in China, Vietnam, and Thailand to support clients' expansion across the Asia-Pacific region

Top Talent Agility & Diversity

Over 700 employees and continuing to recruit top talent

Management / Sales / Engineering / R&D / Marketing / Warehousing 6 Core Capabilities to meet market demands

Value-Added Service Centric

Representing 60+ well-known domestic and global ICT brands, **including a number of S&P 500 companies**, Zero One is Taiwan's largest value-added distributor and information service provider.

One-Stop Solution Value Co-creation

Our partner ecosystem covers 2,500 resellers, with more than 700 regular business partners using our **one-stop solution for financial flow / products / services.**

Note: Figures calculated as of 2025/9/30

PART 02

Operations Strategy and Program Structure

Solution Ecosystem & Platform Strengths

To evolve from a channel distributor into a "Solution Aggregator," creating an irreplicable platform moat

Platform Transition

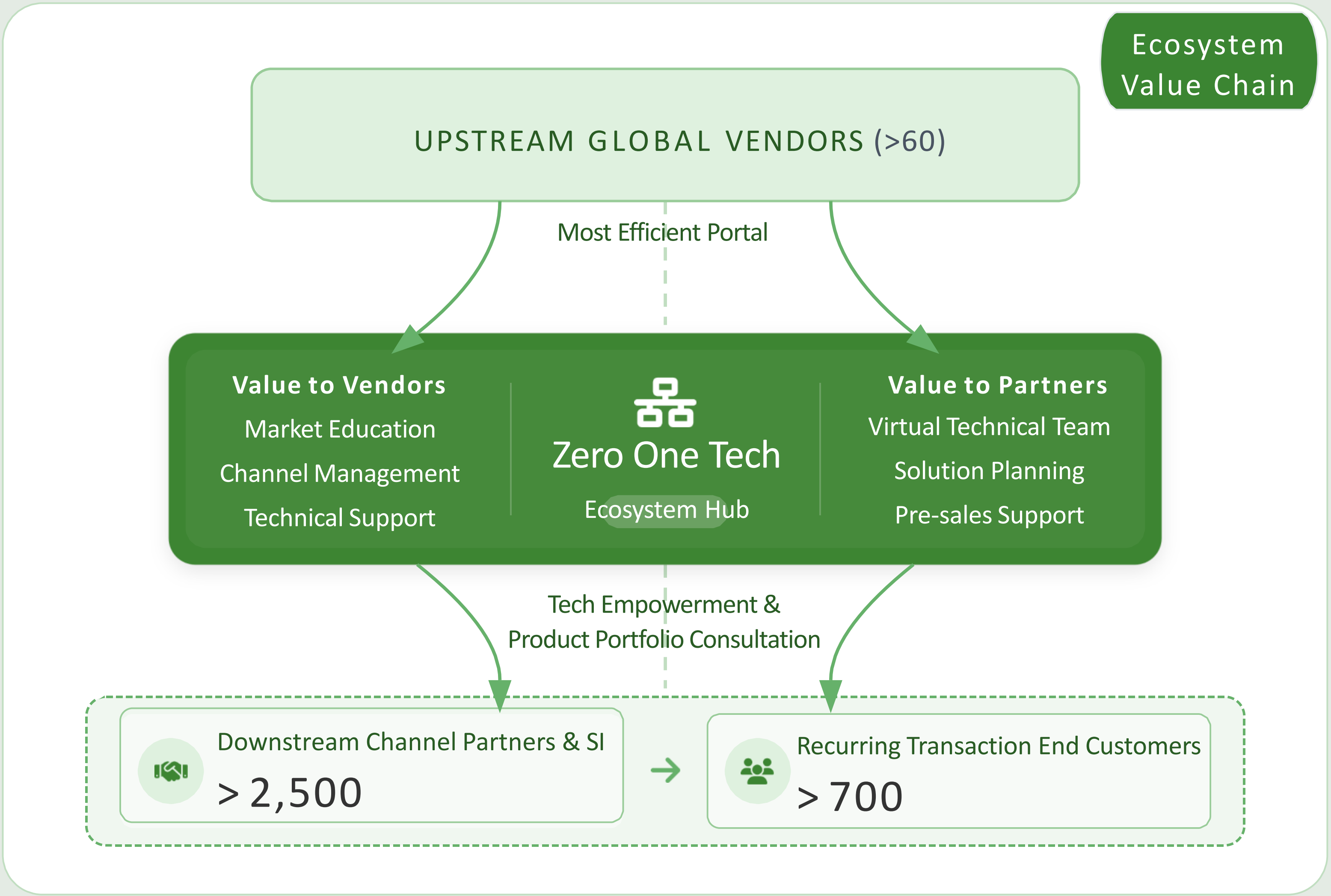
From "Moving Boxes" to "Value Co-creation"

The transformation from selling "products" to selling "solutions." Becoming a vital hub in the ecosystem instead of being merely one link of the value chain. Converging information, capital, and service flows, forming a strong supply network and competitive barrier.

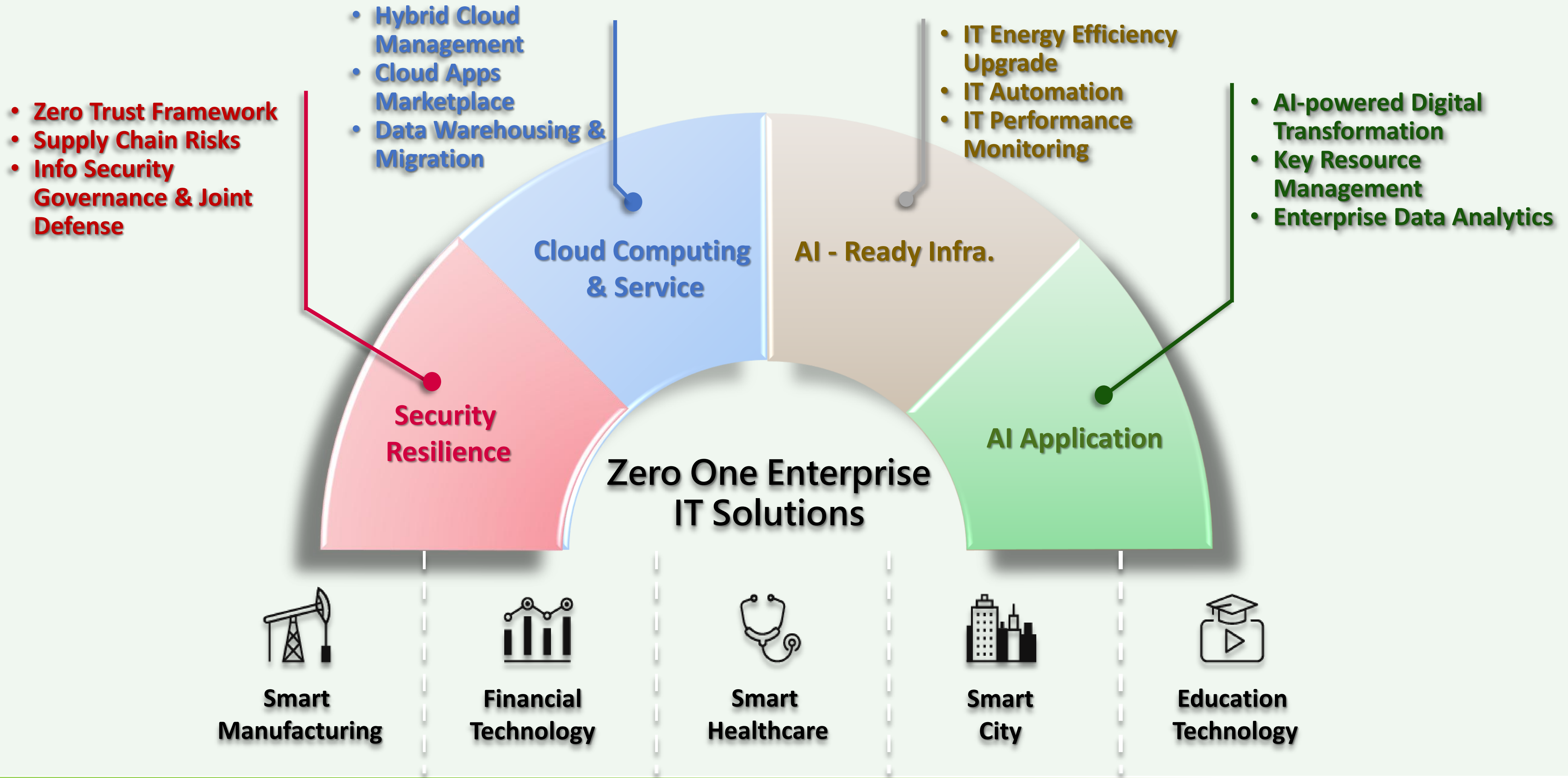
Solution Aggregator

Technology Cultivation & Integration

Integrating various vendor products into End-to-End solutions with support from subsidiaries (e.g. WingWill and LinkONE).



Zero One IT Solutions – innovation-driven diverse industry applications



Core Business Progress

Record-Breaking Revenue

+45.7%

Consolidated revenue reached NTD 19.355 billion in Q1-Q3, achieving significant YoY growth. This demonstrates the company's solid strength as a team in grasping market dynamics and maintaining a stable growth trajectory.

Doubled Cloud Revenue

+91.6%

The 3 major segments – security resilience, AI-ready infrastructure, and cloud services – achieved double-digit growth. Revenue from cloud computing & service saw a YoY growth of 91.5%, making it the segment with the fastest growth and momentum.

Optimized Profit Structure

3x%

Subscription accounts for over 30% of total revenue. This signifies that recurring revenue has become a solid foundation for profitability, enhancing gross margin predictability and customer retention.

Driving Revenue Growth with Strategic Moat

To strengthen our position as the leading distributor in Taiwan for major revenue-driving brands (S&P 500 enterprises / exclusive agencies) and global technology leaders (VMware, NVIDIA, Microsoft) by value-added functions & service enhancement.

Launching Overseas Deployment

“Year One of Overseas Services” officially kicked off with the opening of technology centers in Vietnam and Thailand, in order to broaden our presence in the Southeast Asian market in alignment with Taiwanese business supply chain

PART 03

Operations Overview of Q3 2025

Consolidated Revenue Overview: 45.7% YoY Growth

From Jan. to Sept. 2025, Zero One Technology achieved consolidated revenue of NT$ 19.355 billion, up from NT$ 13.286 billion in the same period of 2024, marking a 45.7% YoY growth. The robust growth momentum affirms that the company has advanced into a new era of group synergy, mutual benefit, and mutual complementarity.

Robust Growth

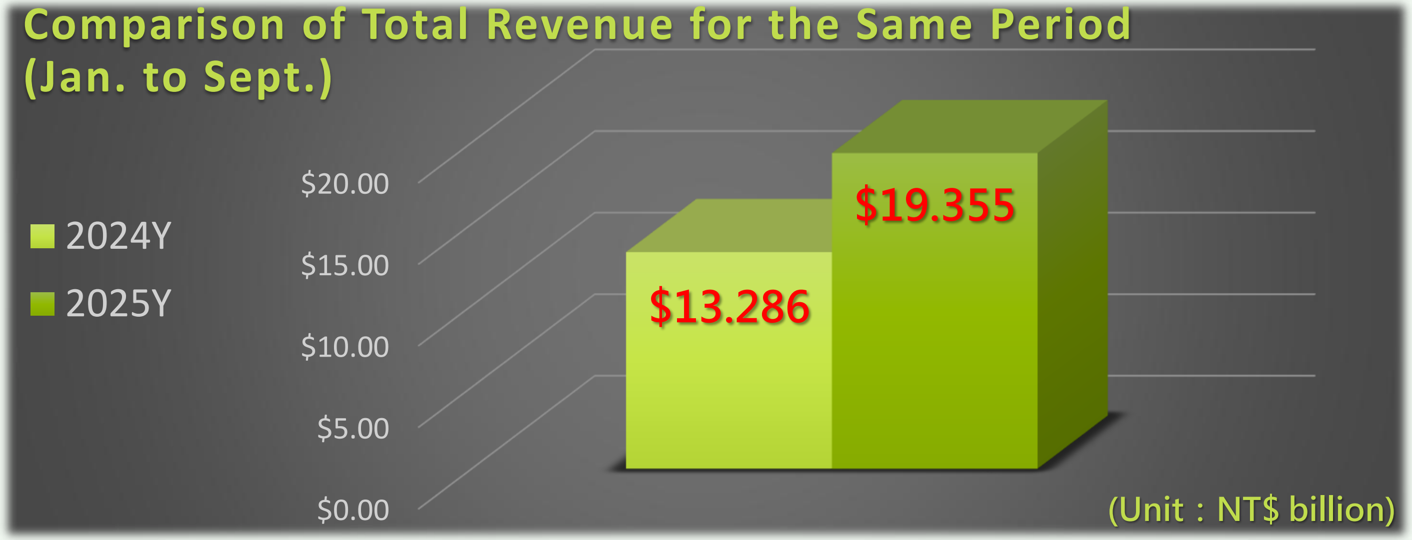
A YoY growth of nearly 46% demonstrates strong market demand absorption and operational expansion efficiency, providing a solid basis for the optimization of gross margins and expense ratios.

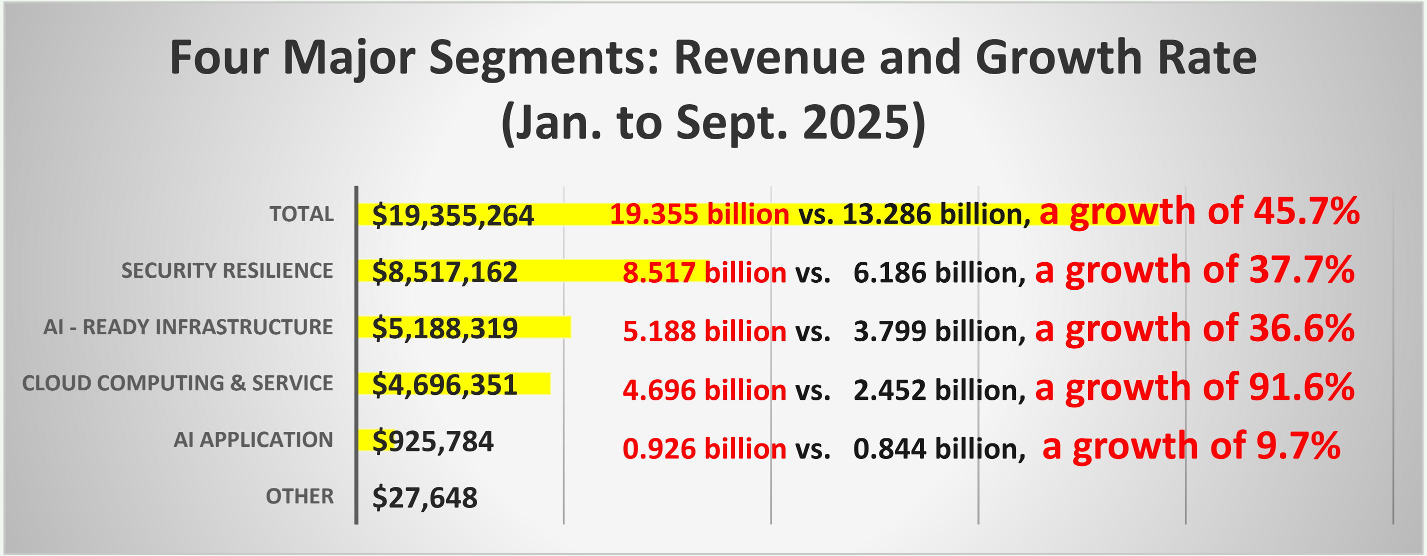
Continued Growth

The momentum carried over from Q1, with each quarter showing consistent YoY growth, confirming a steady trajectory of recovery.

Growth Momentum

Momentum is fueled by rising demand for cloud and cyber security solutions, together with the concurrent completion of digital transformation projects for major enterprises and government agencies.





Revenue Structure: Cyber Security / Cloud / Infrastructure / AI Application

All four major business segments achieved growth, with cloud computing revenue surging 91.6% year-on-year, while revenue from cyber security resilience maintained a dominant 44% revenue share, showcasing a diversified and balanced growth structure.

Security Resilience

44.0%

Revenue Share

+37.7% YoY

As the company's largest business segment, it reflects that under stricter regulations and escalating cyber threats, **corporate demand for joint cyber security defense and managed security services has become a rigid expenditure.**

AI-ready IT Infra.

26.8%

Revenue Share

+36.6% YoY

The AI boom has driven corporate demand for upgrading infrastructure such as GPU servers and high-speed storage, contributing steadily to more than one-quarter of revenue and **serving as a critical foundation for AI applications.**

AI Application

4.8%

Revenue Share

+9.7% YoY

High-margin consulting services embody the company's core value proposition. We are seeing a significant growth of consulting engagements in verticals such as manufacturing and healthcare. The share remains small, but it is a key driver for optimizing future profit structure.

Cloud Computing & Services

24.3%

Revenue Share

+91.6% YoY

Cloud services stood out as this year's strongest growth driver, fueled by **accelerated corporate adoption of hybrid cloud architectures** and the wave of customer upgrades and new purchases triggered by **VMware's shift to a subscription-based model.**

Key Factors

Powered by market demand, vendor strategies, and our own competitive strengths, revenue growth has taken shape on a firm and diversified foundation.

EXTERNAL

Structural Market Demand

Market Pull

Rigid Demand for Cloud & Security

Digital transformation has shifted from being “optional” to being “essential.” Hybrid cloud architectures have become mainstream, driving **strong demand for cloud management and cloud migration services.** Meanwhile, heightened geopolitical risks and escalating ransomware threats are pushing enterprises to **keep increasing budgets for cyber security collaboration and compliance.** These have become irreversible long-term trends.

Surge of AI-ready IT Infrastructure

The rise of generative AI has **driven new transformation and upgrade demands across sectors for GPU computing power, high-speed storage, and high-performance networking**, leading to increased procurement and replacement of related infrastructure.

PARTNER

Key Vendor Strategy Benefits

Vendor Push

VMware’s Strategic Transition

Following Broadcom’s acquisition of VMware, Zero One, as the exclusive distributor in Taiwan, undertook all customer subscription conversions.
While this policy shift posed challenges, **we successfully turned them into an excellent opportunity to drive customer upgrades, strengthen our market position, and enhance revenue predictability.**

NVIDIA ‘s Market Leadership

As NVIDIA’s key distributor in Taiwan, Zero One holds a strategic advantage in the AI computing arms race, **meeting the demands of large enterprises for computing centers while successfully enhancing visibility in the AI application market.**

INTERNAL

Zero One’s Own Core Strengths

Internal Strength

Capability to Secure Large Projects

With **robust technical strengths and wide-reaching channels**, we successfully secured multiple digital transformation projects for large enterprises and government agencies. The concurrent completion and acceptance of these projects this year contributed significantly to revenue.

Seasonality of Projects

The timing of revenue recognition tied to project acceptance and payment is often concentrated in specific quarters (such as quarter-end or year-end). This results in natural QoQ revenue fluctuations, which are **an industry norm rather than a reflection of changes in fundamentals.**

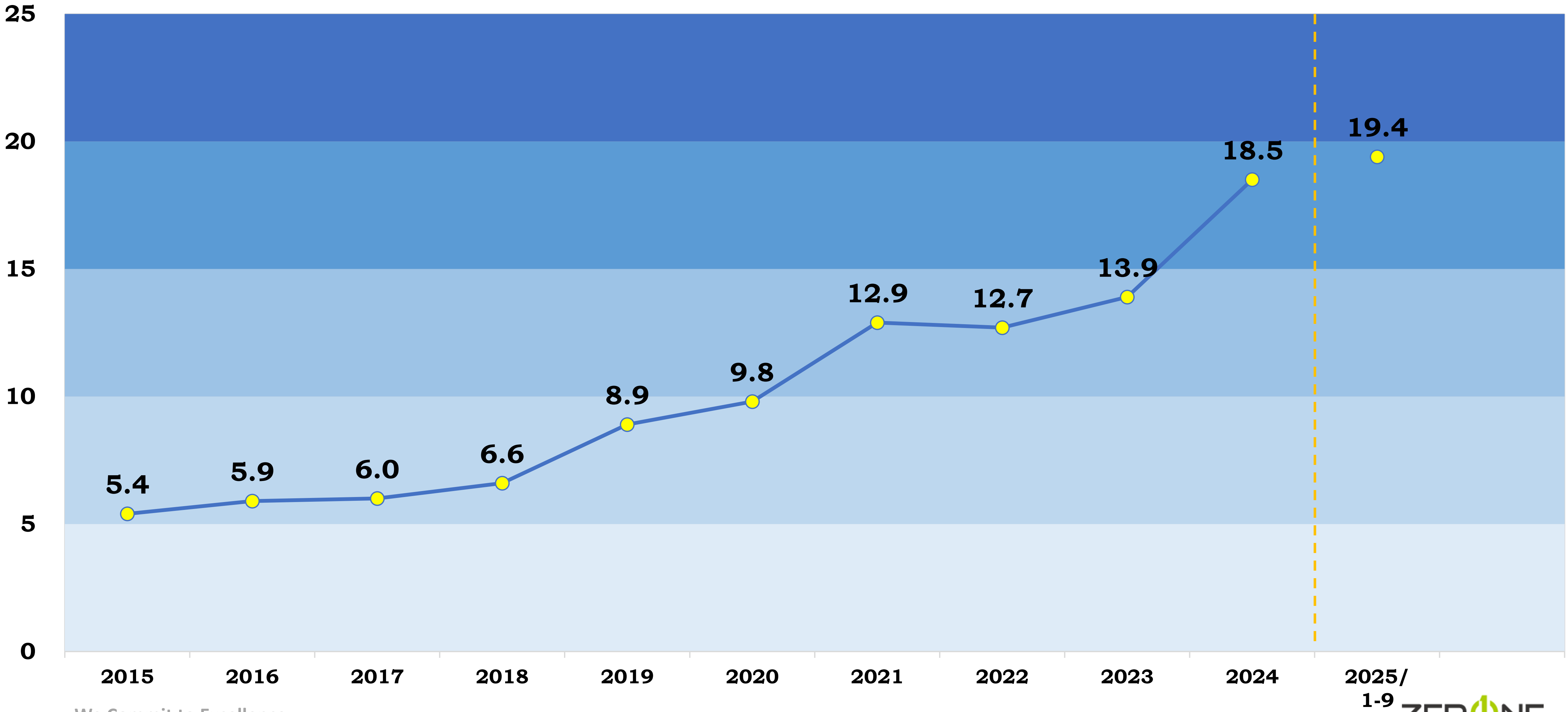
PART 04

Financial Status Analysis

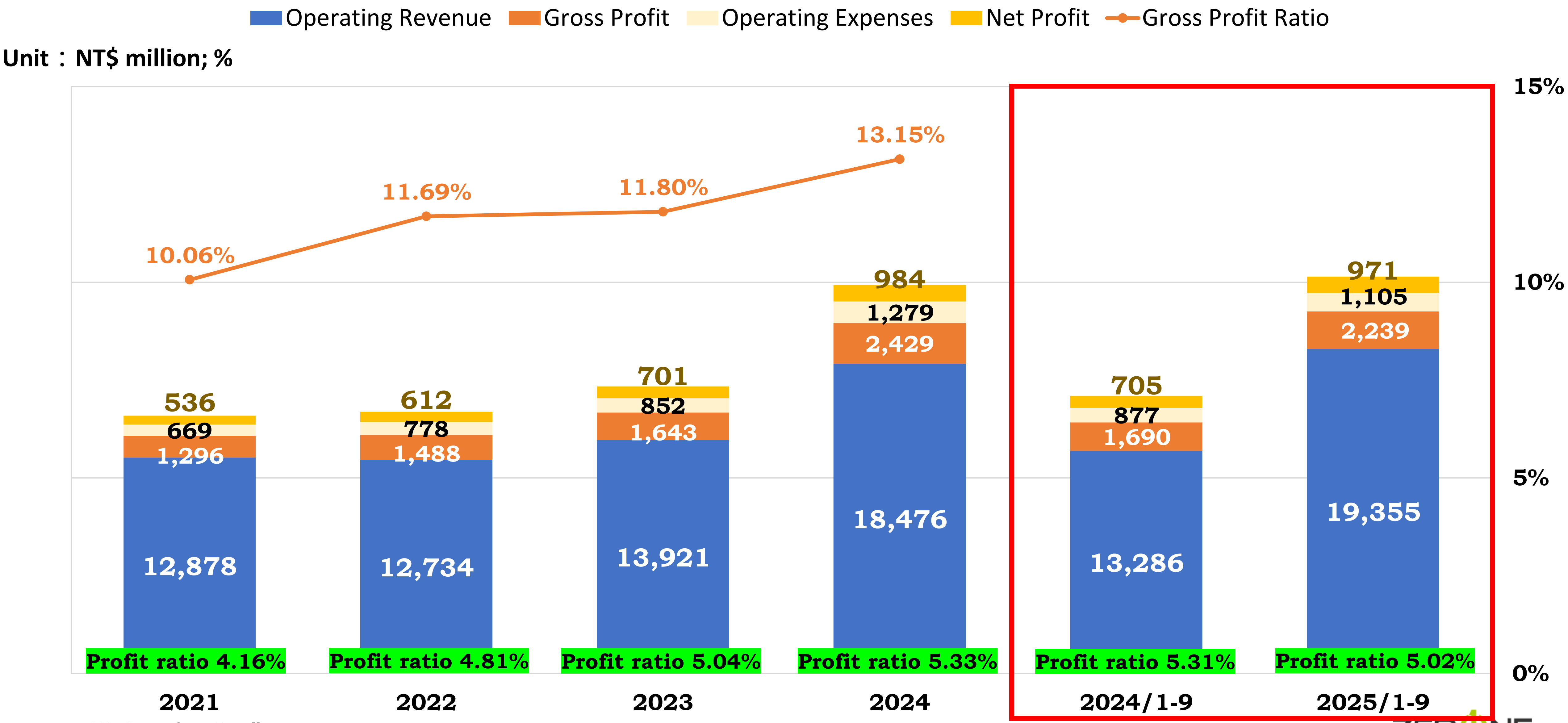
CFO / Katy Chang

Consolidated Revenue of Previous Years

Unit：NT$ billion

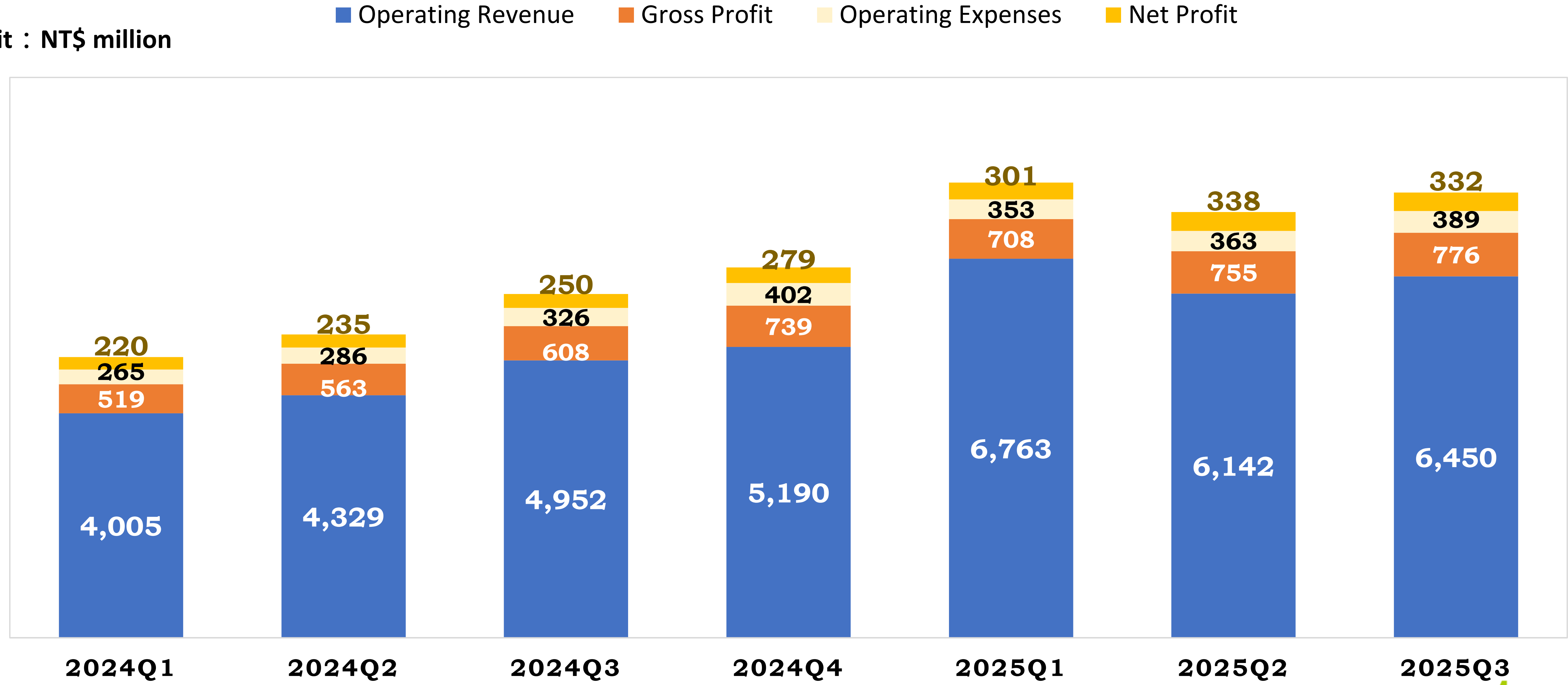


Bar Chart of Condensed Income Statement



Bar Chart of Condensed Income Statement (Quarter-over-Quarter)

Unit：NT$ million



ZERONE

Condensed Consolidated Balance Sheet

Unit: NT$ Million

Items	2025/9/30		2024/12/31		2024/9/30	
	Amount	%	Amount	%	Amount	%
Cash and financial assets-current	3,371	23%	3,539	27%	3,128	27%
Note and trade receivable	6,736	47%	4,865	37%	4,629	43%
Inventories	1,967	14%	2,599	20%	1,115	10%
Fixed assets and financial assets-noncurrent	1,465	10%	1,403	12%	1,379	12%
Goodwill	419	3%	419	0%	419	0%
Total assets	**14,451**	**100%**	**13,282**	**100%**	**11,103**	**100%**
Short-term borrowing	201	1%	-	0%	80	1%
Note and Trade payable	6,381	44%	5,315	40%	3,566	32%
Other payable	422	3%	434	3%	323	3%
Total liabilities	**7,776**	**54%**	**6,404**	**48%**	**4,551**	**41%**
Total equity attributable to owners of the Company	5,467	38%	5,541	42%	5,270	47%
Non-controlling interests	1,208	8%	1,337	10%	1,282	12%
Total equity	**6,675**	**46%**	**6,878**	**52%**	**6,552**	**59%**

Note: Only significant items are disclosed.

Financial Index Analysis

Item	2021	2022	2023	2024	2024/1-9	2025/1-9
Debts ratio (%)	48.6	50.3	46.3	48.2	41.0	53.8
Current Ratio(%)	184.2	177.4	182.3	183.7	207.2	172.4
Quick Ratio(%)	139.6	127.7	147.2	139.1	180.0	142.8
Average Collection Days	71	83	81	80	81	82
Average Inventory Turnover Days	46	59	48	44	28	37
Average Payables Days	83	103	95	95	78	94

PART 05

Value Proposition and Operations Outlook

Market Outlook & Prospects

Robust growth anchored in three pillars—the boom in AI applications, the push from cyber security regulations, and the cumulative momentum of subscription models.

NEAR TERM

Near-term Prospects (2025 Q4)

Q4 is traditionally the peak season for IT procurement, as enterprises and government agencies typically try to use up their annual budgets by year end. Our team remains confident in achieving the annual targets.

MID TERM

Mid-term Prospects (2026)

AI Applications Deployment

Assuming the initial infrastructure build-out is completed, 2026 will mark the “application deployment” stage, triggering high-margin demand for AI software, consulting services, and data platforms, which will become the new growth drivers.

Cyber Security Regulatory Pressure

With stronger regulatory pressure, cyber security compliance has shifted from “reactive response” to “proactive defense.” This has driven enterprises to steadily increase budgets in areas such as collaborative cyber security and zero-trust architecture.

Cumulative Effects of Subscription

By continuously delivering high-stickiness services that sustain strong renewal rates, we generate a compounding effect, creating a solid foundation for profit growth that is more predictable and stable.

Extra Momentum: Revenue contributions from Southeast Asian overseas markets are expected to begin materializing in 2026.

ESG & Commitment to Sustainability

Carbon Reduction Goals

We have completed the ISO14064-1 greenhouse gas inventory report and verification.
The goal is to reduce per-employee electricity consumption by 20% by 2030, using 2024 as the baseline year.

Green-IT FinOps Solution

This solution has been used to support several manufacturing clients in building carbon emissions data lakes.

TCFD Reporting & Greenhouse Gas Inventory

The first sustainability report (ESG report) was published in August 2025, and the quantitative climate-related financial disclosures (TCFD) will be completed by Q2 2026.

Shareholder Return Policy

High-dividend Policy

85-96%+

Delivering shareholder returns is among our key commitments. The company has sustained a high cash dividend payout ratio over recent years, and we pledge to continue implementing a stable high-dividend policy.

High Return on Equity (ROE)

15-20%

Over the past five years, Zero One has maintained a superior return on equity, demonstrating the company’s outstanding ability to create value for shareholders.

Zero One Spearheads a New Era

As cross-industry trends continue to grow, business operations are becoming more intelligent and diverse. Beyond leveraging its core strengths in distribution business, **Zero One is committed to co-building a platform ecosystem and developing consulting services.** This approach aims to provide comprehensive solutions and assist enterprises in transformation and upgrading. **Zero One will actively expand services for Taiwanese business supply chains in order to help them prosper in the Asia-Pacific region.**

Zero One will continue to plan operational strategies for production control platform, aiming to form **diverse alliances and support innovative startups in intelligent and software application services globally** and create a mutually beneficial industrial service ecosystem.

CEO/ Nancy Huang

General Manager/ Kevin Chen

CFO / Katy Chang

Thank you for attending this online investor conference

Q&A