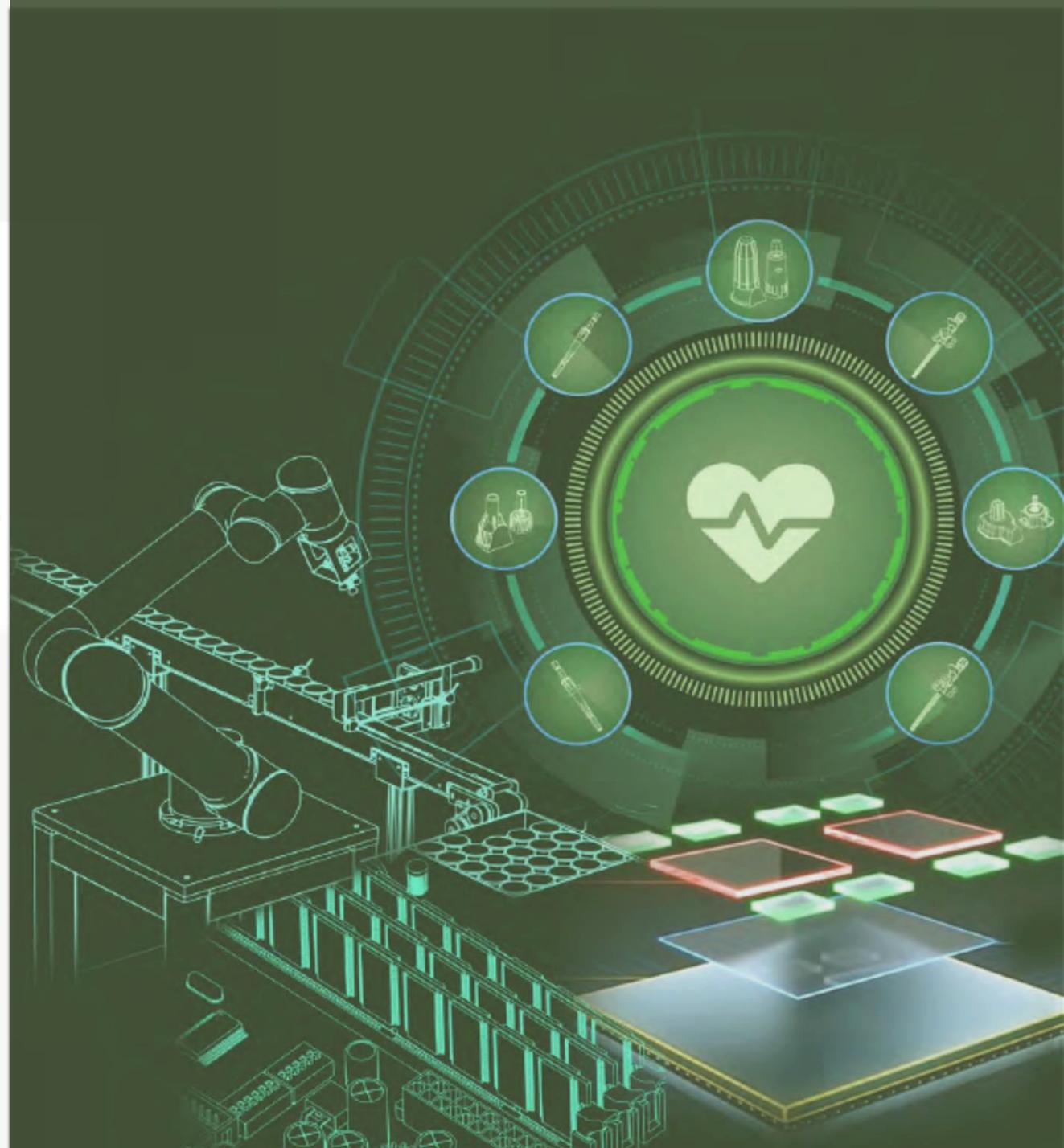




35th ANNIVERSARY

PENTAMASTER CORPORATION BERHAD
INVESTOR PRESENTATION AS OF 31 DEC 2025



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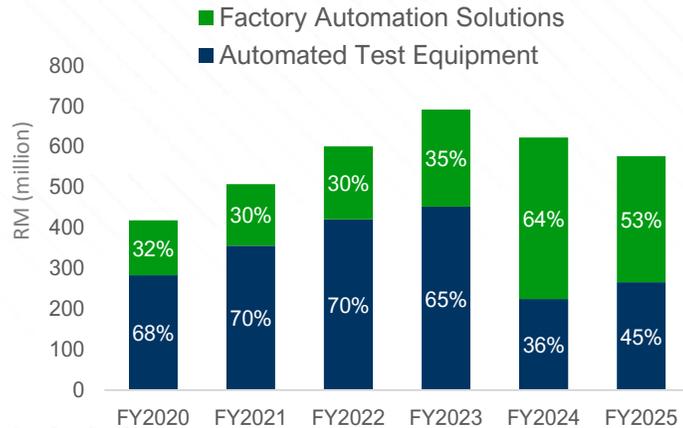
Company Profile

Pentamaster Corporation Berhad (the “Company” or “Pentamaster”) together with its affiliates and subsidiaries (the “Group” or “Pentamaster Group”) provides expertise in advanced automation technology and solution to multinational manufacturers including but not limited to the semiconductor, telecommunications, consumer electronics and automotive sectors, spanning across APAC, North America and Europe.

Headquarters: Penang, Malaysia
Founded: 1991

Pentamaster Corporation Berhad (“PCB”), is listed on the Bursa Malaysia Stock Exchange with stock code: PENT.MK (Bloomberg).

The two (2) main revenue sources are:



One of the **market leaders in Malaysia** in terms of revenue and profit with high growth in the back-end semiconductor ATE market



Five (5) years being (2017, 2018, 2019, 2020, 2024) ranked in the **top 200 Forbes “Best Under a Billion”** list of companies that are publicly listed in APAC

For two (2) years in a row **“Highest Growth in Profit After Tax Over Three Years”** for the technology sector in THE EDGE’s Billion Ringgit Club (“BRC”) award 2019, 2020.

“The Exporter of The Year” in 2021 for Mid-tier & Large Companies by The Star Export Excellence Awards in recognising and honouring successful exporters and their contribution to Malaysian economy.



Best Employer 2023 (Penang), as accorded by Malaysia’s Employees Provident Fund (EPF) for a subsidiary of the group



Ability to **innovate and deliver high value-add integrated products and solutions**
 As of **31 Dec 2025**, total headcount of **1,031 with more than 826 in-house engineers**. Current Group’s total production gross floor estimated to be more than 900,000 sq.ft.

High visibility of secured purchase orders given the nature of business proposition that is mainly in new “features” product launch / forefront technology solutions

Building Advanced Packaging solutions portfolio to cater for the demands of next generation equipment technology

Company Profile

 6,000+ projects deployed

 1000+ employees

 800+ Engineering R&D staff

Key market segments

 Semiconductor

 Electro-Optical

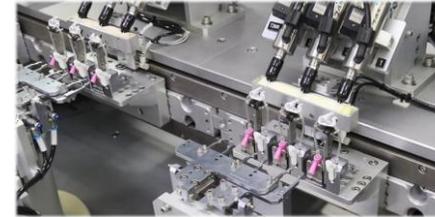
 Automotive

 Medical

 Consumer & Industrial Products



Factory Automation Solution
i-ARMS: intelligent-Automated Robotic Manufacturing System



Medical Automation Solution
Custom automated assembly, vision inspection and test equipment for medical devices.



Automated Test Equipment
Full turnkey solution for wafer burn-in and optical sensors testing.



Contract Manufacturing Services
Turnkey repetitive manufacturing services for complex machines.

Investment Case

- 1 The Group has a headcount of close to 1,031 at the end of Q4 2025, with Revenue and Profit after Tax (PAT) achieved at RM583.7 million and RM90.7 million, respectively as of 31st December 2025.
- 2 High visibility of secured purchase orders given the nature of business proposition.
- 3

 - **Achieved revenue record in 2023**, driven by the Group's ATE and FAS business segments. **In 2024, witnessed revenue record for FAS business segment.**
 - The Group's recent development and solutions includes high-performance semiconductors and advanced packaging equipment that caters for front-end to back-end on-demand technological trend needs.
- 4 For 5 years, the Group was honored to be listed on Forbes' "Asia's 200 Best Under A Billion company" - for 2017, 2018, 2019, 2020 & 2024 + other awards and accreditation since 2017.
- 5 Strong financial ratio and positive net operating cashflow. The Group net cash position amount to approx. USD60m as at FY2025 (*internally funded the full construction of 3rd production plant*).
- 6 Strong and stable management team with extensive technology expertise and industry experience.
- 7 Broadening and undertaking strategic expansion in the APAC and Europe region, with the incorporation of Pentamaster Automation (Japan) Co., Ltd. ("PAJ"), in addition to the Group's wholly owned foreign subsidiary in China; Pentamaster Technology (Jiangsu) Ltd. In Europe, the Group incorporated Pentamaster Automation (Germany) GmbH in Munich. In 2025, the Group has also established Pentamaster Instrumentation (Taiwan) Pte Ltd, with further plans to strengthen its footprint in Vietnam and India.

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Growth Drivers

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- Market share and competitive advantages
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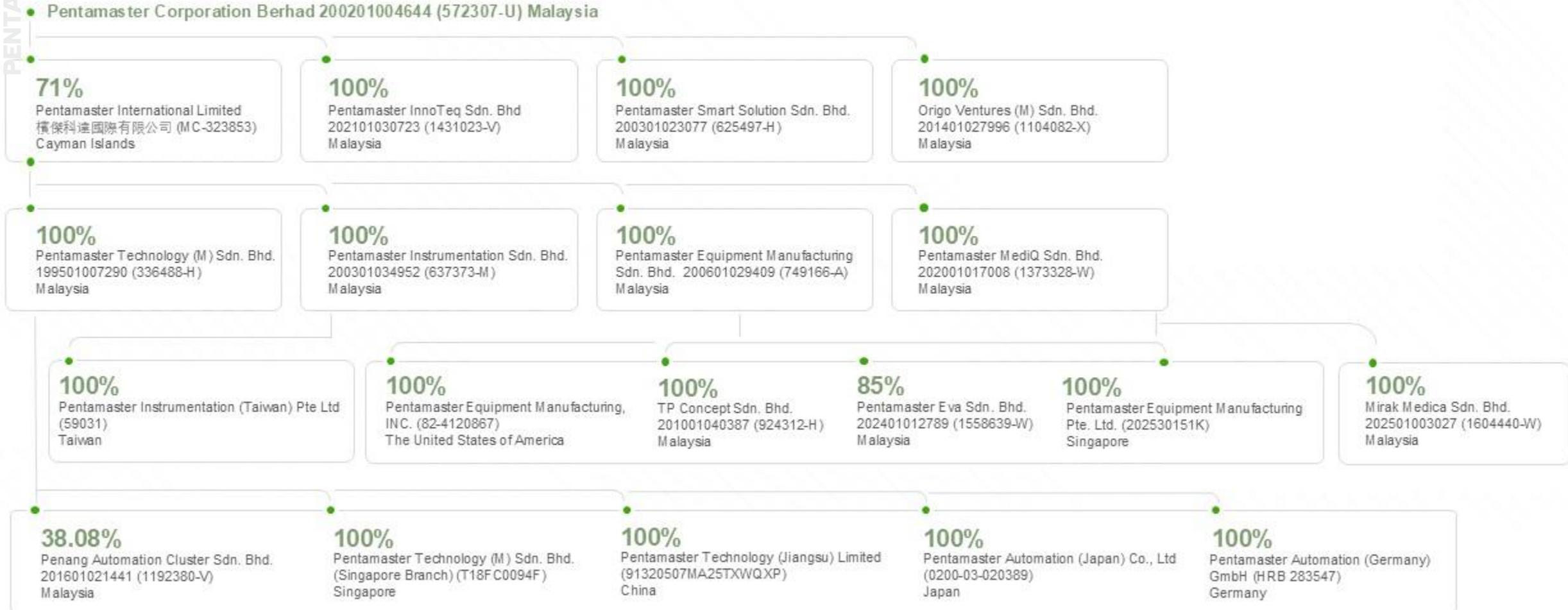
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- Earnings guidance



Milestone



Corporate Structure (as at 31 Dec 2025)

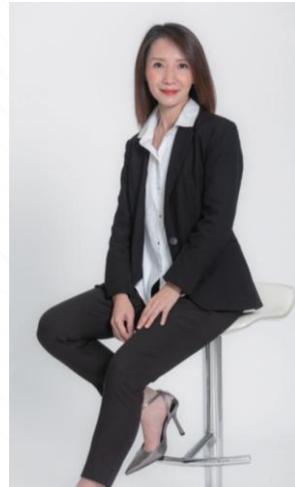


Board of directors



Chuah Choon Bin
Executive Chairman

- 30+ years experience in design and manufacturing of automation equipment and vision inspection system
- Degree in Engineering (Honours) and Master's degree majoring in Electrical and Electronics both from the University of Auckland



Gan Pei Joo
Executive Director and CFO

- 20+ years experience in finance and accounting
- Member of CPA Australia and Malaysian Institute of Accountants
- Degree in Accounting from Curtin University of Technology



Leng Kean Yong
Non-Independent-Executive Director

- 20+ years experience in consulting, corporate finance and business strategy
- Degree (Cum Laude) in Business Administration from Western Michigan University



Lee Kean Chong
Independent Non-Executive Director

- 20+ years experience in commerce, accounting and finance field
- Master of Commerce (Management Accounting) from University of New South Wales and Degree in Commerce from Murdoch University
- Member of Malaysian Institute of Accountants



Roslinda Binti Ahmad
Independent Non-Executive Director

- 20+ years experience in finance and investment banking.
- Well-known figure in Islamic Investment banking space
- Preciously spearheading CIMB Islamic in Product Distribution & Strategy for Wholesale Banking
- MBA graduate from University of Miami, Florida and Degree in Finance from University of the Pacific, California



Dato' Loh Nam Hooi
Non- Independent Non-Executive Director

- 30+ years experience in property development
- Sits on the board of Hospital Lam Wah Ee and several private companies
- Conferred Dato' (D.S.P.N) in July 2022 by Penang state government
- Bachelor Degree of Commerce from Carleton University, Ottawa, Canada.

Management team



Hon Tuck Weng

Chief Executive Officer

- 25+ years experience in automation solution industry
- Postgraduate Certificate in Engineering Business Management from University of Warwick
- Higher Diploma in Computer Studies from University of Humberside



You Chin Teik

Chief Operating Officer (Automated Test Equipment)

- 20+ years experience in vision engineering
- Oversees research and development activities
- Master of Business Administration (MBA) from University of South Australia



Teh Eng Chuan

Chief Operating Officer (Automated Handler Equipment)

- 20+ years experience in machine vision inspection, design and control
- Oversees daily operation of automated test equipment division
- Higher Diploma in Computer Science from Kolej Damansara Utama



Ng Chin Keng

Chief Operating Officer (Factory Automation Solutions)

- 20+ years experience in automation solution industry
- Oversees daily operation of Pentamaster Equipment Sdn Bhd
- Degree (Honours) in Computing and Information System from University of Lincolnshire & Humberside



Ong Thean Lye

Chief Operating Officer (Medical Devices)

- 30+ years experience in engineering and medical engineering
- Oversees medical devices division
- Master of Business Administration (MBA) and Degree (Honours) in Applied Science majoring in Electronic Technology from University Science of Malaysia

Shareholder structure



PCB (As at 31 Dec 2025)

Shareholder	Management	No. of Shares	Ownership
Chuah Choon Bin	Yes	140,420,120	19.74%
Employees Provident Fund Board	-	78,809,550	11.08%
Kumpulan Wang Persaraan KWAP	-	56,733,075	7.98%
Lembaga Tabung Haji	No	38,750,900	5.45%
Loh Nam Hooi	No	437,400	0.06%
Leng Kean Yong	No	115,000	0.02%
Gan Pei Joo	Yes	50,486	0.01%
Public Float	-	396,000,590	55.66%
TOTAL		711,317,121*	100.00%

Source: Bloomberg / Bursa Malaysia

* Excluding a total of 1,000,000 Shares retained as treasury shares

Commitment to minority shareholders



We are committed to create value for minority shareholders and act in their best interests through:

Regular engagement with minority shareholders:-

1. Quarterly results conference call
2. Ad-hoc conference call
3. Dedicated IR emails / contacts
4. Conduct Annual Shareholders General Meeting

Minority Shareholders protection:-

1. Outlined procedures for shareholders to propose for election of directors other than retiring directors
2. > 50% of Board members are independent / non executive directors

Timely disclosure of relevant Information:-

1. Promptly distributing and releasing announcement and results via website and email circulation

Shareholders Return:-

1. Adopting a Sustainable dividend policy, balancing mid-to-short working capital needs and cash balances

Dividend policy and history



The Company adopts a “Sustainable Dividend Policy”, balancing its working capital needs for the short-to-medium term and its cash balances.

EPS and Dividend (Cents)

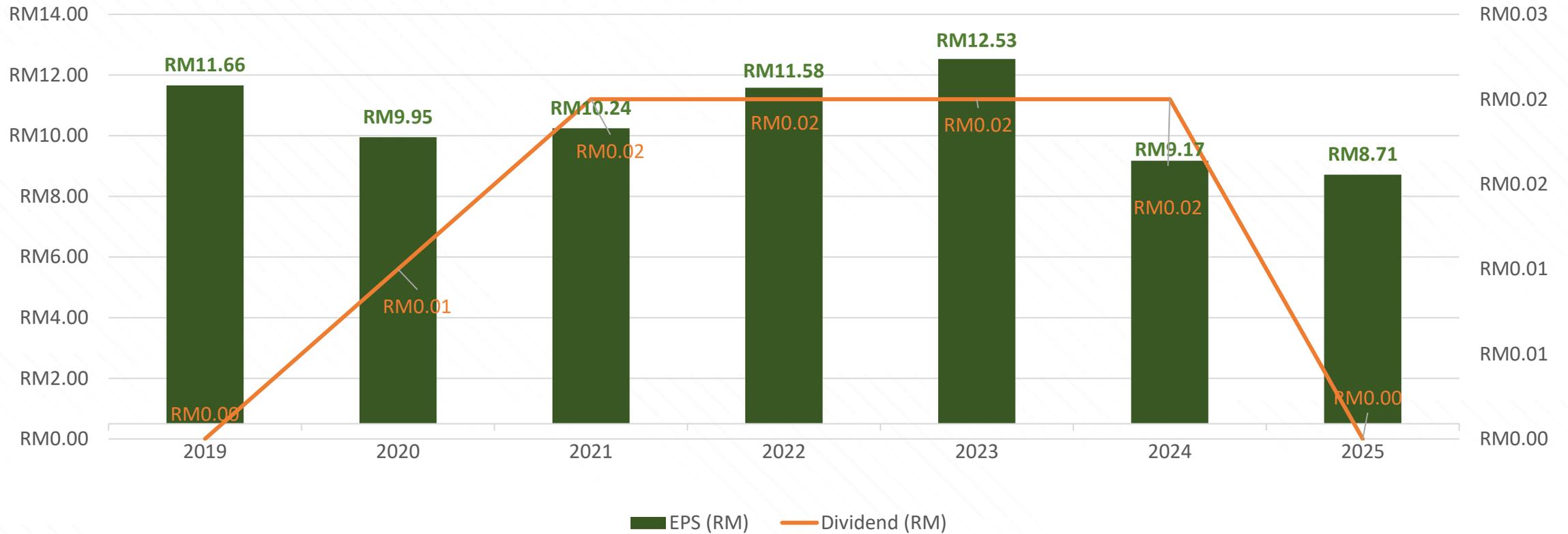


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Business Model - *AUTOMATED TEST EQUIPMENT (ATE)*

Pentamaster Technology (M) Sdn. Bhd.

Our Machine Design Platform

High Speed Turret Base

High Speed Glass Turret Base

Linear Gantry Pick & Place Base

Gravity Feed Base

Reel to Reel Base

Equipment Front End Module (EFEM)

Lead Frame Base

Automated Test Solutions

Discrete & ICs

SiC | GaN | Power Modules

Electro-Optical / MEMS Sensors

Laser Marking & Cutting Solutions

Wafer-Level Packages

Strip-Level Packages

Tray-Level Packages

Pentamaster Instrumentation Sdn. Bhd.

Automated Assembly

SiC | GaN | Power Modules

Electro-Optical/MEMS Sensors

Burn-in Solutions

SiC | GaN

VCSEL, LED

Automated Optical Inspection (AOI) Solutions

Discrete & ICs

SiC | GaN | Power Modules

Electro-Optical / MEMS Sensors

Business Model - AUTOMATED TEST EQUIPMENT (ATE)



Our Machine Design Platform

Every part of our design ranging from hardware to software is customizable to meet different needs and requirements.



Test Solutions Discrete & ICs

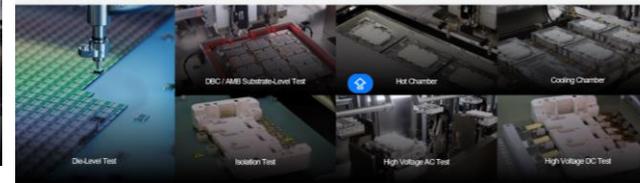
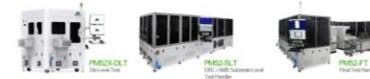
Pentamaster's semiconductor ATE solutions are designed to meet the very needs of manufacturers of **glass** along circuits, system on chip and system in package devices.



Pentamaster ATE

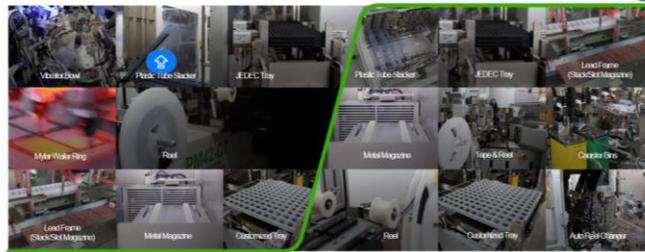
Test Solutions SiC | GaN | Power Modules

We offer end-to-end test solutions for IPM, SiC and GaN based power devices covering both front and back end testing.



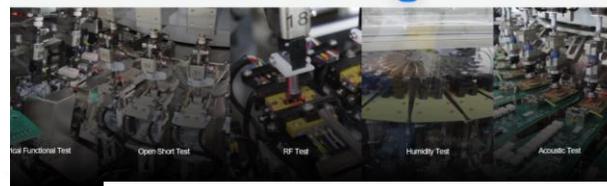
Range of Input & Output Media Configurations

We offer a wide range of input and output configurations which can be mixed & matched to different needs & requirements.



Test Solutions Discrete & ICs

Pentamaster's semiconductor ATE solutions are designed to meet the very needs of manufacturers of **glass** along circuits, system on chip and system in package devices.



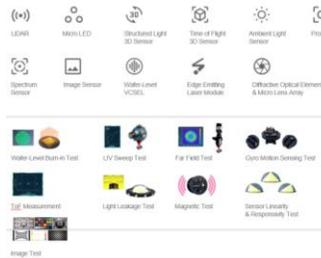
Wafer Burn-In Series Silicon carbide (SiC) | Gallium nitride (GaN)

Our series supports various chuck quantities and configurations to maximize UPH based on customer's requirements. Enabling full customizability while supporting mass production testing.



Test Solutions Electro-Optical MEMS / Sensors

We offer diverse range of test solutions for electro-optical sensors ranging from wafer-level testing to final product testing.



Automated Assembly Solutions SiC | GaN | Power Modules

We offer custom design stand-alone and in-line automated assembly equipment that covers all aspects of the manufacturing processes of Power Modules.



Business model – *FACTORY AUTOMATION SOLUTIONS (FAS)*

Pentamaster Equipment Manufacturing Sdn. Bhd.

Factory Automation

Intelligent-Automated Robotics Manufacturing System i-ARMS

Our Market Sectors:



Food & Beverage



Consumer Products



Semiconductor



Automotive



MediTech Manufacturing



Poultry Farm



Renewable Energy

Machine and Product Contract Manufacturing

Fabrication

Build To Print / Reference

Supply Chain Sourcing

Site Commissioning

After-Sales Service

Business model – *FACTORY AUTOMATION SOLUTIONS (FAS)*

Factory Automation Solutions (FAS)
Intelligent-Automated Robotic Manufacturing System (i-ARMS)
 One-stop factory automation solution designed to optimize the performance of production and manufacturing industries.

- Eliminates the reliance on human labors
- Increases productivity & throughputs
- Real-time production monitoring system
- Enhances product's quality consistency

Technological innovations incorporated into i-ARMS :

Our Market Sector
Intelligent Automated Robotic Manufacturing System (i-ARMS)

MediTech Manufacturing
 Full turnkey automation solutions for the pharmaceutical and medical device industries.

Automotive
 Paving the way to continuous success with better efficiency, accuracy and productivity for the automotive industries.

Renewable Energy
 We provide end-to-end solar cell manufacturing automation by fusing high-speed robotic handling together with wet process machinery, advanced vision inspection, sorting and beyond.

Poultry Farm
 An end-to-end automated solution for eggs grading covering wide range of processes from start to finish.

Our Capabilities
 Material Handling, Product Assembling, Needle Grinding, Vision Inspection

Our Capabilities
 Smart EV Assembly Automation, Intelligent Painting Solution, Integrated Stamping Automation, Smart ICE Assembly Solution, Welding and Assembly Solution

Our Capabilities
 Solar Cell Transfer, Solar Cell Load / Unloading, Vision Inspection, Electrical Testing

Our Capabilities
 Automated Feeding System, Automated Drinking System, Automated Egg Collection System, Automated Manure System, Ventilation System, Intelligent IOT System, Egg Grading System, Automated Packaging

Our Market Sector
Intelligent Automated Robotic Manufacturing System (i-ARMS)

Food & Beverage
 A set of labor ready equipment interconnected together into an automated line for Indian and other filling operations.

Our Capabilities
 Bottles, Aluminium PET / PCPC, Glass Bottles, Caps, Steel, Aluminium Caps

Consumer Products
 Providing customized automation solutions to help consumer products manufacturers meet the ever-growing demand.

Our Capabilities
 Flat Assembly, Liquid Dispensing & Filling, Product Tossing, 3D Vision Inspection, Custom Packaging Integration Packaging

Semiconductor
 Streamlines and optimizes the production of semiconductors to full significant demands and drive electronic innovations.

Our Capabilities
 Automation for material transport & handling, Automated Assembly, Auto Packaging & Labeling

Machine & Product Contract Manufacturing

We provide turnkey repetitive equipment manufacturing services that include build to print for complex machines, enabling manufacturing industries scale their production to levels that would be impossible in-house.

01
Fabrication

02
Build To Print / Reference

03
Supply Chain Sourcing

04
Site Commissioning

05
After-Sales Service

Warehouse Automation Solutions (WAS)
High Speed Sortation System

- Flexible, fast, and high-quality products sorting
- Increase product handling capacity
- Reduces labor costs
- Customizable to suit any warehouse operation
- Suitable for all kinds of goods with variable shape, size and weight

Business Model - *MEDICAL DEVICE & MANUFACTURING*

Pentamaster MediQ Sdn. Bhd.

We specialize in manufacturing our proprietary medical devices such as:

Intravenous Catheter

Ported IV Catheter



Portless IV Catheter (wing / wingless)



Pen Needle



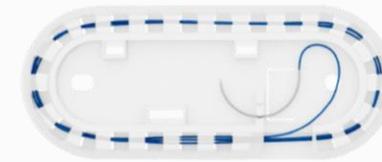
Pen Needle with active safety mechanism



Pen Needle with passive safety mechanism



Surgical Suture



Nonabsorbable Surgical Sutures

Blood Collection Device



Business Model - *MEDICAL DEVICE & MANUFACTURING*



Our Medical Production Facility



Value chain, suppliers, customers

Managing the complex value chain of the Group in ensuring a sustainable and ethical business culture:



Global Network



Malaysia

Plant 1 (Headquarter)

Plot 18 & 19, Technoplex, Medan Bayan Lepas, Taman Perindustrian Bayan Lepas, Phase IV, 11900 Penang, Malaysia.

Malaysia

Plant 2

749, Persiaran Cassia Selatan 4, Taman Perindustrian Batu Kawan, Bandar Cassia, 14110 Simpang Ampat, Penang, Malaysia.

Malaysia

Campus 3

PMT 861, Persiaran Cassia Selatan 6, Taman Perindustrian Batu Kawan, 14110 Bandar Cassia, Penang, Malaysia.

China

Suzhou Office

Room 102, 1st Floor, Building 5, 88 Wanli Road, Yuanhe Street, Xiangcheng District, Suzhou City, Jiangsu Province, 215008 China.

The United States of America

California Office

830 Stewart Drive, Suite 177, Sunnyvale, CA 94085

Japan

Yokohama Office

YS Yokohama Nishiguchi Building 7F 2-25-1 Tsuruya-cho, Kanagawa-ku, Yokohama-shi, Kanagawa, Japan, 221-0835

Germany

Gilching Office

Lilienthalstr. 2a 82205 Gilching, Germany

Singapore

Singapore Branch

3 Shenton Way #15-08 Shenton House Singapore (068805).

Singapore

Singapore Office

151 Chin Swee Road, #01-39, Manhattan House, Singapore 169876

Vietnam

Ho Chi Minh Office

Office 403, Songha Building, No.10, Street 33, Town 2, An Khanh Ward, Thu Duc, Ho Chi Minh City, Vietnam.

Taiwan

New Taipei Office

Jian 3rd Rd, Zhonghe Dist, New Taipei City, ROC

Production facilities



Plant 1 (Corporate Headquarters)

Plot 18 & 19, Technoplex, Medan Bayan Lepas, Taman Perindustrian Bayan Lepas, Phase IV, 11900 Penang, Malaysia.

. 140,000 sq ft

Plant 2

749, Persiaran Cassia Selatan 4, Taman Perindustrian Batu Kawan, Bandar Cassia, 14110 Simpang Ampat, Penang, Malaysia

. 100,000 sq ft

Campus 3

PMT 861, Persiaran Cassia Selatan 6, Taman Perindustrian Batu Kawan, Bandar Cassia 14110, Simpang Ampat, Penang, Malaysia



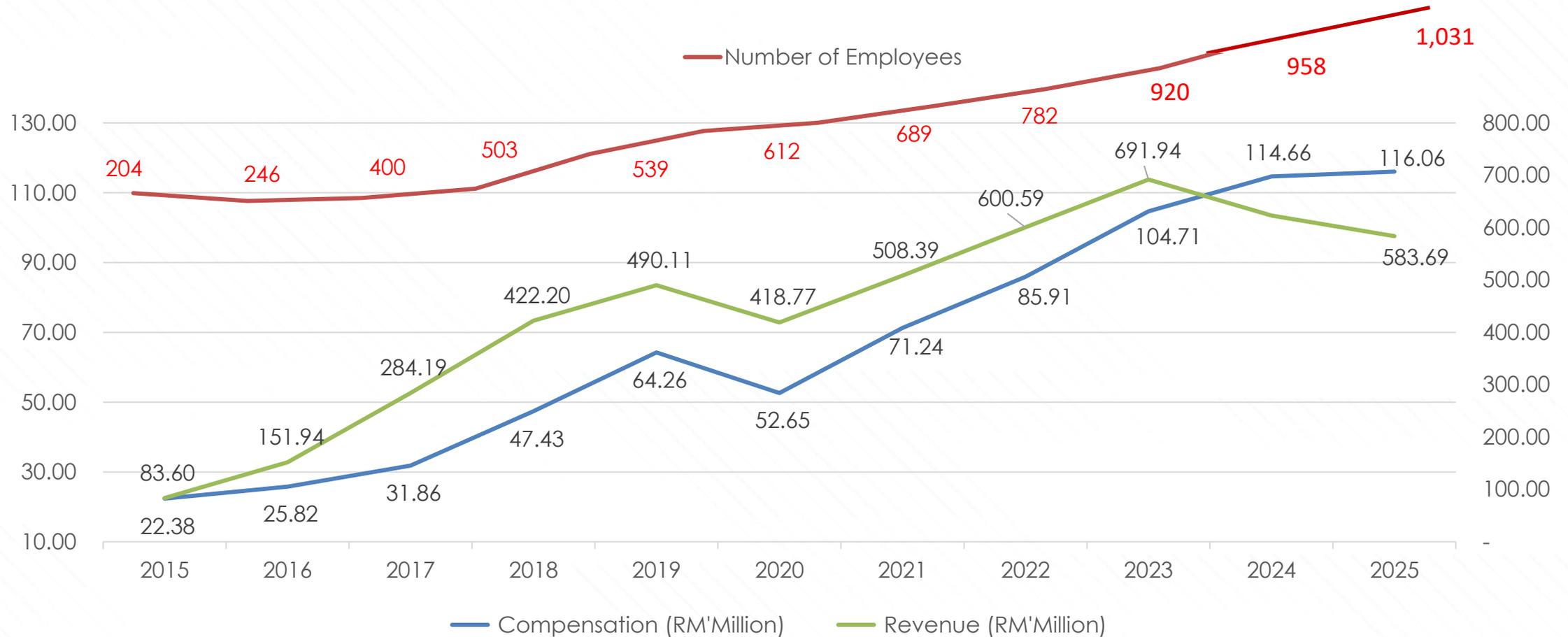
Stock Name – Penta Stock Code - 7160
 (Kuala Lumpur Stock Exchange) – 2nd Board (July 2003)
 (Bursa Malaysia Securities Berhad) - Main Board (October 2004)

720,000 SQFT
BATU KAWAN, PENANG

Human capital

The Group recognizes its employees as one of its most important assets. It strongly believes in hiring the right talent, nurturing and retaining these talented employees with competitive remuneration packages.

As of 31 Dec 2025, the Group had a total workforce of 1,031, more than triple the number of employees 10 years ago.



Corporate governance



The Group maintain a high standard of governance that is important for the Group's business in the long run.

One of the Board functions is to provide independent and effective leadership to supervise the management of the Group's business and affairs, and to grow responsibly in a profitable and sustainable manner that is in the best interest of stakeholders. The Board also develops and reviews the Group's policies and practices on corporate governance including the Group's internal control and risk management framework.



Board diversity taking into account (including but not limited to) skills, knowledge, gender, age, cultural and educational background or professional experience



33.3% **Female** Directors

18.0% **Female** Employees



50% Independent Board Members / Non Executive Directors

Audit Committee, Remuneration Committee and Nomination Committee are made up of **independent Board Members / Non Executive Directors**

Emissions



Emission	Breakdown	Target ^(a)	31 December 2025		31 December 2024		31 December 2023	
			Amount	Intensity ⁽¹⁾	Amount	Intensity ⁽¹⁾	Amount	Intensity ⁽¹⁾
Greenhouse Gas Unit - CO2 (Tonnes)	Direct	Intensity < 20% by 2030	39.14	0.07	49.76	0.08	-	-
	Indirect	Intensity < 20% by 2030	11,278.31	19.32	7,038.49	11.30	4,578.56	6.62
	Indirect (Business Traveling & Employee Commuting)	Intensity < 20% by 2030	22.341	0.04	1,671.15	2.68	206.44	0.30
Hazardous Waste Unit - Tonnes	Industrial Wastage	Intensity < 20% by 2030	-	-	6.70	0.01	0.75	0.0011
Non-hazardous Waste Unit - Tonnes	Solid Wastage	Intensity < 20% by 2030	28.94	0.05	49.53	0.08	29.77	0.043

The Group total use of resources between 2023 to 2025 is summarized in the table below:

Resources	Target ^(a)	31 December 2025		31 December 2024		31 December 2023	
		Amount	Intensity ⁽¹⁾	Amount	Intensity ⁽¹⁾	Amount	Intensity ⁽¹⁾
Energy (electricity) Unit - Kwh'000	Intensity < 20% by 2030	16,907.40	28.97	9,093.66	14.60	6,040.32	8.73
Water Unit - m ³	Intensity < 20% by 2030	81,990.00	140.47	32,856.00	52.74	30,033.00	43.40
Packing Materials Unit - Tonnes	Intensity < 20% by 2030	101.68	0.17	96.75	0.16	148.39	0.21
Papers Unit - Tonnes	Intensity < 20% by 2030	1.10	0.0026	1.26	0.0020	1.37	0.0023

(a) Reduction target, setting 2020 as the base year

(1) Intensity of total use resources is calculated based on the amount of emission divided by the Group's revenue (RM' million) in 2025 2024 and 2023 respectively.

Compliance and monitoring of greenhouse gas emissions and hazardous waste

- A dedicated ESG committee from different functional groups reviews and monitors the environment management system at all factories of the Group.
- With ISO 9001:2015, the Group strictly comply with relevant environmental laws and regulations.



CSR Initiatives - Environmental, Social, and Governance

Through our commitment to ESG, we actively work to support social well-being and uphold strong governance practices, ensuring a positive contribution to both society and our business.



CSR Initiative - Employee Welfare

Team-Building Activities & Events

The greatest asset of a company is its Hosting fun and challenging activities to bond employees from different departments, positions, races and ages together promoting a healthy as well as a friendly working environment for everyone.

Sport Facilities

The well-maintained courts are up for use. You can smash and dash all over one of the courts at this badminton hall. With good air ventilation to ensure there's no wind resistance. You and your badminton partner are sure to have a fair and fun game.

Day Care Centre

Pentamaster is the first Penang-based corporation with a built-in kindergarten within its premises.

***Operating from 8:00 A.M. to 6:30 P.M.**

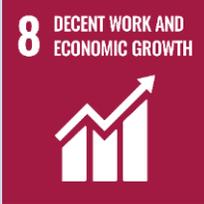


PENTAMASTER
DAY CARE CENTRE



Sustainability investments



Sustainable Development Goals (SDG)	The Group's View	The Group's Efforts and Programmes
 <p>Goal 3 Good health and well-being Ensure healthy lives and promote well-being for all at all ages.</p>	<p>The Group takes any potential risk to the health and safety on the workplace seriously. The Group promotes health, safety and well-being at the workplace.</p>	<p>Workplace health and safety: The Group keeps the work environment safe for the Group's employees. The Group has various sports recreational facility.</p>
 <p>Goal 4 Quality education Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	<p>The Group views the progress, development and inclusion of employees and community through the support of education and skills development opportunities.</p>	<p>Staff training and development The Group invests in learning development for our employees to support the Group's future business strategy. The Group also invests in the education for community.</p>
 <p>Goal 8 Decent Work and Economic Growth Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	<p>The Group is committed to make the company a vibrant workplace among its employees.</p>	<p>Fair Opportunity The Group offers equal employment opportunity without discrimination from career advancement. The Group has zero tolerance towards sexual harassment.</p>
 <p>Goal 9 Industry, Innovation and Infrastructure Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation</p>	<p>The Group views innovation as priority for the Group's future solutions across different business segments.</p>	<p>Research & Development The Group sets KPIs to develop new solution and/or improve the productivity of existing solution so they could better serve the customer.</p>

Sustainability investments

SDG	The Group's View	The Group's Efforts and Programmes
 <p>Goal 10 Reduced Inequalities Reduce inequality within and among countries</p>	<p>The Group is committed to creating equal opportunity for employees.</p>	<p>Equal opportunities There are equal opportunities for employment and promotion for all staff at all levels. The Group does not discriminate and values significant contributions based on merits, expertise, experience and dedication.</p>
 <p>Goal 12 Responsible Consumption and Production Ensure sustainable consumption and production patterns</p>	<p>The Group monitors waste management practices as part of the Group's business operations.</p>	<p>Responsible waste management Electronic and packaging are sources of wastes generated across the Group's operations. Hazardous wastages are collected by a certified supplier regularly.</p>
 <p>Goal 13 Climate Action Take urgent action to combat climate change and its impacts</p>	<p>The Group is committed to minimising environmental footprint across the Group's business operations.</p>	<p>Reduction target The Group sets a reduction target as a whole by 20% by 2030, stating 2020 as the base year.</p>

Awards and Recognition



Technological Advancements



Entrepreneurship



Strategic Partnerships & Outstanding Supplier



FTSE Russell confirms that Pentamaster Corporation Berhad has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products



Good Employership

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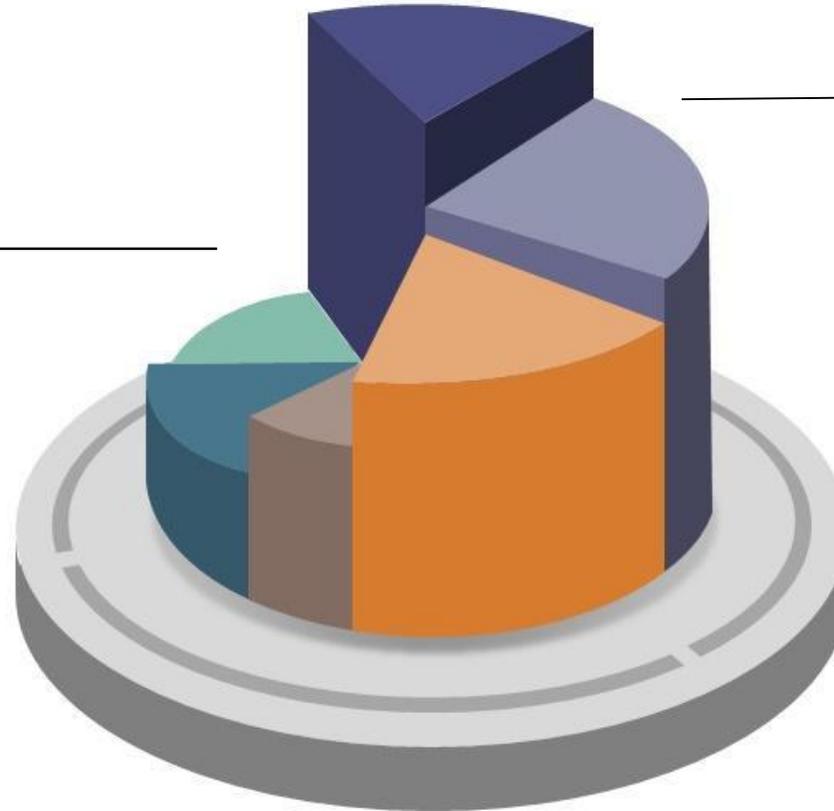
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Our Growth Strategy



Product / Solution Diversification

- To develop deeper solutions into e-mobility with the electrification of the transportation and automotive industries
- To vertically and horizontally integrate and customized solutions for the electro-optical segment



Geographical Diversification

- To expand deeper into Greater China region
- To establish presence into key automotive markets (Japan / Germany)

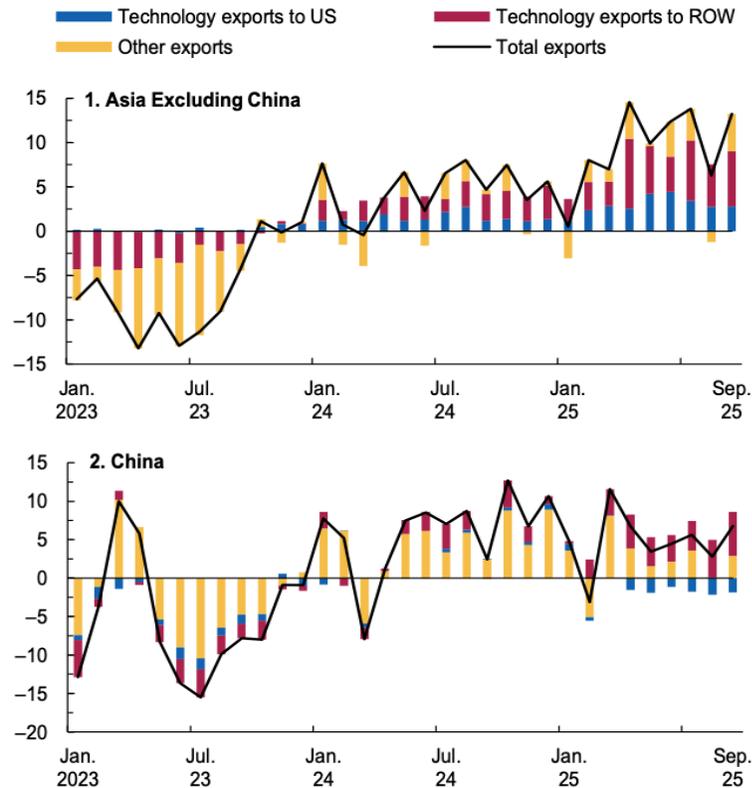
Segmental Diversification

- To aggressively grow its medical division, leveraging on TP Concept's technical know-how for single use medical devices via Pentamaster MediQ
- To ride on Industry 4.0 and IoT adaptation with i-ARMS solution

Macroeconomic tailwinds



Figure 3. Tech-Related Trade Flows Continue to Grow Briskly
(Percent, year over year)



Sources: Haver Analytics; International Trade Center, Trade Map; and IMF staff calculations.

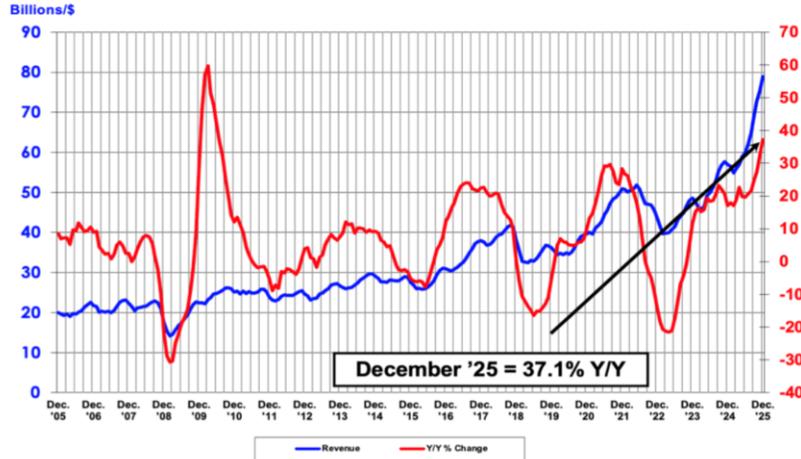
Note: "Technology" exports include those classified under Harmonized System codes 8419, 8470–8473, and 85. "Asia" includes Cambodia, China, India, Indonesia, Japan, Korea, Malaysia, Singapore, Taiwan Province of China, Thailand, and Vietnam. Data for Vietnam include computers, electronic products and parts; telephones, mobile phones and parts; and insulated wires and cables. ROW = rest of the world.

Global Economy: Steady amid Divergent Forces

- **Global growth is projected to remain resilient at 3.3% in 2026 and 3.2% in 2027:** rates similar to the estimated 3.3% outturn in 2025. The forecast marks a small upward revision for 2026 and this study performance on the surface results from the balancing of divergent forces.
- Headwinds from shifting trade policies are offset by tailwinds from surging investment related to technology, including artificial intelligence (AI), more so in North America and Asia than in other regions, as well as fiscal and monetary support, broadly accommodative financial conditions, and adaptability of the private sector.
- Global headline inflation is expected to decline from an estimated 4.1 percent in 2025 to 3.8 percent in 2026 and further to 3.4 percent in 2027. The inflation projections are also broadly unchanged and envisage inflation returning to target more gradually in the United States than in other large economies.
- Risks to the outlook remain tilted to the downside. Reevaluation of productivity growth expectations about AI could lead to a decline in investment and trigger an abrupt financial market correction, spreading from AI-linked companies to other segments and eroding household wealth.
- Trade tensions could flare up, prolonging uncertainty and weighing more heavily on activity. Domestic political tensions or geopolitical tensions could erupt, introducing new layers of uncertainty and disrupting the global economy through their impact on financial markets, supply chains, and commodity prices. Larger fiscal deficits and high public debt could put pressure on long-term interest rates and, in turn, on broader financial conditions.
- On the upside, activity could be further lifted by AI-related investment and eventually transform into sustainable growth if faster AI adoption translates into strong productivity gains and increased business dynamism. Activity could also be supported by a sustained easing in trade tensions.
- Policies to foster stability and sustainably lift medium-term growth prospects require a keen focus on restoring fiscal buffers, preserving price and financial stability, reducing uncertainty, and implementing structural reforms without further delay.

Industry Growth Drivers

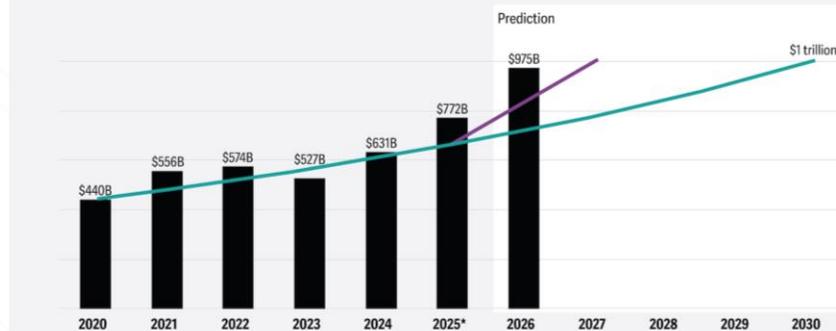
Worldwide Semiconductor Revenues Year-to-Year Percent Change



The global semiconductor market is now expected to become a \$1 trillion industry by 2027

The path to \$1 trillion in semiconductor revenues, US\$

● WSTS actuals, estimates, and predictions ● Industry revenue slope (moderate scenario) ● Industry revenue slope (optimistic scenario)



Note: * = estimate.

Source: Deloitte analysis and extrapolation based on data from World Semiconductor Trade Statistics (WSTS).

Global Semiconductor Sales Increase 25.6% to USD 791.7 Billion in 2025

- Global semiconductor sales hit USD 797.1 billion in 2025, an increase of 25.6% compared to the 2024 total of USD 630.5 billion. Additionally, 4th quarter sales of USD 236.6 billion were 37.1% more than the 4th quarter of 2024, and 13.6% higher than the 3rd quarter of 2025. Global sales for the month of December 2025 were USD 78.9 billion, an increase of 2.7% compared to November 2025 in total.
- The global semiconductor industry posted highest-ever annual sales in 2025, hitting nearly USD 800 billion, and global sales in 2026 are projected to reach roughly USD 1 trillion, according to the Semiconductor Industry Association (SIA).
- Semiconductors lay the foundation of nearly all modern technology, and emerging technologies. The increasing reliance on technologies like AI, IoT, 6G, autonomous driving and others will continue to drive robust demands for chips.
- Regionally, yearly sales were up in Asia Pacific/All Others (45.0%), the Americas (30.5%), China (17.3%) and Europe (6.3%), but were down in Japan (-4.7%). Month-to-month sales in December show an increase in all regions except for Japan and Europe.
- Several semiconductor product segments stood out in 2025. Sales of logic products increased by 39.9%, totaling USD 301.9 billion in 2025, making it the largest product category by sales. Memory products were second in terms of sales, increasing by 34.8% in 2024 to a total of USD 223.1 billion.
- However, this record growth masks a stark structural divergence. While high-value AI chips now drive almost 50% of total sales, they represent less than 0.2% of total unit volume. Another divergence is that, as AI chips are booming, chips for automotive, computers, smartphones, and non-data center communications applications are seeing relatively slower growth.

Market share and competitive advantages



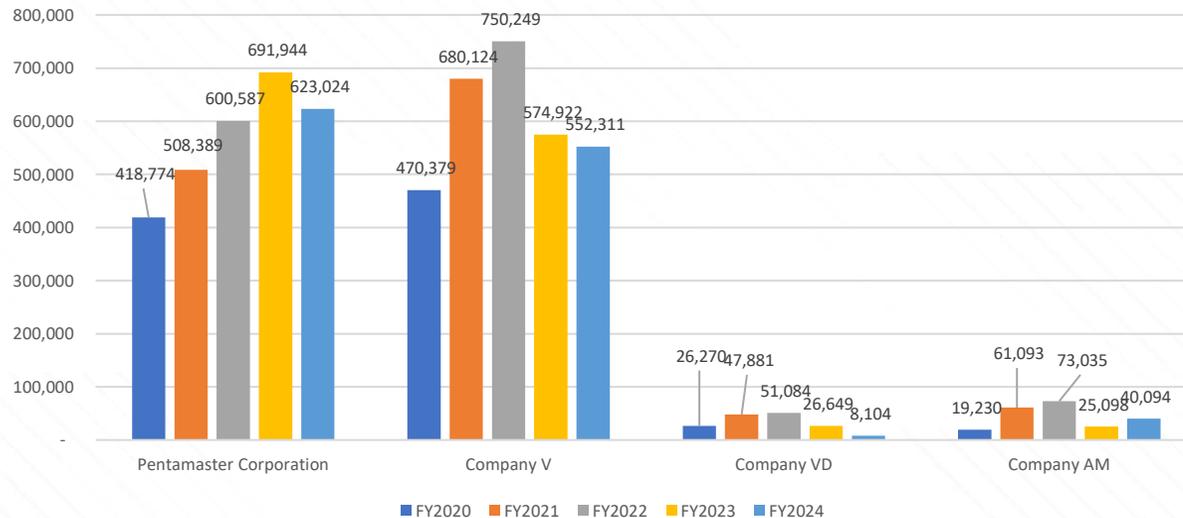
Unique competitive advantages

- Our Group is in a position to customise its non-memory ATE and test handlers as part of its FAS business segment. Our diverse engineering skills in robotics, mechanical engineering, vision inspection, control optimisation, optics, software automation and firmware programming are unique selling points of our Group.
- Our Group’s management team has, on average, over 20 years of working experience in the semiconductor relevant industry. Their knowledge and understanding of the manufacturing processes, distribution channels and sound professional relationships with stakeholders in the value chain are factors that have been and will be crucial to our Group’s success in the ATE and FAS markets.
- Our Group’s customer base mainly includes multinational corporations that have been depending on us for the development of reliable testing equipment and automation solutions. Our Group has a good reputation domestically and abroad, having been listed consecutively for 4 years (2017, 2018, 2019, 2020) in “Forbes Best Under a Billion” list of companies that are publicly listed in APAC.

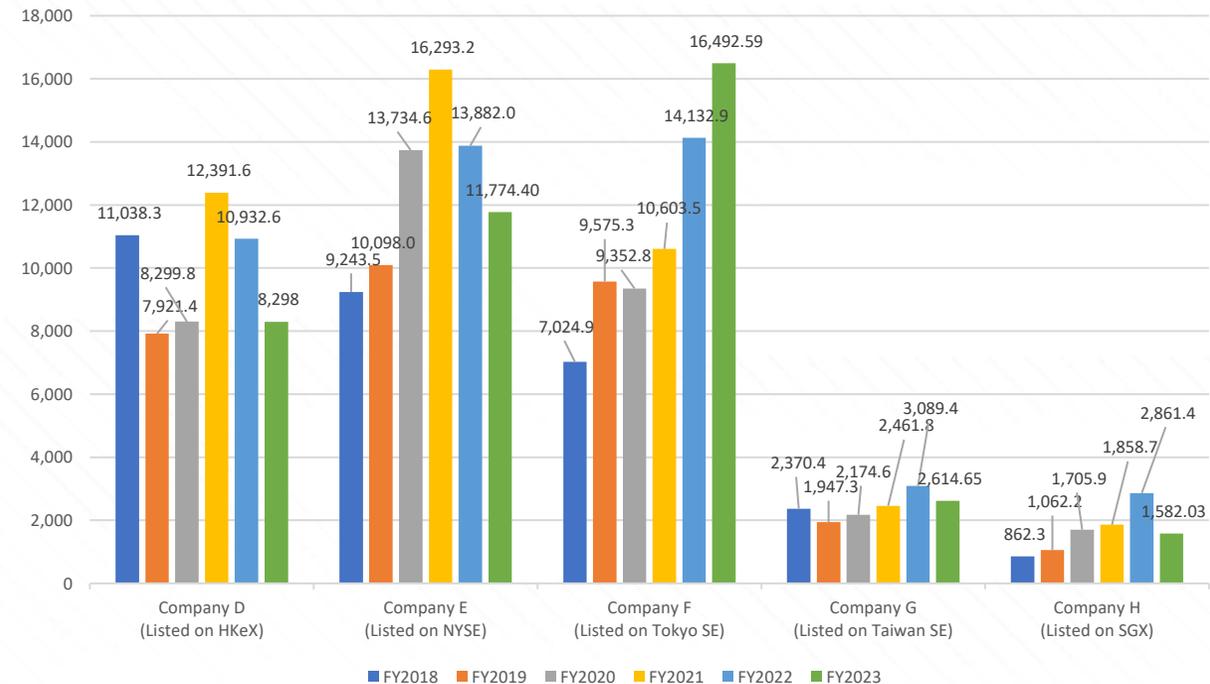
Market share

**The profiles of the back-end ATE competitors are based on each company’s financial reports. A fair comparison between our Group and our competitors would require revenue information on just the back-end test equipment, which is not readily available. Additionally, our Group and some of our competitors are also involved other business segments*

Local Market Share - Revenue (RM 'Thousand)



Global Market Share - Revenue (RM 'Million)



New Product Development- ADVANCED PACKAGING HIGH PERFORMANCE EQUIPMENT SOLUTIONS



ZAN-X3000

Advanced Packaging Wafer 3D Inspection System

- Advanced optical metrology (BF, DF, DIC, PL)
- Macro and Micro 3D surface inspection
- Rule-based and AI-powered integrated AOI system
- High-resolution objective lenses up to 50x



WIRA

Advanced Packaging Wafer Acceptance Tester

- Turnkey solution for WAT include prober, tester and probe card
- Per-pin SMU output capability of 200V/1A
- Fast sampling rate of 1.8MS/s
- Flexible configuration of pin number up to 48 pins
- Support serial or parallel testing.
- System leakage current <500fA



SURIA

Silicon Photonic Radio Frequency (RF) Fusion Tester

- Comprehensive Silicon Photonics Test Coverage
- Compatible with grating coupling, edge coupling, V-groove, and periscope interfaces
- Includes tunable laser sources, OSAs, BERTs, SMUs, optical power meters, and high-bandwidth oscilloscopes for full parameter testing.



LUMON

Silicon Photonic Double Side Wafer Probe Handler

- Lab to Fab approach
- XYZ positioning accuracy of $\pm 2\mu\text{m}$
- Single-sided / double-sided probing
- E/O, O/E, O/O measurement



AERO-20

Advanced packaging Known Good Stack Sorter

- 100x100 mm max. Die size
- -40..+125°C with ATC capability
- Liquid cooling, 1000W+ heat dissipation
- XYZ θ -movement, AUTOMATIC pin-to-pad alignment



BAYAN

AI IC Substrate Functional And Power System Test

- Fully automated system handling panel size up to 300mm x 300mm
- High precision handling and automatic vision alignment down to 7 μm
- Double side probe up to 16,000 top side and 16,000 bottom side.
- Probe socket with build in water cool thermal control solution.
- Supports open/short test, IVR and IC tests, JTAG embedded functional tests, and option for LCR test.



MASON

Artificial Intelligence Integrated Chips (IC) Tri-Temperature Sorter

- Automated System Level Test and back-end test
- parallel and asynchronous test solutions up to 12 sites combined with Active Thermal Control (ATC)



SINAR

Advanced Packaging 3D Xray Imaging Metrology

- X-ray metrology platform to inspect advanced package module
- Exceptional geometric magnification for different bump and TSV sizes
- High precision down to sub-micron resolution ensures detection of the smallest defects.



PINTAR

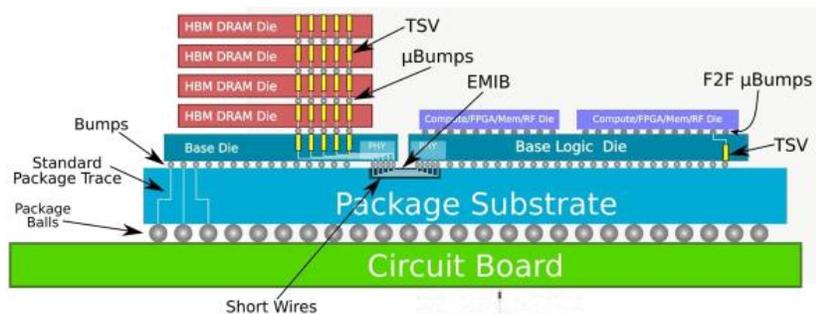
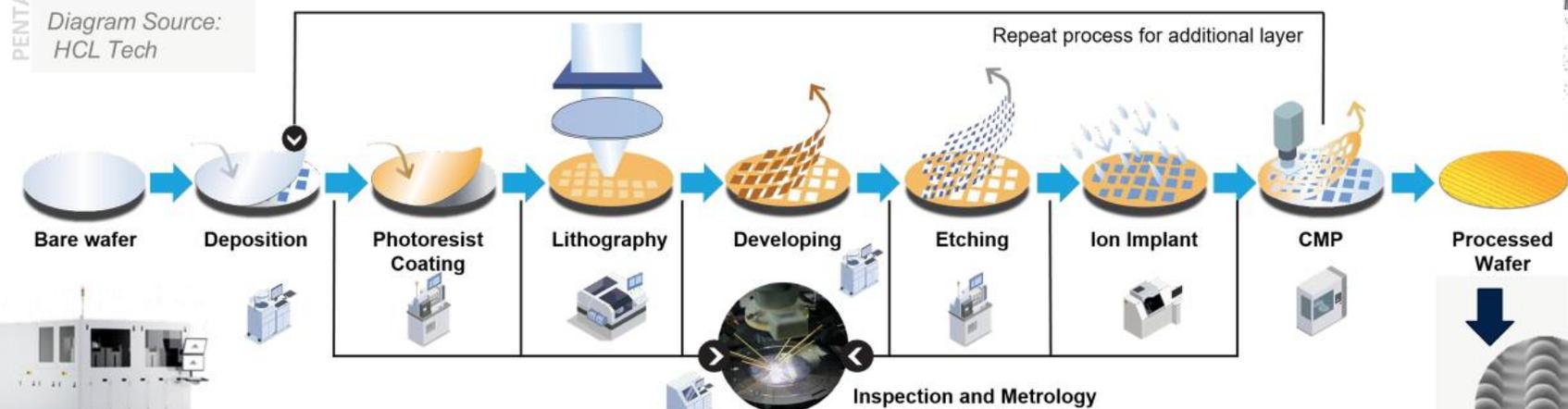
AI IC Burn-In And Test

- Support up to 1000W devices burn in.
- Up to 16 burn in board (BIB) slots
- 10Mhz parallel vector rep-rate, 40Mhz scan mode rep-rate, and 100Mhz fast scan mode rep-rate on 16 dedicated channels.

New Product Development- ADVANCED PACKAGING HIGH PERFORMANCE EQUIPMENT SOLUTIONS ROADMAP



Advance Packaging Test Solutions Roadmap



Bumping

Business Outlook



2025 marked a transition year for the Group as it laid its foundation towards the next super growth cycle in the AI space for its ATE and FAS business segments. During the year, the Group focused on strengthening its technological readiness and deepening its engineering capabilities in products and solutions that are currently in demand for the AI development lifecycle. Looking ahead, 2026 is expected to be an execution year, particularly for the ATE segment, where the Group is actively developing and delivering several prototype machines related to next-generation semiconductor test, inspection and handling solutions supporting AI integrated circuits, advanced packaging and silicon photonics applications. These prototype deliveries are intended to support system qualification, application readiness and operational maturity, thereby paving the way for broader adoption and potential mass production programmes in 2027. This phased approach positions the Group to participate meaningfully as the entire technology capital investment cycle and semiconductor upcycle are driven by higher integration density, chiplet architectures, high-speed chip processing, and data-centric computing.

Overall, the Group is encouraged by the improvement in the performance of its ATE segment during 2025 and remains optimistic about its continued growth trajectory, with the ATE segment expected to be a significant contributor in 2026. Growth is anticipated to be supported by three key areas, namely the power semiconductor, electro-optical and advanced packaging segments within the overall semiconductor ecosystem.

In parallel, the Group expects to see meaningful opportunities in the electro-optical segment, driven by the increasing adoption of more advanced and complex optical sensing technologies with a more complex form factor. With the Group's in-depth experience in the electro-optical segment, it is progressively involved in pioneer testing and handling solutions that supports this segment's value chain that were previously outside the Group's solutions, including final stage assembly and testing for certain form factor for the smartphone application.

As the Group enters 2026, the focus shifts decisively from preparation to execution. With a growing pipeline of project-based engagements, customer qualification activities and improving visibility across key end markets that include local presence and supply chain management, the Group expects operating momentum to build progressively over the course of the year. While the external environment remains volatile that is subject to macroeconomic and geopolitical uncertainties, the management remains cautiously optimistic that the foundations established in 2025 will translate into more tangible contributions, particularly within the ATE segment, as projects advance through development and deployment phases.

The Group will continue to prioritise disciplined execution and resource allocation, while maintaining flexibility in responding to evolving customer requirements and market conditions as the industry cycle turns.

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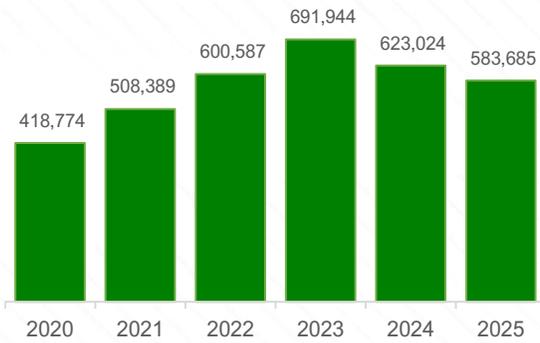
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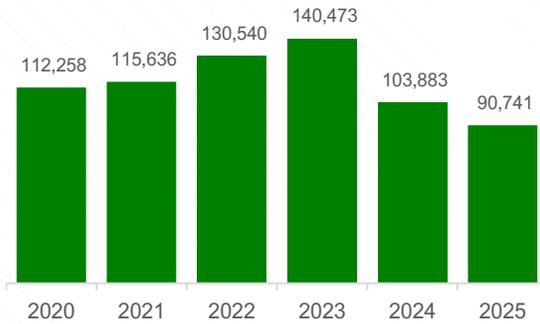
Financial Highlights

in RM'000

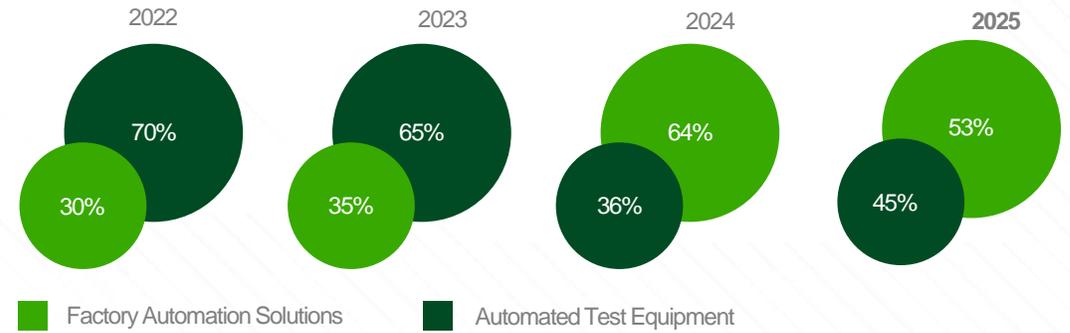
Revenue (annual)



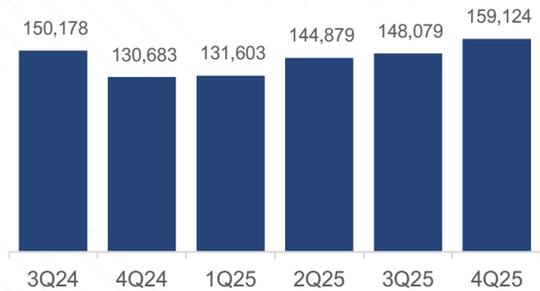
Profit after tax (annual)



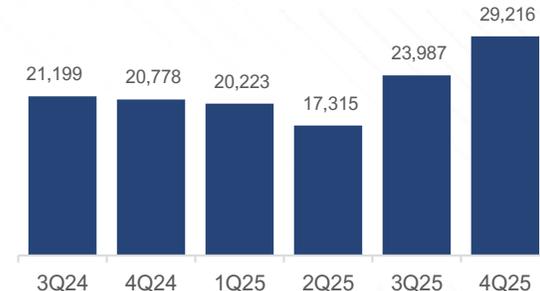
Revenue by Segment



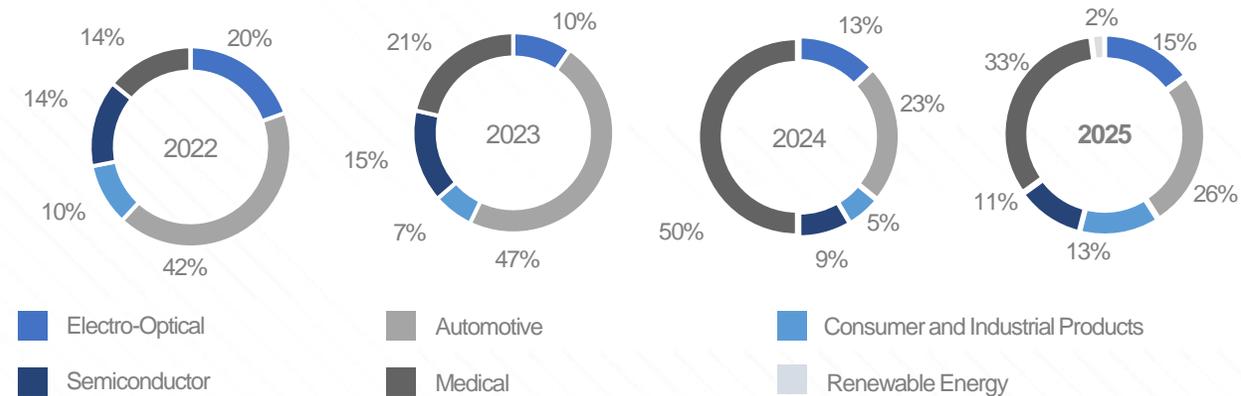
Revenue (quarterly)



Profit after tax (quarterly)



Revenue by Customer



Income Statement Summary

Income statement (Annual)						Income statement (Quarter)					
in thousands (RM)	2021	2022	2023	2024	2025	in thousands (RM)	Q42024	Q12025	Q22025	Q32025	Q42025
Revenue	508,389	600,587	691,944	623,024	583,685	Revenue	130,683	131,603	144,879	148,079	159,124
Cost of sales	(355,785)	(417,368)	(484,473)	(444,535)	(412,017)	Cost of sales	(91,770)	(96,646)	(105,862)	(109,096)	(100,413)
Gross profit	152,604	183,219	207,471	178,489	171,668	Gross profit	38,913	34,957	39,017	38,983	58,711
<i>Gross profit margin</i>	30.0%	30.5%	30.0%	28.6%	29.4%	<i>Gross profit margin</i>	29.8%	26.6%	26.9%	26.3%	36.9%
Other income	17,960	13,954	21,224	13,883	19,245	Other income	13,889	3,588	10,367	4,751	3,374
Administrative expenses	(38,662)	(53,066)	(77,435)	(75,542)	(83,129)	Administrative expenses	(27,189)	(14,463)	(28,935)	(19,645)	(22,921)
Distribution costs	(10,623)	(9,966)	(9,256)	(9,411)	(11,459)	Distribution costs	(3,275)	(2,647)	(2,388)	(2,383)	(4,041)
Other operating expenses	(236)	(336)	(617)	(1,444)	(510)	Other operating expenses	(949)	(110)	(144)	(161)	(95)
Operating profit	121,043	133,805	141,387	105,975	95,815	Operating profit	21,389	21,325	17,917	21,545	35,028
<i>Operating margin</i>	23.8%	22.3%	20.4%	17.0%	16.4%	<i>Operating margin</i>	16.4%	16.2%	12.4%	14.5%	22.0%
Finance costs	(92)	(87)	-	-	-	Finance costs	-	-	-	-	-
Share of results of associates	(1,485)	(1,635)	39	(557)	11	Share of results of associates	(257)	(774)	(268)	678	375
Profit before tax	119,466	132,083	141,426	105,418	95,826	Profit before tax	21,142	20,551	17,649	22,223	35,403
<i>PBT margin</i>	23.5%	22.0%	20.4%	16.9%	16.4%	<i>PBT margin</i>	16.3%	15.6%	12.2%	15.0%	22.2%
Taxation	(3,830)	(1,543)	(953)	(1,535)	(5,085)	Taxation	(364)	(328)	(334)	1,764	(6,187)
<i>Effective tax rate</i>	3.2%	1.2%	0.7%	1.5%	5.3%	<i>Effective tax rate</i>	1.7%	1.6%	1.9%	(7.9%)	17.5%
Profit after tax	115,636	130,540	140,473	103,883	90,741	Profit after tax	20,778	20,223	17,315	23,987	29,216
<i>PAT margin</i>	22.7%	21.7%	20.3%	16.7%	15.5%	<i>PAT margin</i>	15.9%	15.4%	12.0%	16.2%	18.4%
Income Attributable to Owners of the Company	72,911	82,419	89,128	65,211	61,970	Income Attributable to Owners of the Company	14,162	13,065	11,611	17,111	20,183

Balance Sheet Summary



Balance Sheet (Annual)					
in thousands (RM)	2021	2022	2023	2024	2025
Cash and cash equivalents	478,241	421,225	490,870	448,658	248,247
Inventories	72,006	170,934	190,608	121,796	120,173
Trade receivables	165,312	237,926	196,289	167,857	222,535
Trade payables	77,560	121,528	118,030	128,929	87,002
Total assets	984,514	1,158,170	1,317,890	1,351,720	1,256,481
Total liabilities	188,894	265,429	312,332	270,688	195,334

Balance Sheet (By Quarter)					
in thousands (RM)	Q42024	Q12025	Q22025	Q32025	Q42025
Cash and cash equivalents	448,658	261,643	283,118	233,378	248,247
Inventories	121,796	121,647	114,231	109,940	120,173
Trade receivables	167,857	217,576	227,746	237,154	222,535
Trade payables	128,929	113,650	99,887	91,796	87,002
Total assets	1,351,720	1,210,883	1,267,667	1,236,118	1,256,481
Total liabilities	270,688	234,908	260,457	204,226	195,334

Important Ratios Summary



Important Ratios (Annual)					
	2021	2022	2023	2024	2025
Net profit margin	22.7%	21.7%	20.3%	16.7%	15.5%
Return on equity	14.5%	14.6%	14.0%	9.6%	8.6%
Return on total assets	11.7%	11.3%	10.7%	7.7%	7.2%
Current ratio	4.0x	3.4x	3.1x	3.1x	3.6x
Quick ratio	3.6x	2.8x	2.4x	2.6x	2.9x
Inventory turnover (days)	54.3	106.2	136.2	128.3	107.2
Debtors' turnover (days)	110.2	122.5	114.5	106.7	122.1
Creditors' turnover (days)	72.7	87.1	90.2	101.4	95.6

Important Ratios (by Quarter)					
	Q42024	Q12025	Q22025	Q32025	Q42025
Net profit margin	15.9%	15.4%	12.0%	16.2%	18.4%
Return on equity	1.9%	2.1%	1.7%	2.3%	2.8%
Return on total assets	1.5%	1.7%	1.4%	1.9%	2.3%
Current ratio	3.1x	3.0x	2.8x	3.4x	3.6x
Quick ratio	2.6x	2.5x	2.3x	2.8x	2.9x
Inventory turnover (days)	108.5	113.4	100.3	92.5	103.1
Debtors' turnover (days)	113.9	131.8	138.3	141.3	130.0
Creditors' turnover (days)	118.6	112.9	90.8	79.1	80.1

Earnings guidance



- The Company does not provide any sales and earnings guidance
- The Company's internal target - double-digit growth in sales and earnings
- To achieve RM1 billion in sales



THANK YOU Think Automation ● Think PENTAMASTER





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