



Pan-International Industrial Corp. (2328 TT)

Moving up the Value Chain

Oct 21 2025



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Executive Summary

Long term discipline in optimizing profitability

Pan-International has a long tradition of striving for profitability by divesting lower-margin businesses for better gross/OP margins while maintaining overall growth trajectory

New leadership to transform the company with increasing transparency

With new chairman onboard, Pan-International is transforming with new robotics/humanoid businesses, and it is increasing transparency to investment community

Huge growth potential in humanoid market

Leveraging expertise on cable/harnesses, Pan-International is tapping into humanoid key component market, with a goal to cover 25-50% of humanoid BOM items and establish technological leadership

Optimizing current operations/products for better margins

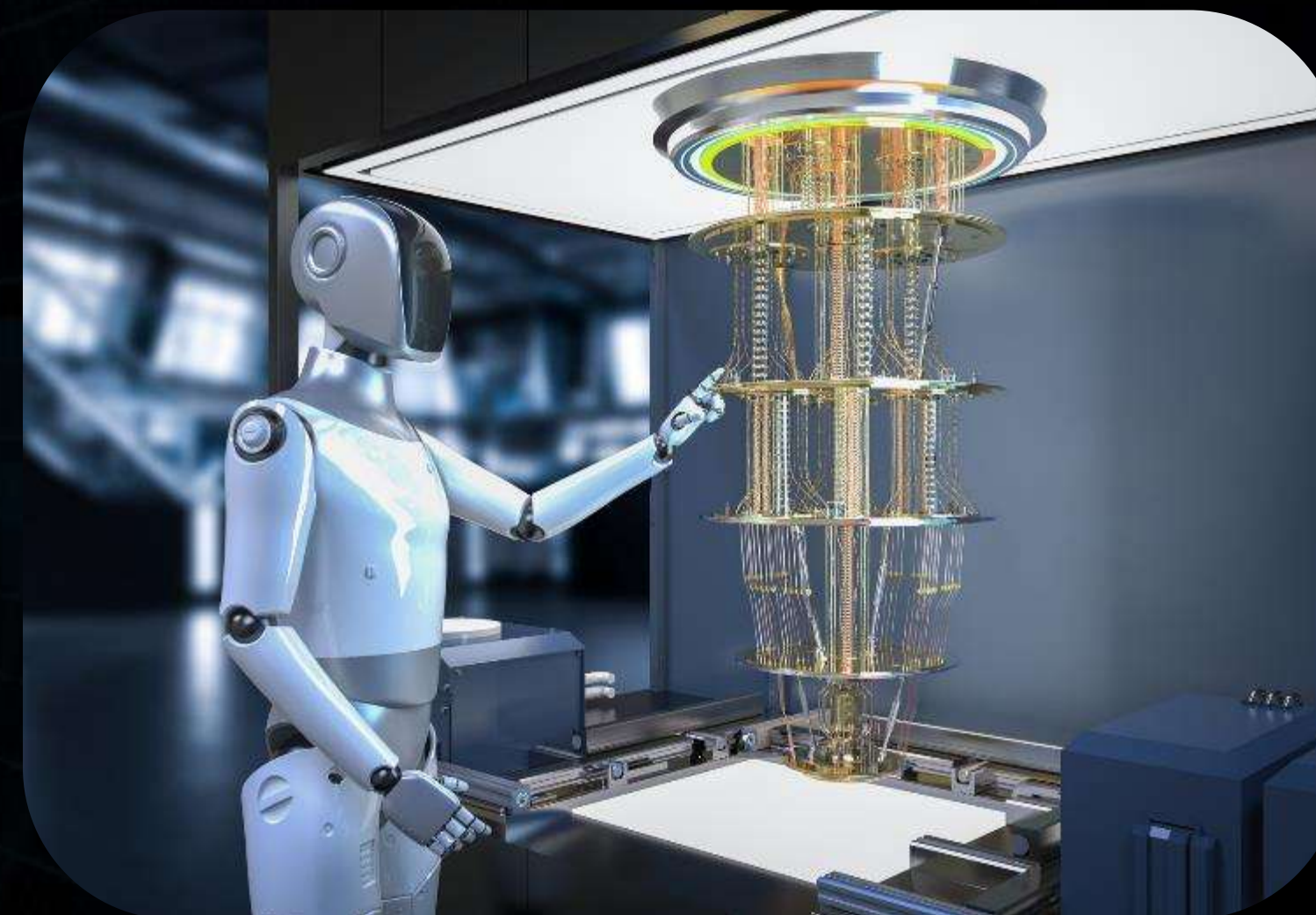
Pan-International is consolidating automotive capacities and penetrating into higher-margin models/clientele to offset industry headwinds, with rising contribution from higher-margin medical and industrial control applications

Stable dividend payout and yield

Pan-International has maintained above 50% cash dividend payout ratio, which translates into ~2% cash dividend yield based on 2024 cash DPS of NT\$1.1

Agenda

- ✓ Introduction to Pan-International
- ✓ New growth engines on the horizon
- ✓ Relentless drive for better profitability
- ✓ Recent operational results
- ✓ Appendix – Pan-International global operations





Introduction to Pan-International

Pan-International Company Snapshot

Component/turnkey solution provider from **cable/harness, connector/enclosure, to PCBA/High Level Assembly**



NT\$21.8bn
Revenue in 2024



Founded in 1971



Headquartered in Taipei

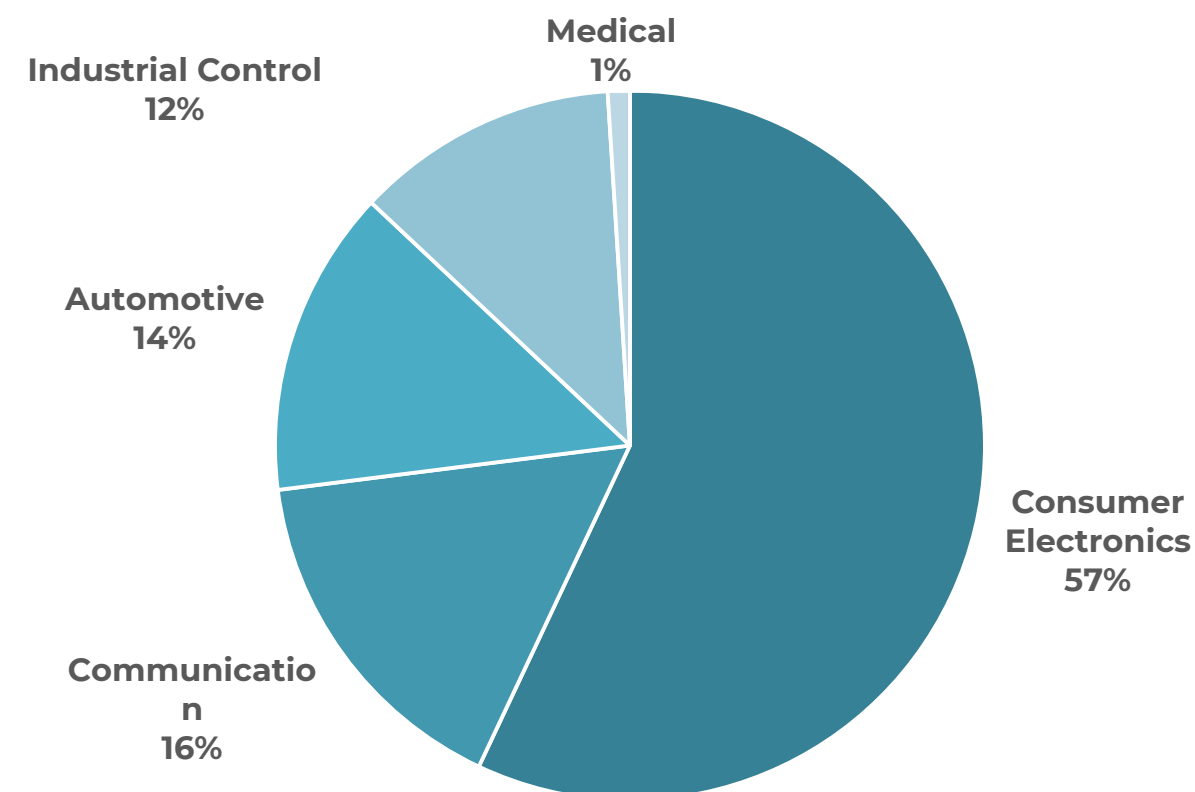


NT\$28.2bn
Market Cap
(as of Oct 3, 2025)



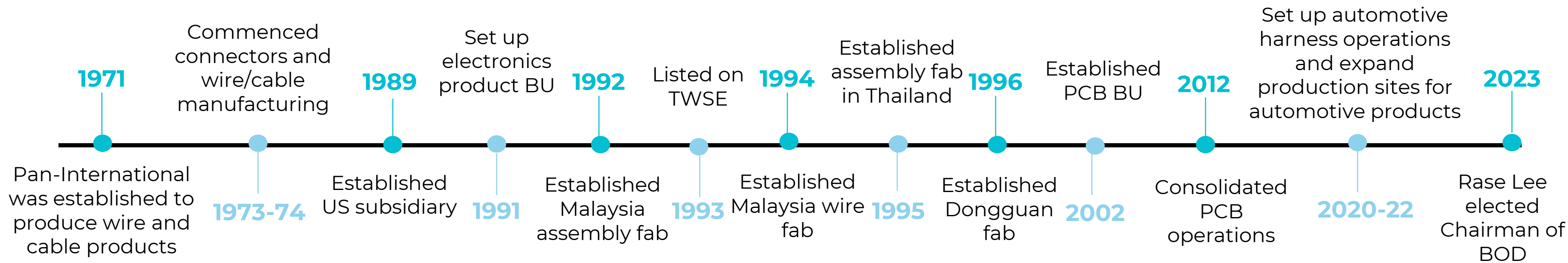
10,000+ Employees

2Q25 Revenue Breakdown by Applications



8 major sites in Taipei, Dongguan, Malaysia, Thailand, Anhui, Shandong, and California

Major Milestones



- Established as a wire/cable producer, Pan International has successfully diversified into harness, PCB, and assembly operations, while expanding production presence from Taiwan to Malaysia, China, Thailand, and US
- The company continues to leverage core competencies to increase value add in the supply chain for better profitability

About the Chairman

- Mr. Rase Lee was elected Chairman of the board in **June 2023**.
- Aside from his chairmanship, he also heads Hon Hai's **commercial electric vehicle** business, as well as **Business Group C**, which is in charge of **precision molding, automation, robotics**, and **mechanical parts**.
- He has over **30 years** of experience in the electronics product industry, spanning production, R&D, sales, and management positions.
- Previously, he served as Chairman of the board at Foxconn Technology (2354 TT), as well as holding senior positions at Hon Hai Group.



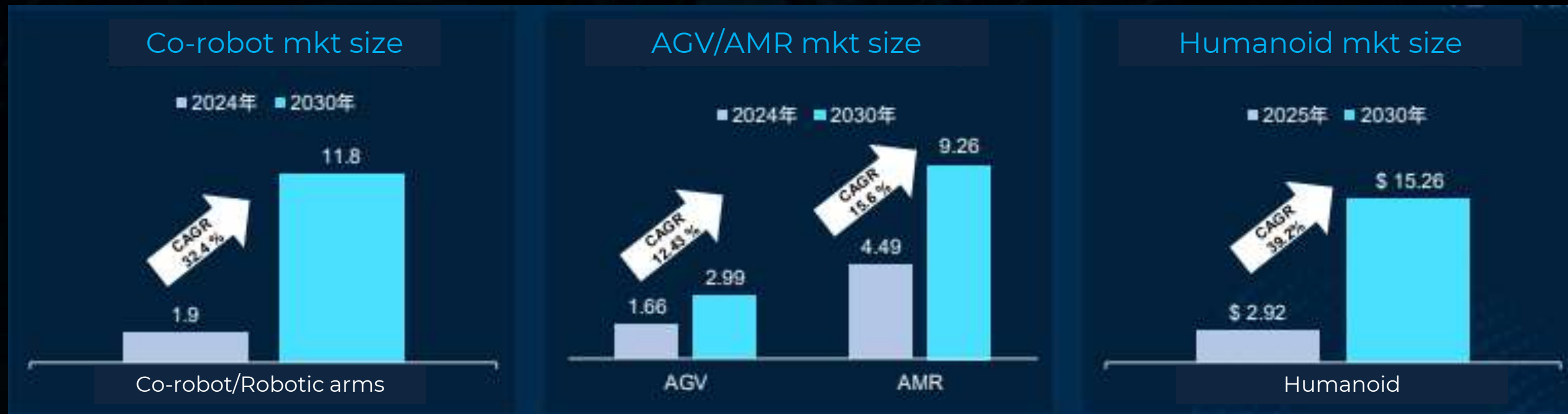
Rase Lee,
Chairman of Pan-International



New Growth Engines on the Horizon

Exploring Robot-Related Addressable Markets

Note: US\$bn
Source: Global Market Insights, GII, MarketsandMarkets



Expand current robotic arm harness business and penetrate into harness applications for logistics robot/AGV/AMR

Proactively planning to enter into high technology threshold humanoid market

- **Leveraging existing robotic harness know-how to expand into Co-robot and AGV/AMR markets**
- **Entering the humanoid key component market by acquiring key technology know-how combined with existing expertise**

3S Strategies for Profitable Growth Ahead



Stretch
capabilities



Shift
towards new trends



Scale
into the future

Stretch capabilities

Product line upgrades

- Expand value add from crypto equipment into AI infrastructure hardware
- Penetrate humanoid key components from industrial automation parts

Position for geopolitical changes; Elevate supply chain resilience

- Diversify production bases from China into Southeast Asia and other geographies to mitigate geopolitical risks and increase supply flexibility

Shift towards new trends

Focus on new growth trends to tap into two key components

- Axial flux motors – Key component for humanoid joints
- Reduction gear – Missing part for complete inhouse capabilities

Leverage key components knowhow to expand gross margins and technological barrier

- Competitiveness built upon “Harness + Motor + Reduction Gear” to expand margins
- Aspire to become a key technology owner for humanoid and new technologies

Scale into the future

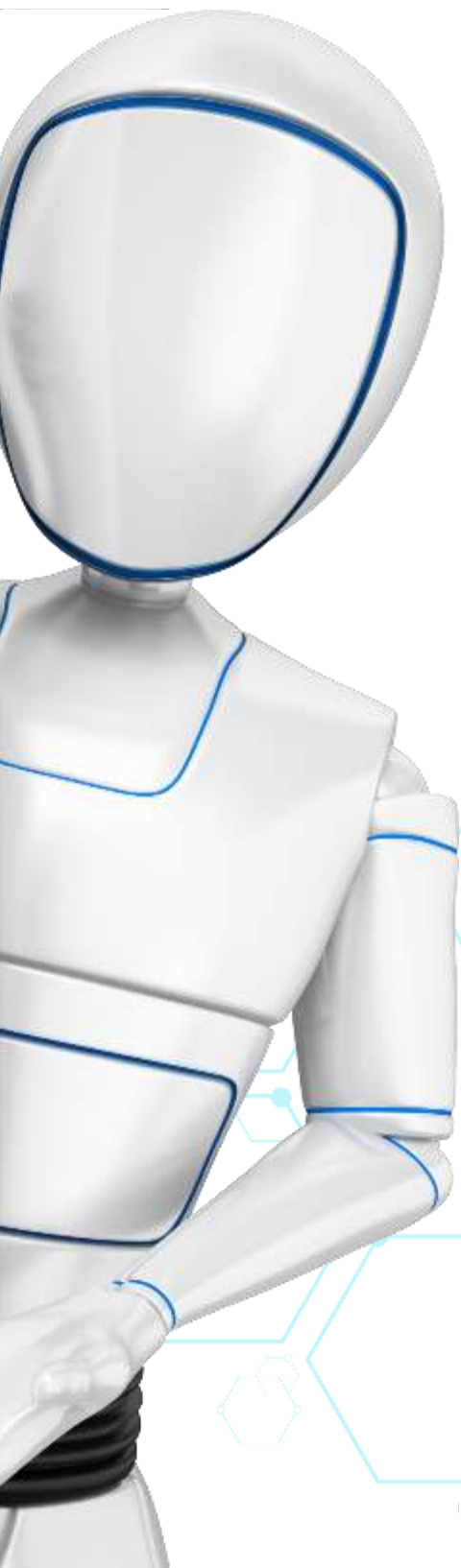
M&A strategies geared towards robotic/humanoid technologies and brands

- Gain access to software-based algorithm and humanoid movement control technological capabilities
- Take ownership of a proprietary humanoid brand

Invest in machine learning for humanoids

- Get control over core data and information for humanoid
- Integrate software and hardware technologies

Completing the Puzzles for Humanoid Strategy



| Modules | Strategic Assets | Positioning | Key Value-Add |
|----------------|---|----------------------|--|
| Data Layer | Humanoid training ground | Data Center | <ul style="list-style-type: none">Real-time and virtual training scenariosData and information bank |
| Software Layer | AMR/Robotic software development company | Intelligence Center | <ul style="list-style-type: none">Software controlled algorithmBrand equities |
| Hardware Layer | <ul style="list-style-type: none">Neuro harnessesAxial flux motorsReduction gears | Neurons & Powertrain | <ul style="list-style-type: none">Harness + Motor + Reduction Gear product line |
| Market Layer | An industrial humanoid start-up | End Market | <ul style="list-style-type: none">Market access for industrial robots |

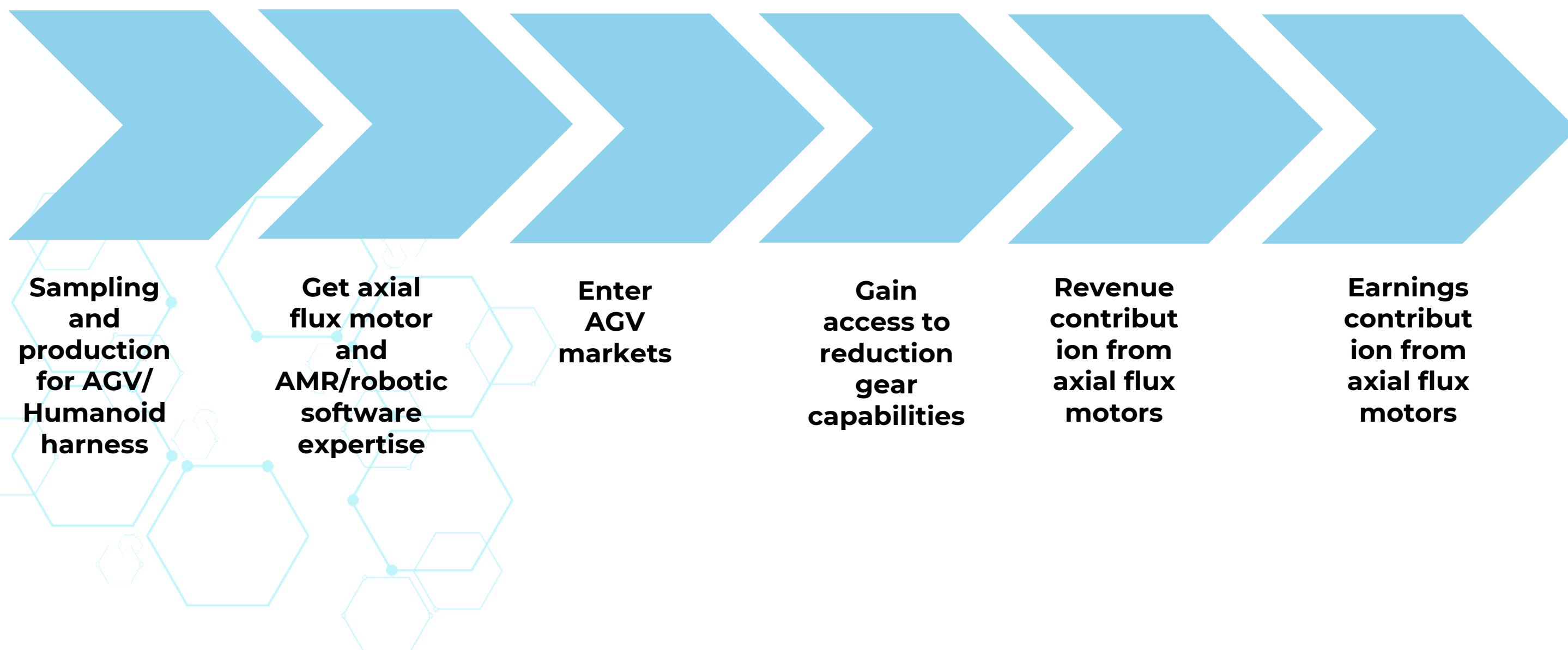
Underway to Scale-Up with Strength

Key strategic moves to build up strength in robotics components

2025

2026

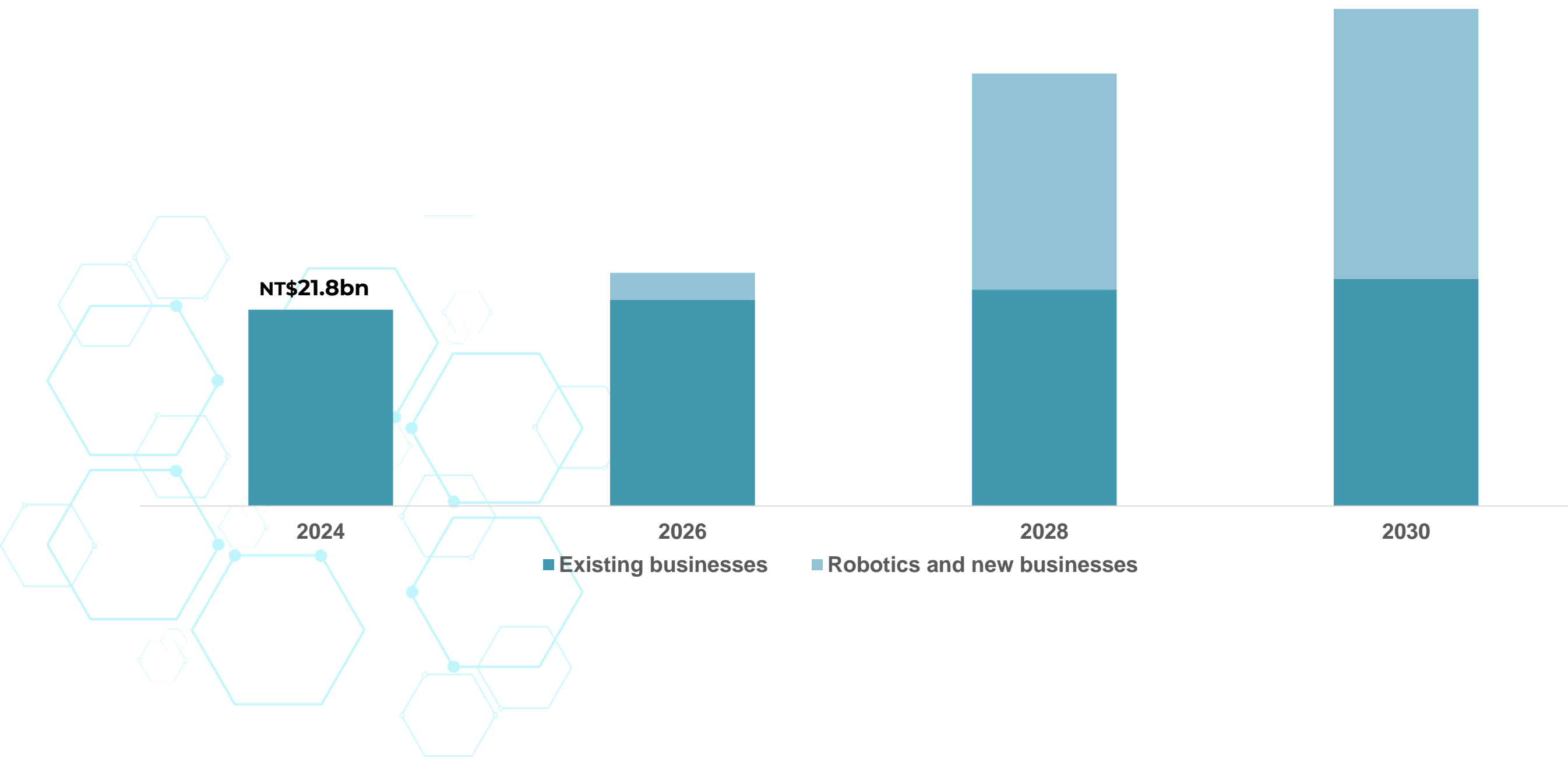
2027



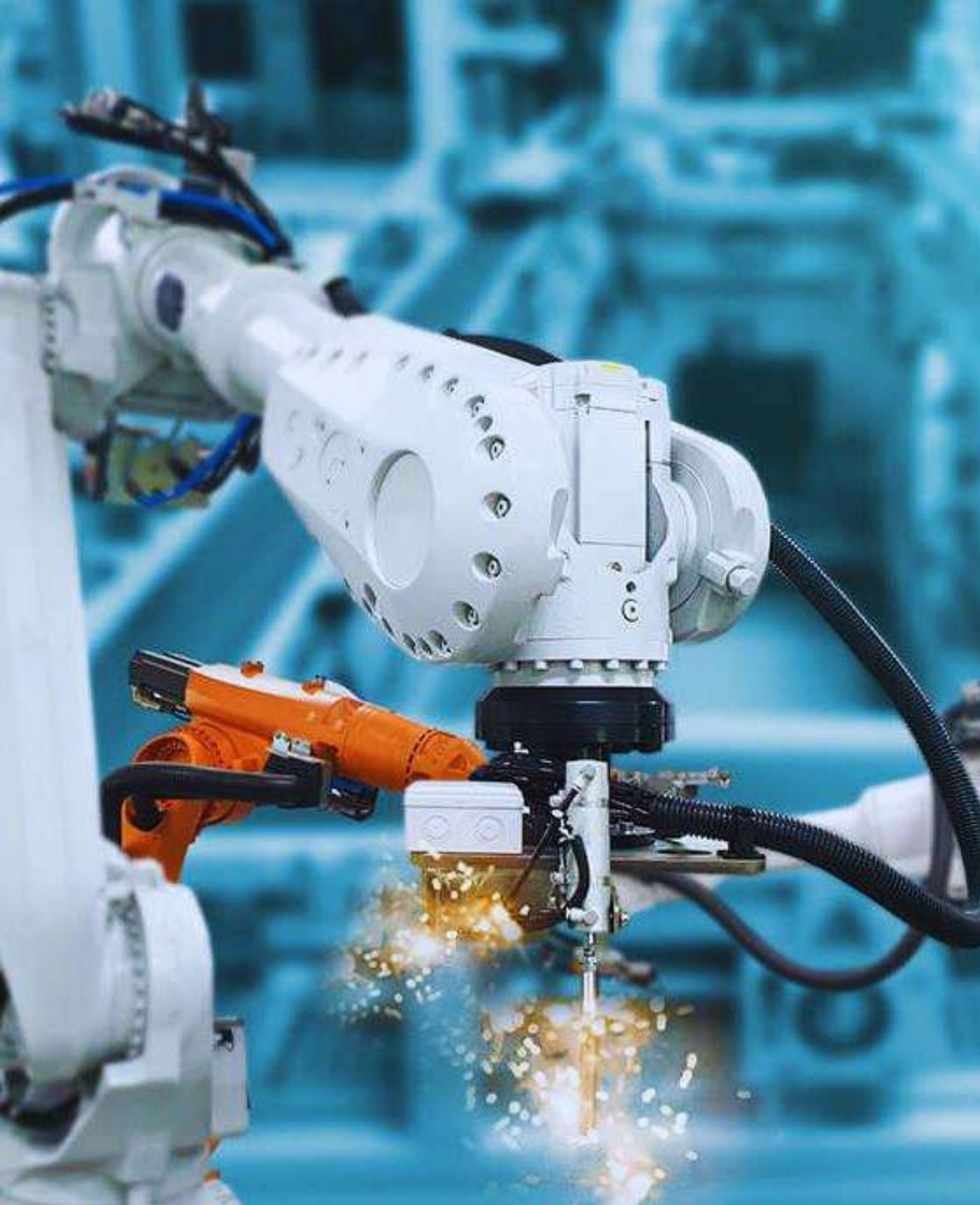
- With the build-up of key component capabilities and expansion into robotic applications, we aim to cover 25-50% of robotics BOM in 2030 for significant increase in robotics revenue contribution

Steady growth for current business plus new catalysts from robotics

Pan-International revenue target breakdown



- While existing businesses still show steady growth, the strong momentum from robotics related businesses will start to accelerate from 2026 and become increasingly important revenue contributor

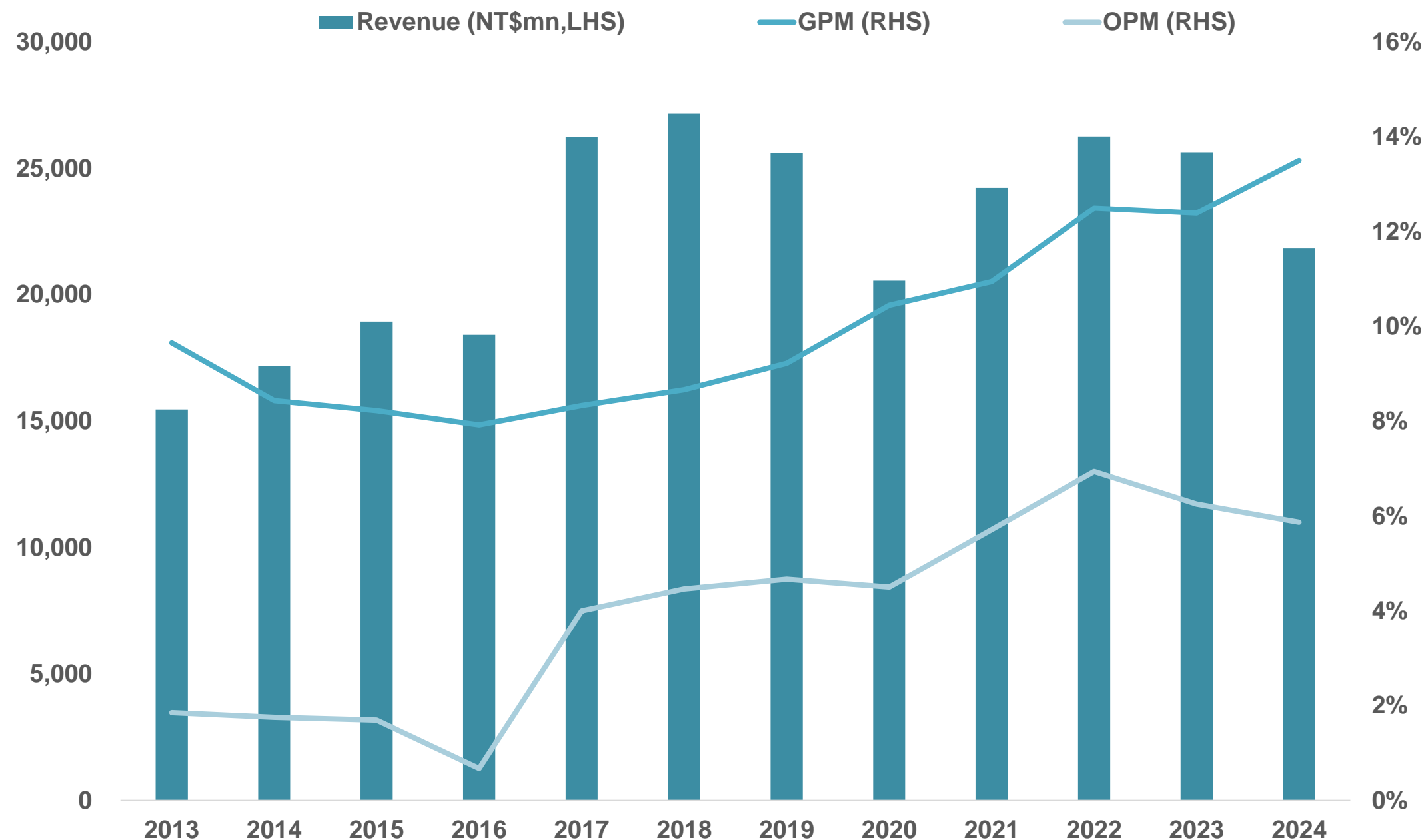


Relentless Drive for Better Profitability



Perennial Commitment to Better Profitability

Pan-International's historical revenue and margins



* 2024 OP margin dragged by one-offs in factory closure and M&A related fees

Source: TEJ

- Pan-International has been optimizing client portfolio and industry exposure, while maintaining the secular revenue growth momentum
- With a focus on value, the company has been expanding its Gross/OP margins and profitability in the past decade

Optimizing Operations for Better Cost Structure

Wuhu Fab

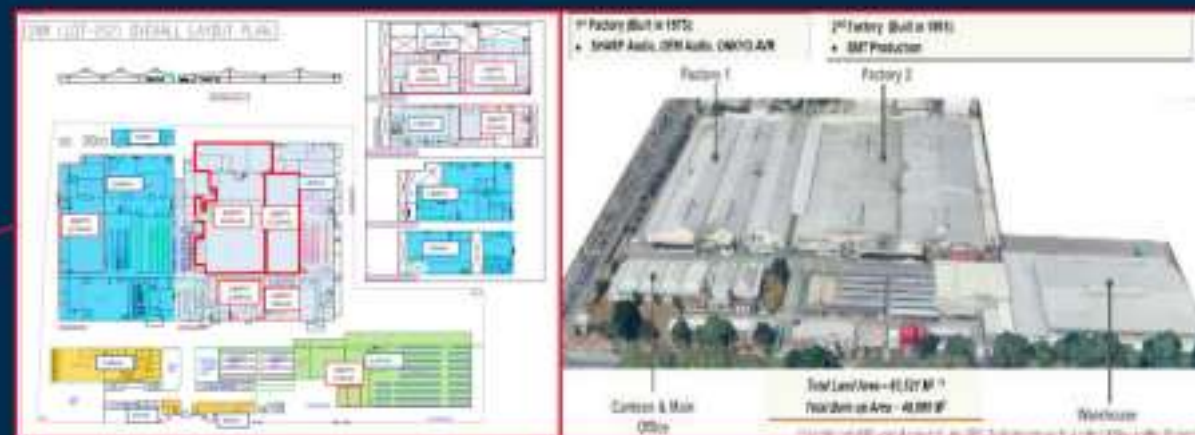


Optimizing current capacity to cut rented properties with NT\$10.5mn/yr expected savings in rental

Anqing Fab



Acquiring group idle fab to lower rental expense by NT\$3.5mn/yr



Acquiring a fab located in Northern Malaysia from Sharp

- Pan-International is consolidating its scattered automotive harness production sites and optimizing capacities for a better cost structure
- By acquiring the North Malaysian fab from Sharp, Pan-International strengthens production flexibility and client accessibility

Penetrating Higher Margin Clientele/Products

Penetrating high-end models
for the current client



New automotive harness applications



Pickup trucks



Smart logistics vehicles

- On the revenue side, it strives to penetrate high-end models for existing clients, while tapping into specialty applications for better margins

- For existing businesses, Pan-International continues to focus on higher margin medical and industrial applications



Sterile wire for surgical tools

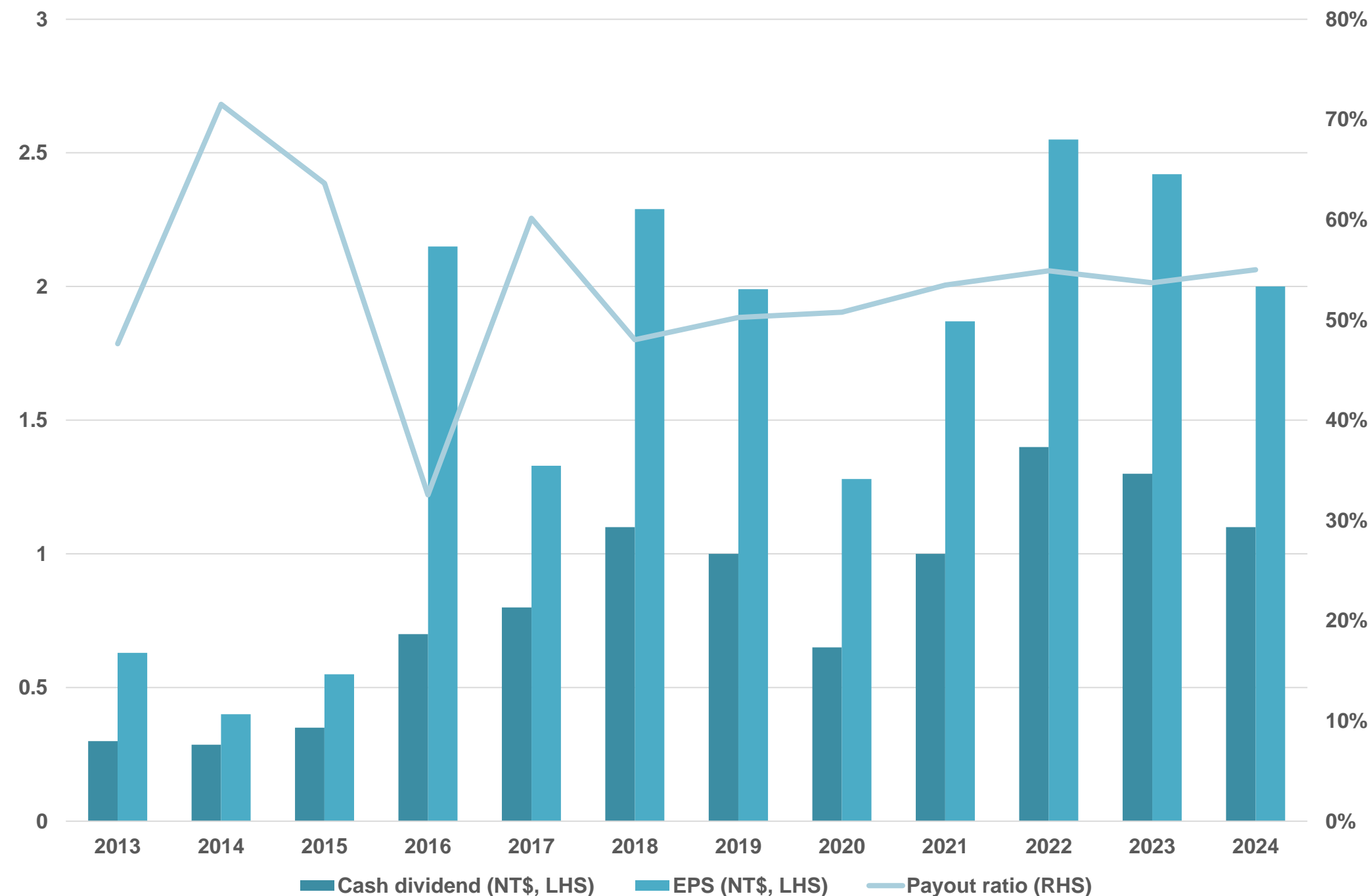


Robotic cable applications



Stable Dividend Payout and Decent Cash Dividend Yield

Pan-International's historical cash dividend payout



- Pan-International has been committed to a stable cash dividend payout at above 50% for recent years
- Based on the 2024 cash dividend payout of NT\$1.1/share and the most recent closing price, it translates to ~2% cash dividend yield



Recent Operational Results

2Q25 Operational Highlights

Revenue

NT\$ **5.73bn**

Flat QoQ
+5.3% YoY

Gross Profit

NT\$ **712mn**

+10.9% QoQ
-8.9% YoY

Gross Margin

12.4 %

+1.2 pts QoQ
-1.9 pts YoY

Operating Profit

NT\$ **352mn**

+17.5% QoQ
-4.2% YoY

OP Margin

6.2 %

+0.9 pts QoQ
-0.6 pts YoY

Net Income

NT\$ **264mn**

EPS NT\$ 0.47

2Q25 Consolidated Cash Flows

| NT\$mn | 1H25 | 1H24 |
|---------------------------------------|-------|-------|
| Cash at beginning of the period | 6,755 | 6,440 |
| Cash flows from operations | 142 | (232) |
| Capex | (231) | (558) |
| Cash flows from investment activities | 117 | (247) |
| Cash flows from financing activities | (123) | 388 |
| Cash at end of the period | 6,407 | 6,564 |

2Q25 Balance Sheet Highlights

| NT\$m | 2Q25 | % | 2Q24 | % |
|------------------------------|---------------|-------------|---------------|-------------|
| Cash and equivalents | 6,407 | 28% | 6,564 | 26% |
| Inventory and A/R | 8,843 | 38% | 9,821 | 40% |
| PP&E | 3,549 | 15% | 3,572 | 14% |
| Total assets | 23,013 | 100% | 24,900 | 100% |
| Current liabilities | 7,301 | 32% | 8,742 | 35% |
| Non-current liabilities | 497 | 2% | 638 | 3% |
| Total liabilities | 7,798 | 34% | 9,380 | 38% |
| Shareholders equities | 15,215 | 66% | 15,520 | 62% |

Appendix – Pan-International Global Operations

Pan-International global footprints

PICA ▪ Wire & Cable ▪ ME Parts ▪ SMT & Assembly ▪ Cable Assembly



Fremont, USA



Humen, China



Taipei, Taiwan

PIVC ▪ HV & LV Automotive Cable Harness



Wuhu, China



Chaohu, China

PISEA • Wire & Cable • ME Parts • SMT & Assembly



Pachinburi, Thailand



Penang, Malaysia

PWB ▪ PCB



Yantai, China




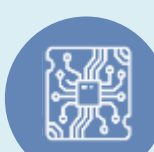

PDG – PI Dong Guan



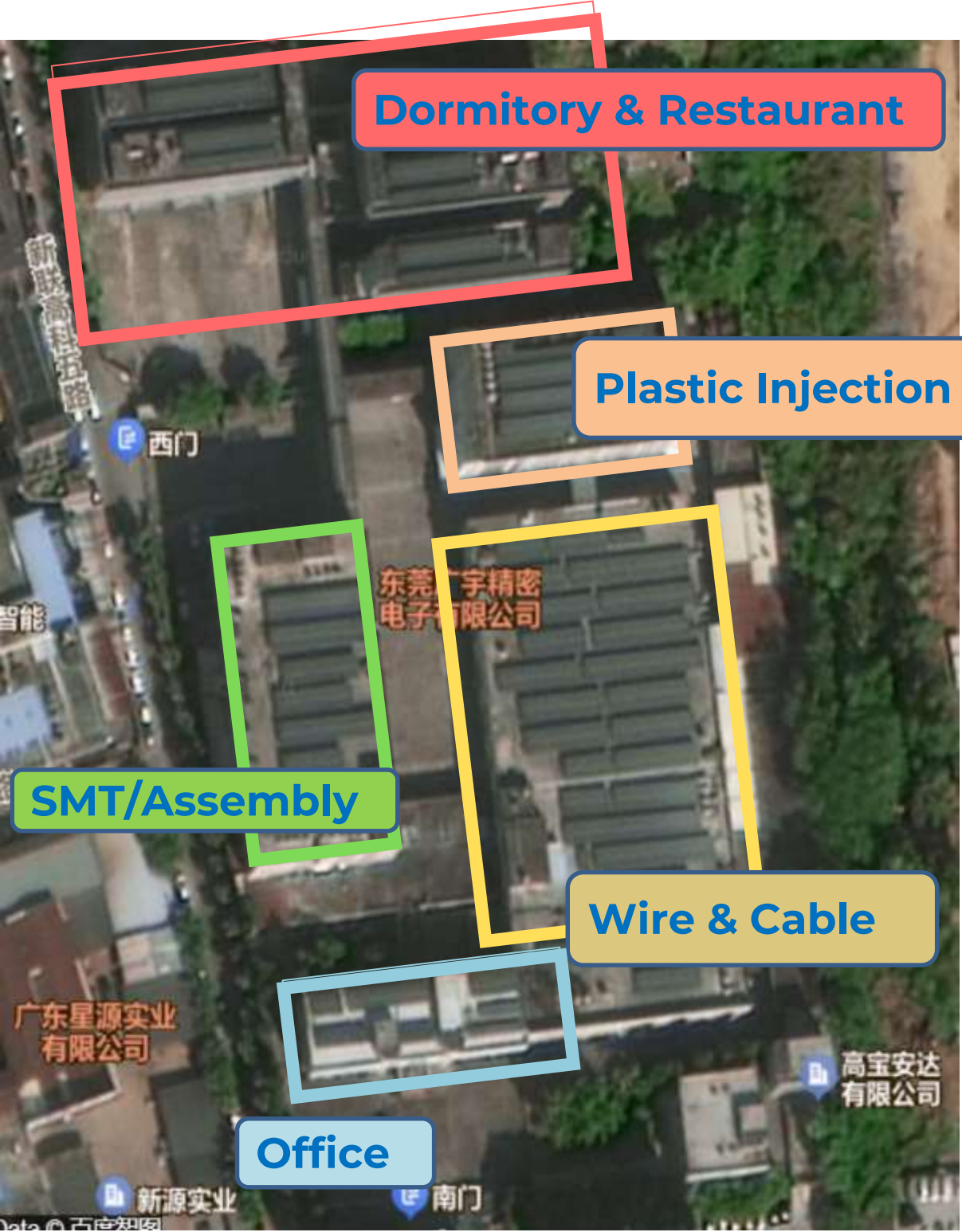
Built in 1995
Located in
Great Bay Area



COMPONENTS + MANUFACTURING

-  Wire/Cable Extrusion
-  Cable Assembly
-  Plastic Injection
-  SMT/PCBA
-  Device Assembly

Humen Campus (35,000 m²)




PIB – PI Malaysia




Built in 1989







Wire/Cable Extrusion




Cable/BE/Box Assembly



Plastic Injection



SMT/PCBA/Waves



Len/Die Cuts

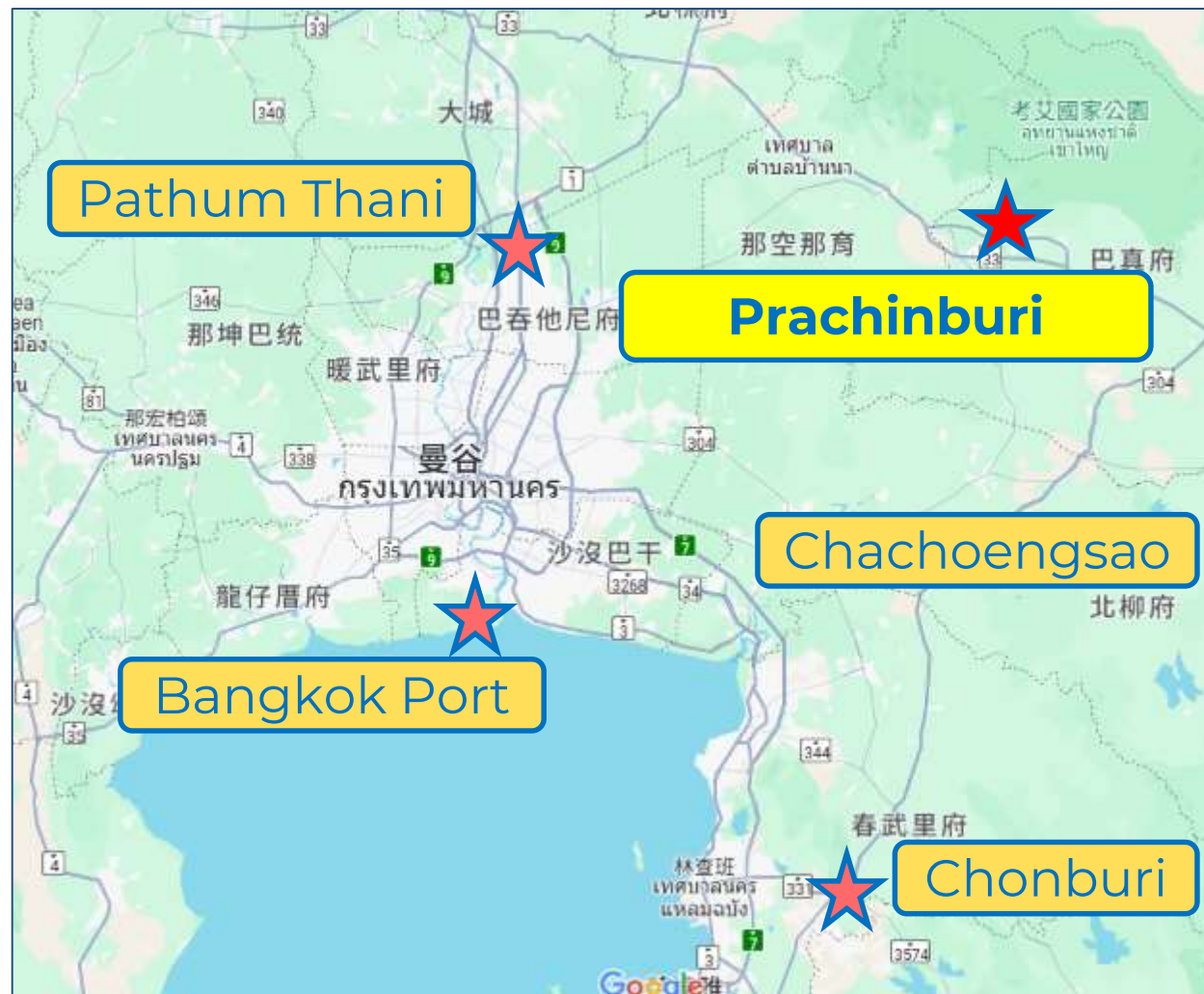
PIB Campus (600,000 m²)



PIT – PI Thailand



Built in 1990



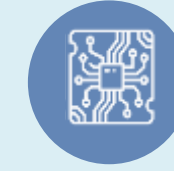
PIT Campus (6,000 m²)



Cable Assembly



Plastic Injection



SMT/PCBA



Device Assembly



PIVC – PI Vehicle Cable

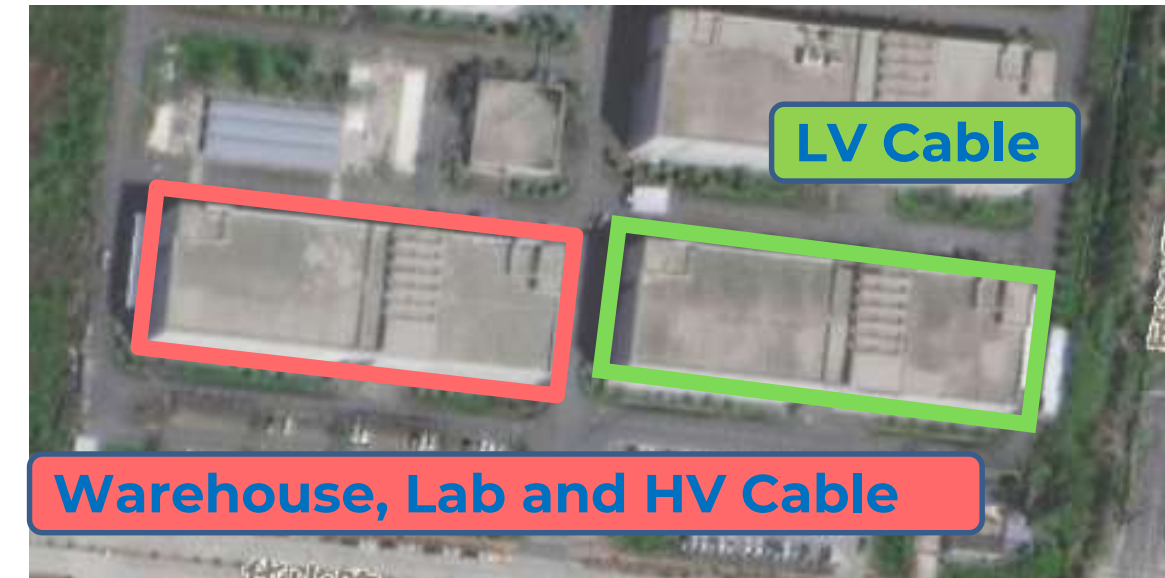


Built in 2003

**Located in
Automotive City**



Automotive



PWB – Printed Wire Board

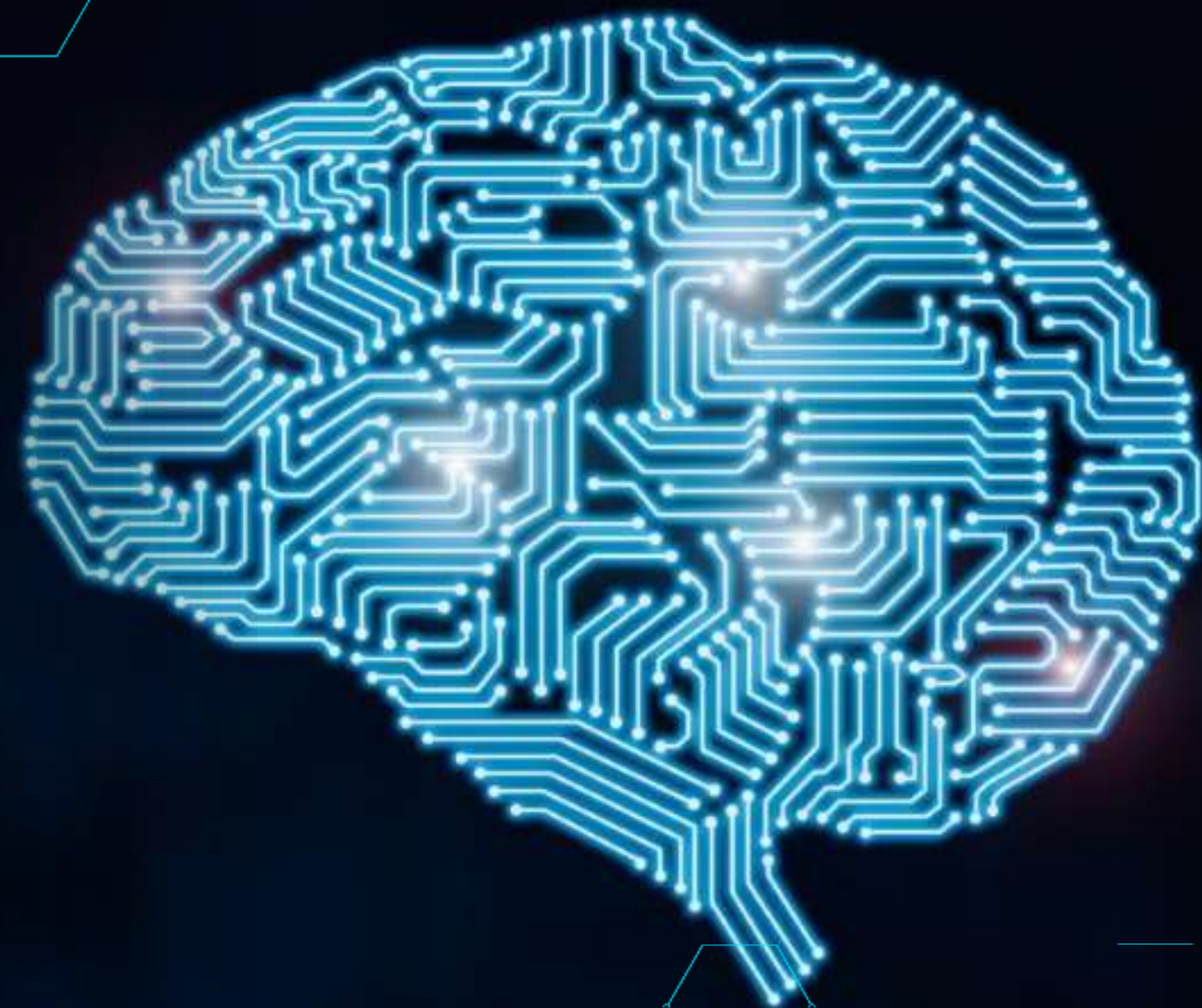


Built in 2005
Located in
Dalianwan





廣 宇 科 技
Pan-International



Thank You

“Shaping the Future with Sincerity and Innovation”

