Pan-International (2328 TT)

Dual-Engine Driven Strategic Transformation

Pan-International

July 14, 2026

Safe harbor statement

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Dual-engine driven strategic transformation

Defining Pan-International in 2030 with Robotics and AI key components

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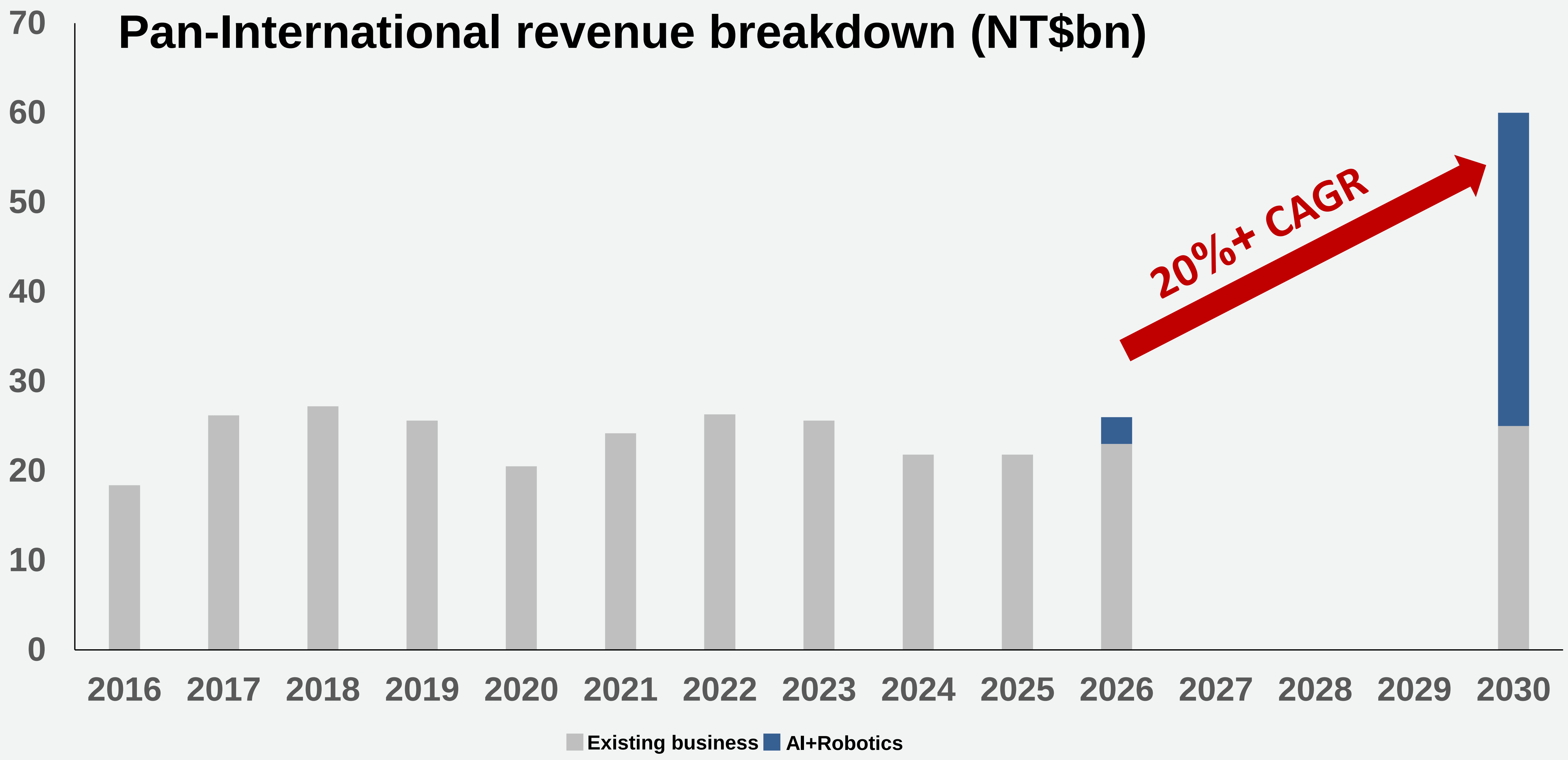
Pan-International targets to achieve a >5% market share in the global robotics market by 2030, while new business revenue accounts for >50%.

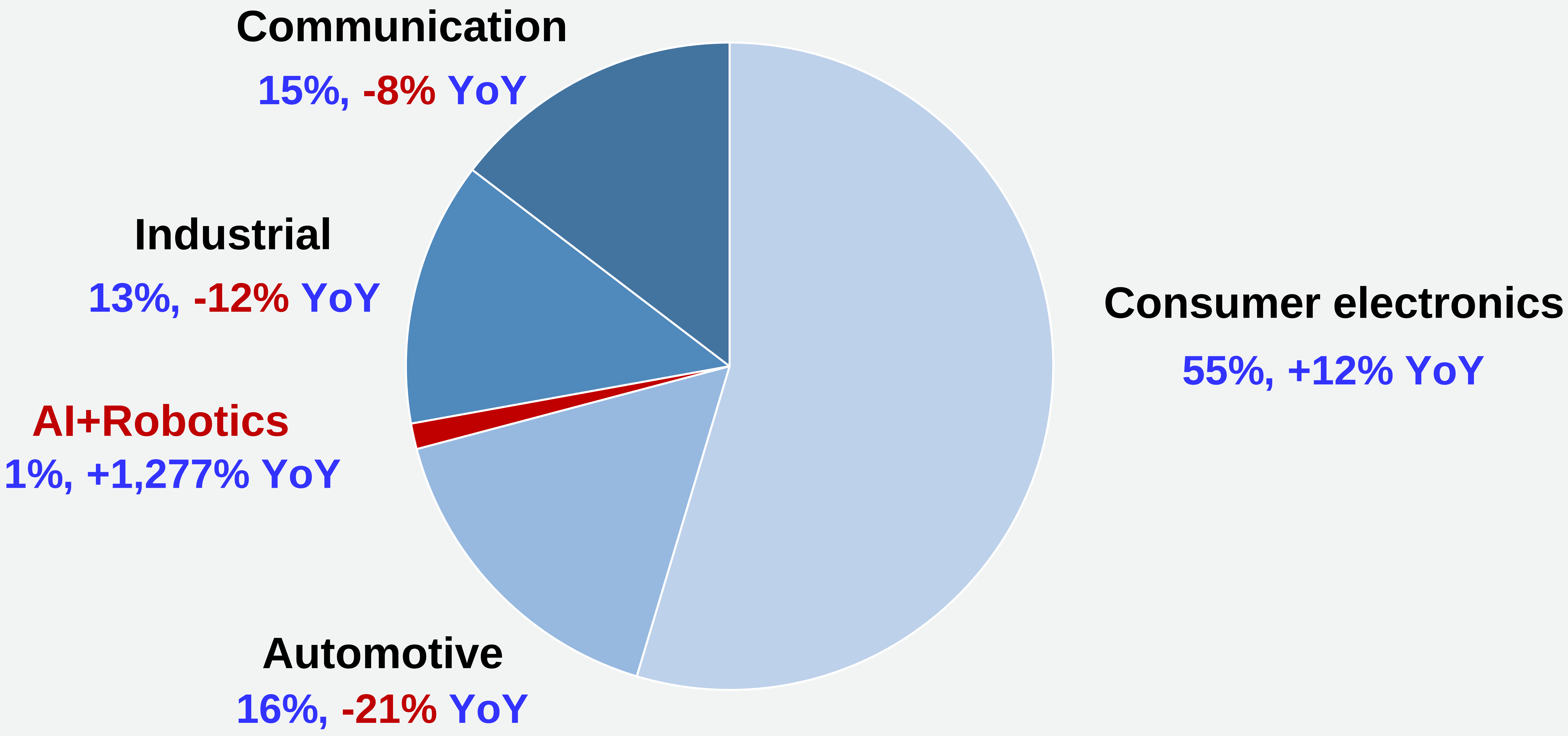


- **2030 Global market leadership:** We are targeting a global market share of over 5% in the robotics sector. Based on an estimated total addressable market (TAM) of USD 15 billion, we expect Robotics and our other new business segments to contribute **more than 50%** of Pan-International's total revenue and profit by 2030.
- **Accelerated revenue expansion:** Starting from 2026, we are committed to maintaining **an average annual revenue growth rate (CAGR) of at least 20%**, driven by the scaling of these high-growth segments.

Source：MarketsandMarkets

Growth limitations prompt transformation; Selecting AI+Robotics as the next track

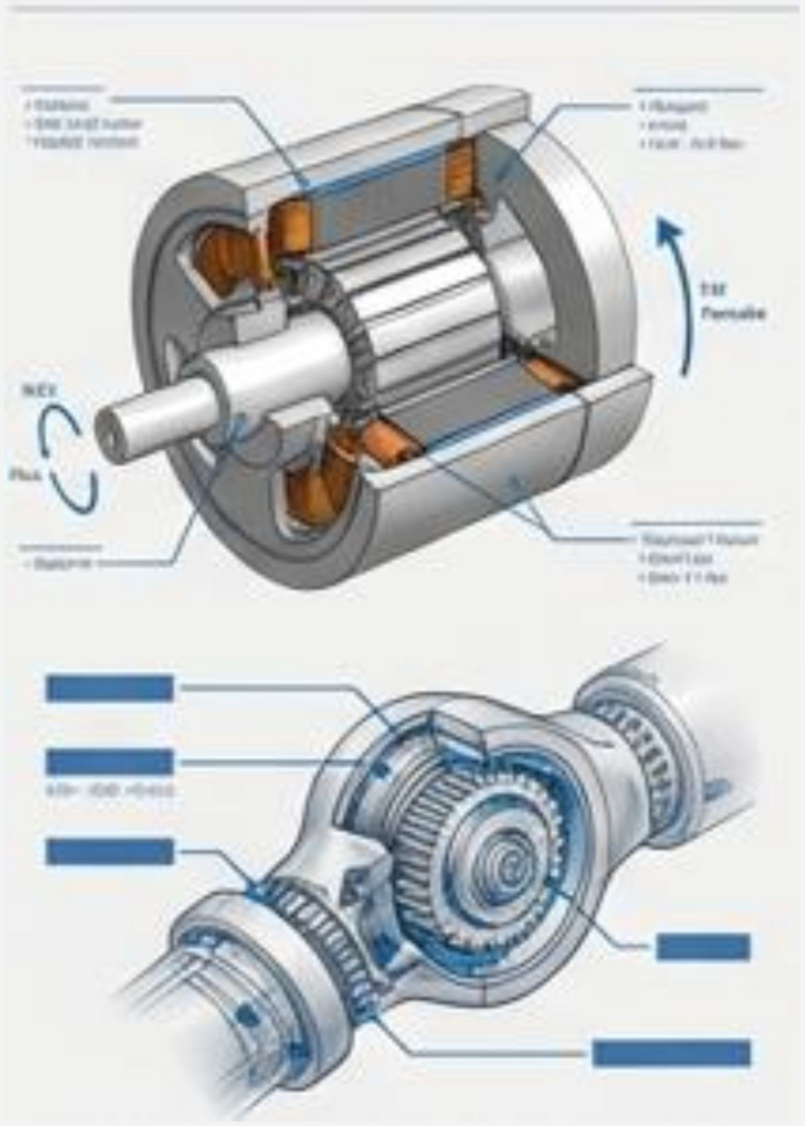
2025 revenue breakdown by application, significant growth in Robotics and AI-Related products



Dual-engine drive: entering a high-growth cycle

Scaling AI server shipments and commercializing AFM technology establish the foundation for double-digit revenue CAGR over the next five years.

AFM products (Commercialization of high-barrier technologies)



- **Next-gen technology:** Magnax’s AFM (Axial Flux Motor) technology offers superior power density and commercial viability, significantly accelerating our time-to-revenue.
- **Application expansion:** Production layout is already underway; we are targeting industrial applications first, with revenue contributions expected in 2H26.
- **Profitability upgrade:** Due to their high-tech nature, AFM products carry higher margins that will structurally elevate the company's overall profit profile.

AI key components (Stable profit and cash flow)

- **Strategic capacity advantage:** Leveraging our position as the Foxconn Group’s sole production site in Malaysia to secure tier-one AI server orders.
- **Immediate revenue momentum:** The server business provides immediate top-line contributions and optimizes our overall capacity utilization.
- **Fuel for growth:** Stable profitability and strong cash flow generation provide the capital necessary for future strategic investments and M&A.

Growth limitations prompt transformation; Selecting AI+Robotics as the next track

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- **Investing in robot brands and force sensor manufacturers:** At the end of March, Pan-International participated in the Series E financing of the Chinese general **intelligent robot brand** JAKA Robotics through a subsidiary. At the same time, it also participated in the latest round of financing for the Chinese **service robot** company UQI Intelligent and the leading **force sensor** manufacturer Kunwei Sensor Technology.
- **A closed-loop industry ecosystem is gradually taking shape:** In addition to focusing on long-term cooperative relationships, Pan-International also hopes to build a closed-loop industry ecosystem through strategic investments, simultaneously serving as an **investing shareholder**, an **OEM supplier**, and even a **customer**, which brings out more possibilities for business development. It has already become a supplier for some of the aforementioned manufacturers, and the closed-loop ecosystem is gradually taking shape.
- **Investing in robot training grounds to grasp AI data business opportunities:** In addition to the investment layout in robot brands, Pan-International will also participate in investments related to Chinese humanoid **robot training grounds** to grasp the opportunities of AI training data and application scenarios. In the future, it may also commercialize this data to contribute to profitability.

The ultimate goal is to build a complete humanoid robot value chain

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L3: Integrated modules
Joint Actuator subsystem shipments.

L2: Core electro-mechanical systems
Magnax AFM Technology (Protected by core patents).

L1: Neural harnesses
High-density, multi-joint specialized wire harnesses.

Data Layer
Data Hub

Connected to the robot training center

Software Layer
Brain

Supported by investment & collaborative Partners.

Hardware Layer
Nervous & Power System

Integration of neural harnesses + axial flux motors + reducers.

Market Layer
End Market

Driven by investment & collaborative partners.

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Robotics product development progress

Laying the foundation with next-generation AFM technology to establish the development direction of humanoid robots

■ Acquiring core electromechanical capabilities for humanoid robots through M&A

In January 2026, Pan-International acquired the Belgian axial flux motor (AFM) company Magnax, laying down the core competitive advantage for developing the humanoid robot business and the company's key positioning in the Foxconn group's robot development blueprint.

■ Establishing humanoid robots as the long-term development direction

Magnax establishes a key platform with technological depth and product scalability for the company. In the future, Pan-International will continue to focus on humanoid robot-related technologies, especially the acquisition of core technologies for key components.

Key assets acquired in this transaction

Core patents

Encompassing yoke-less stators, dual-rotor structures, and modular thermal design.

R&D talent

A top-tier electromagnetics and mechanical engineering team with a research background from Ghent University, Belgium.

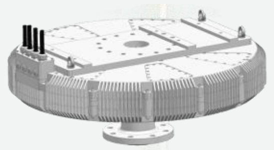
Supply chain entry

Leveraging AFM platform technology to gain technical entry into industrial applications and powertrain machinery.

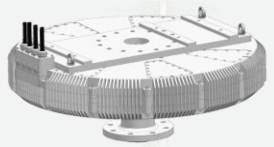
Realizing AFM commercialization to independently support robot development

2026 Q1 Q2 Q3 Q4 **2027** Q1 Q2 Q3 Q4 **2028**

110~160 KW
Industrial heavy-duty
(High-power cooling, such as air-cooling island)



Sample shipment



Mass production

1.8~7.5 KW
Industrial light-duty
(Low-power cooling, with animal husbandry application)

Sample shipment

Mass production

>1.5 KW
robot series
(Core power drive components in robot joints)

Initiate robot AFM project and establish R&D team

Start shipping samples of new wheeled lower limb and hip joints

Acquire key reducer technology

Key milestones

Complete Magnax acquisition

Build local supply chain

Finish Changzhou factory construction

Generate scale revenue

AI key components: Extending existing capabilities to capture opportunities via capacity layout

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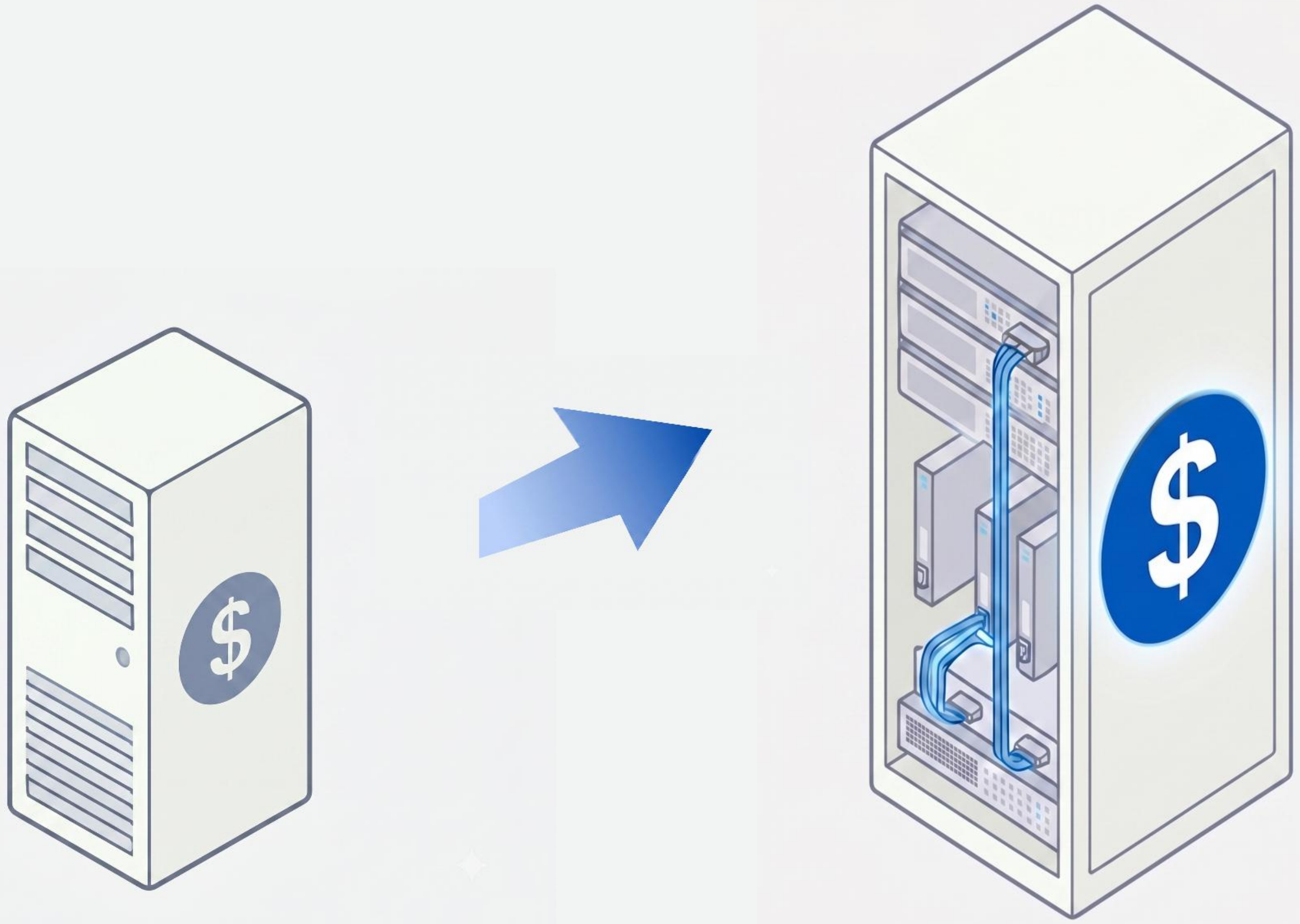
AI demand growth and supply chain restructuring create opportunities

Growing computing demand drives server upgrades. Supply chain restructuring benefits globalized manufacturers. Pan-International holds Foxconn group's sole Malaysian capacity, enabling it to locally serve massive AI server demand.

Extending capacity advantages to shift toward AI server market

Leveraging existing capabilities, Pan-International adds value to enter the AI infrastructure market for higher market share and profit, expanding into AI server components beyond assembly.



Long-term strategy execution goals and outlook

Journey of growth via strength: Key strategy actions & timeline

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2025 2026 2027 2028 2029 2030

Humanoid business	Sample delivery of AGV & humanoid wire harnesses	Enter AGV market	Acquisition of AFM and Robotics Software Technology; Investment of robotics brand companies	Acquisition of critical reducer technology	AFM products start contributing to revenue	AFM products begin profit contribution	Integration of upstream & downstream ecosystems	Significant revenue growth in key modules	Joint Entry into finished robot markets with strategic partners	Capitalization of robotics data assets
Ai server business			Malaysia plant begins mass production of AI servers Entering AI key component market					Capture localized AI data center opportunities		

Leveraging the acquisition of core component technologies and expansion into robotics applications, the 2030 objective is to supply 25–50% of the total component value within the overall robot cost structure, driving significant revenue and earnings contributions from the robotics segment.

Maintaining a stable dividend payout ratio and yield

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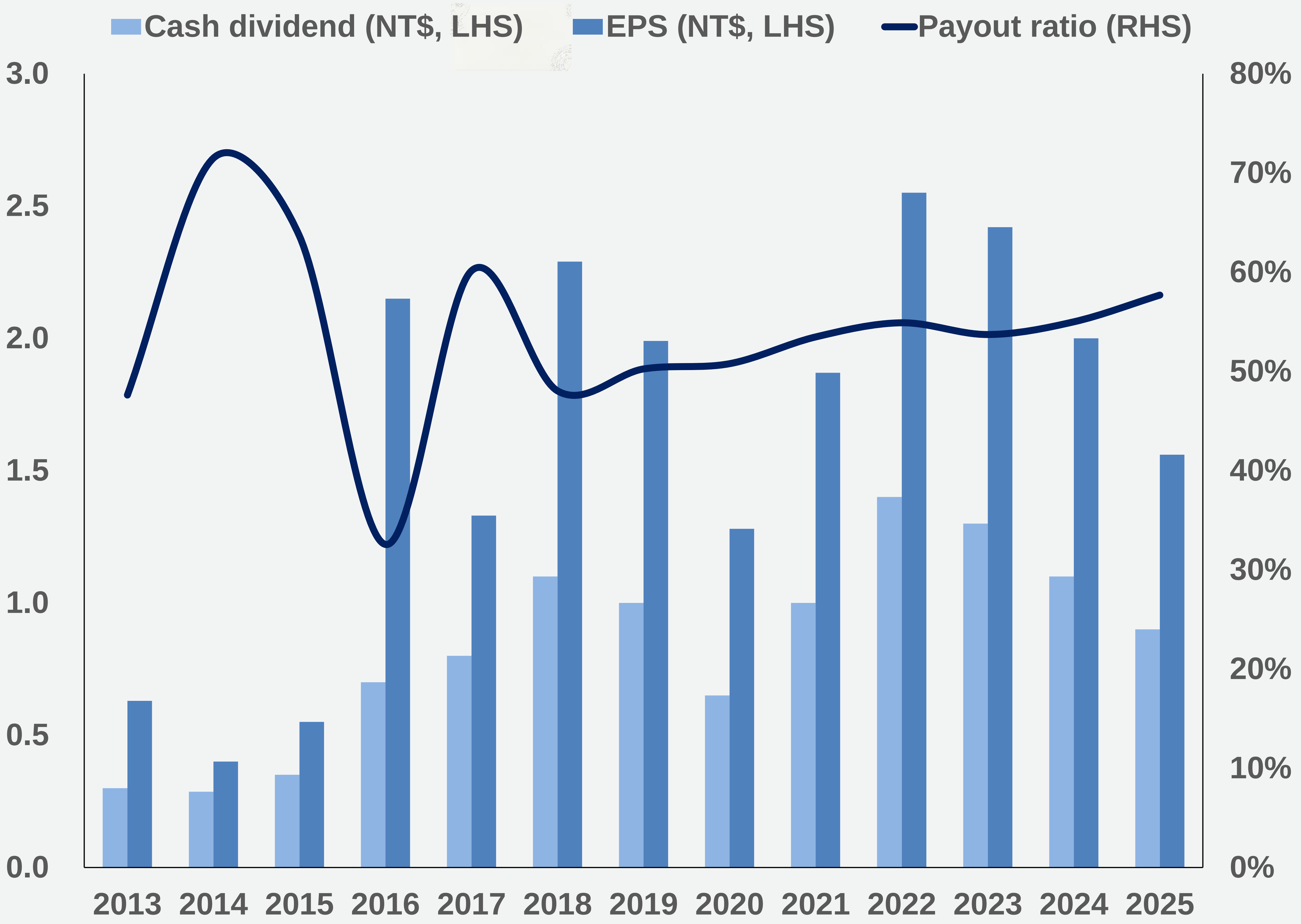
Balancing shareholder returns with strategic growth and transformation



- **Commitment to consistent payouts:** In recent years, Pan-International has remained dedicated to maintaining a cash dividend payout ratio of **at least 50%.**

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Shaping the future with Sincerity and Innovation!

Thank you