Success Always Matters

32nd AGM
Business Presentation

SAM Engineering & Equipment (M) Berhad

Date: 28th August 2026

Safe Harbour

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AGENDA

01 SAMEE Business & Market Outlook

02 SAMEE Operations

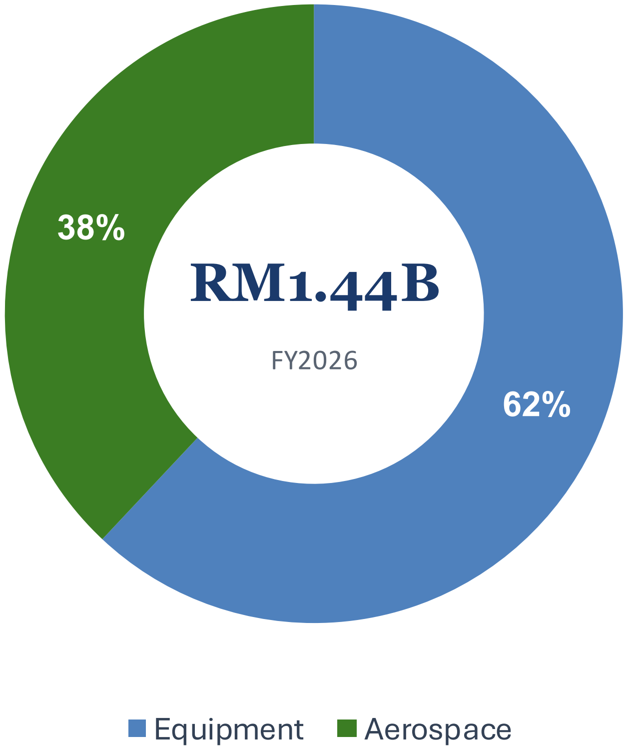
03 FY2026 Financial

04 ESG Journey

01 SAMEE Business & Market Outlook

SAMEE At A Glance

A regional precision engineering company that provides *contract manufacturing services* to the AEROSPACE and commercial EQUIPMENT industries



AEROSPACE

38% of revenue

Customers

- Aircraft Engine OEMs
- Aircraft Nacelle OEMs
- RM545.4m revenue

EQUIPMENT

62% of revenue

Customers

- Front-end Semiconductor Equipment OEMs
- Hard Disk Drive Equipment OEMs
- Back-end Semiconductor Equipment OEMs
- RM895.3m revenue

Regional Presence

Penang, Malaysia

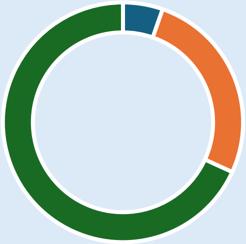
Singapore

Thailand

Ayutthaya

Ban Bueng

> 2,600 employees



Our Semiconductor Equipment Business

Differentiated by scale, precision and end-to-end integration

Large CNC Machining

Complex parts up to 3.4 m

Non-cleanroom Integration

High-complexity system assembly

Structural Frames & Processes

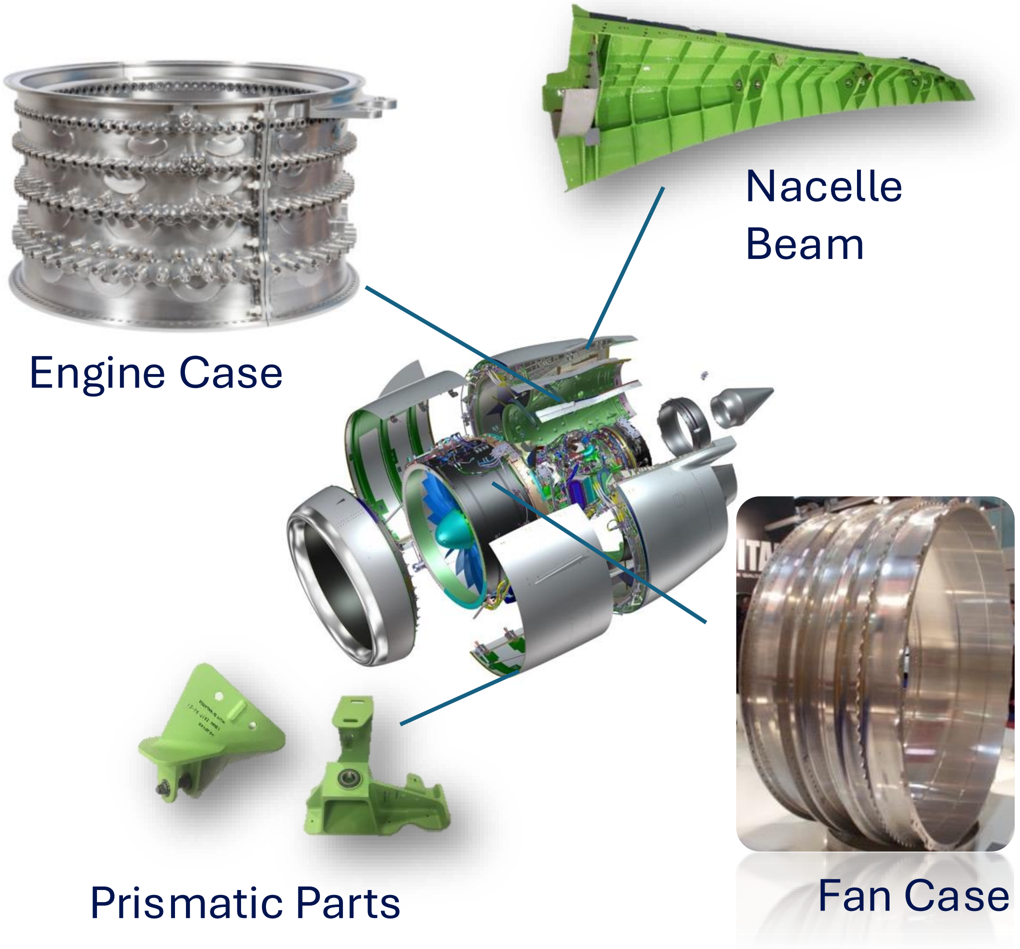
Large frames with special processes

Cleanroom Integration

Class 100, 1K, 10K and 100K

Our Aerospace Business

Aerospace Products

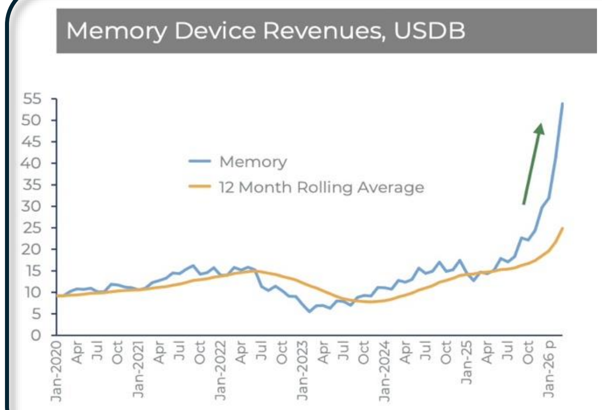


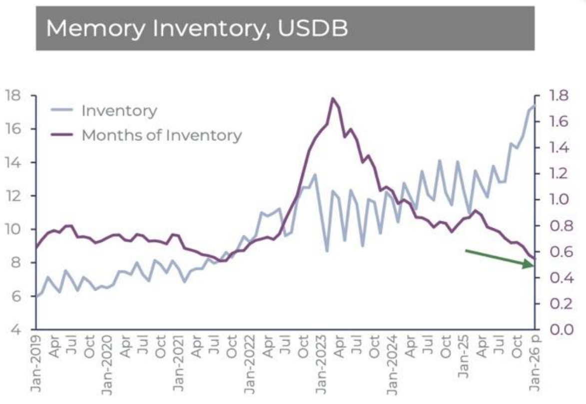
Aerospace Capabilities

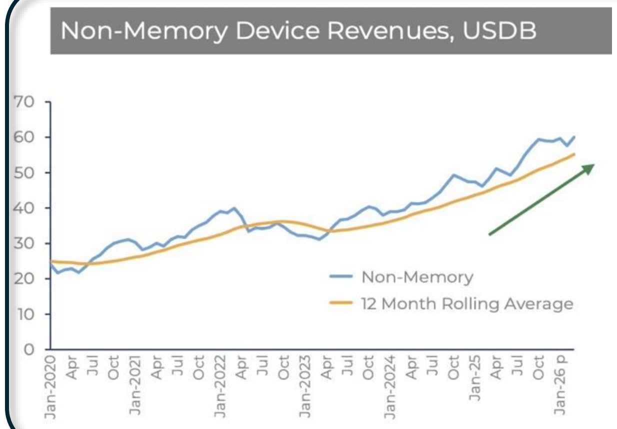
Complex Precision Machining

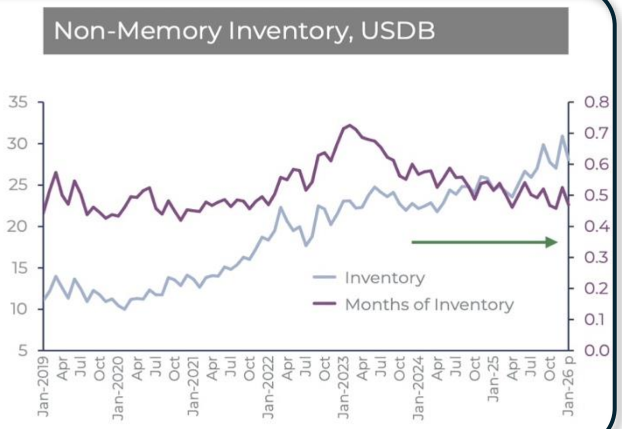
Special Processes

Semiconductor Market Perspective







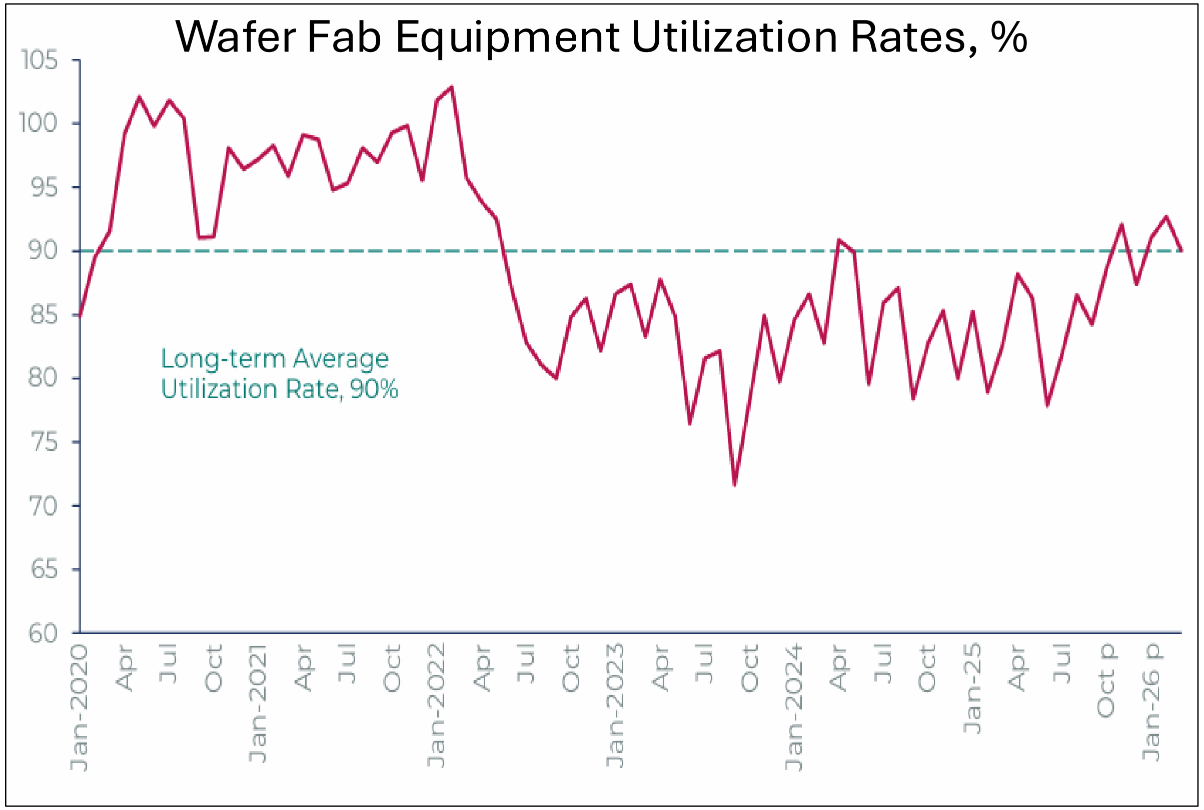


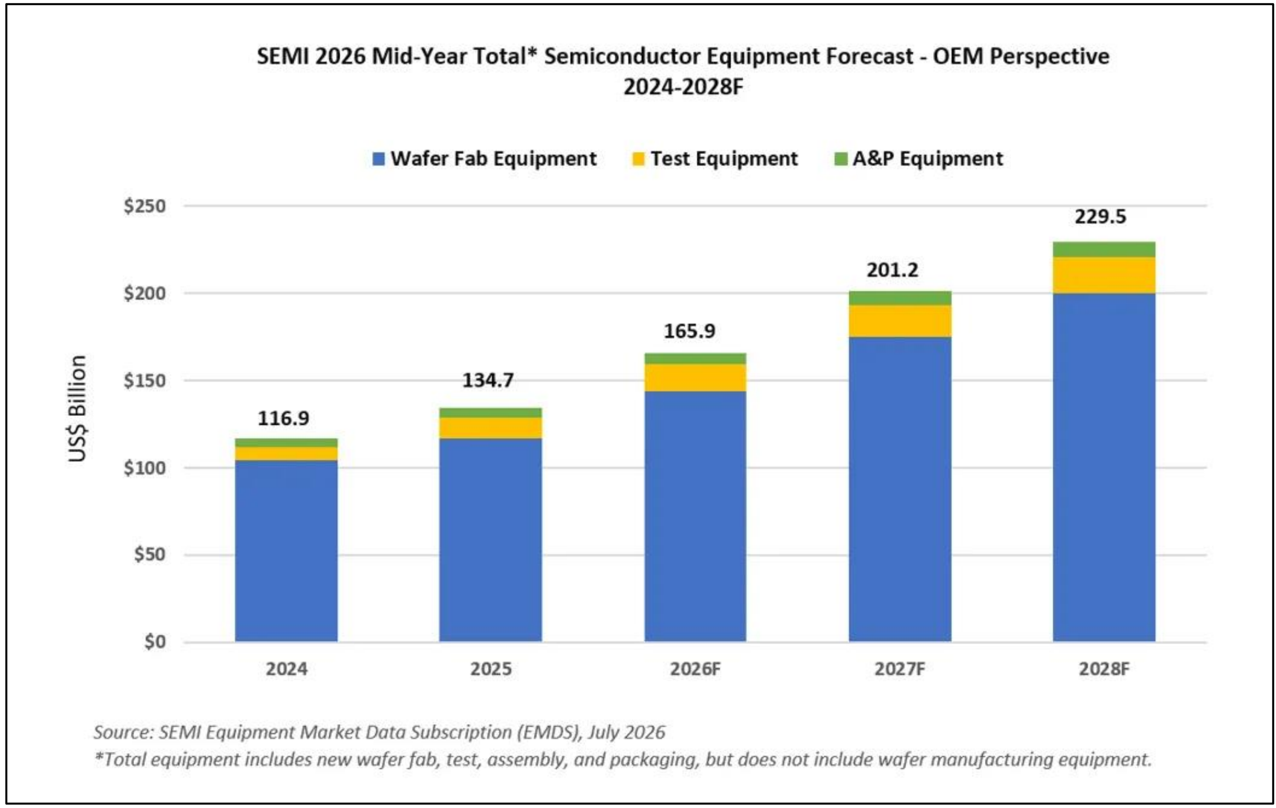
TAKE AWAY from DEVICE REVENUES and INVENTORY trend

	MEMORY	NON-MEMORY
REVENUE DRIVER	**Price spike since Q3 2025**	**AI ASIC / GPU mix shift since Q1 2023**
INVENTORY STATUS	**<0.6 months**	**~0.5 months**
CAPEX TREND	**Aggressive build-out underway**	**Continuous ramp through 2031**
CYCLE RISK	**Oversupply in 2H 2029**	**Capex peak likely in 2029**

Source : Yole July‘26

Semiconductor Equipment Market Outlook





Source : Yole July'26

Source : SEMI July'26

Equipment utilization rates are approaching the long-term average utilization rate of 90%. Historically, Wafer Fab Equipment sales surge when utilization rates are growing and passing through the 85% level.

Global sales of total semiconductor manufacturing equipment by original equipment manufacturers (OEMs) are forecast to reach a record high of $165.9 billion in 2026, increasing 23.2%

Aerospace Long-Term Market Outlook

20-year aircraft demand remains resilient through 2045

Single-aisle demand

Widebody demand

Regional Jet

~43,000 new aircraft required

Airbus 42,060 | Boeing ~43,600

~80% single-aisle share

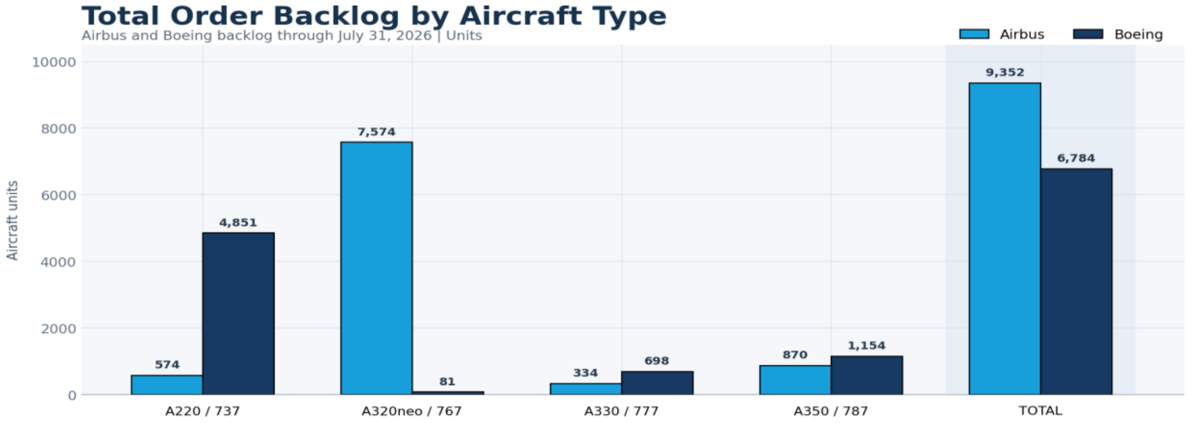
backbone of global fleet growth

~50% fleet renewal

older jets replaced by efficient aircraft

>50,000 global fleet by 2045

nearly double today's fleet



What is driving 20-year demand

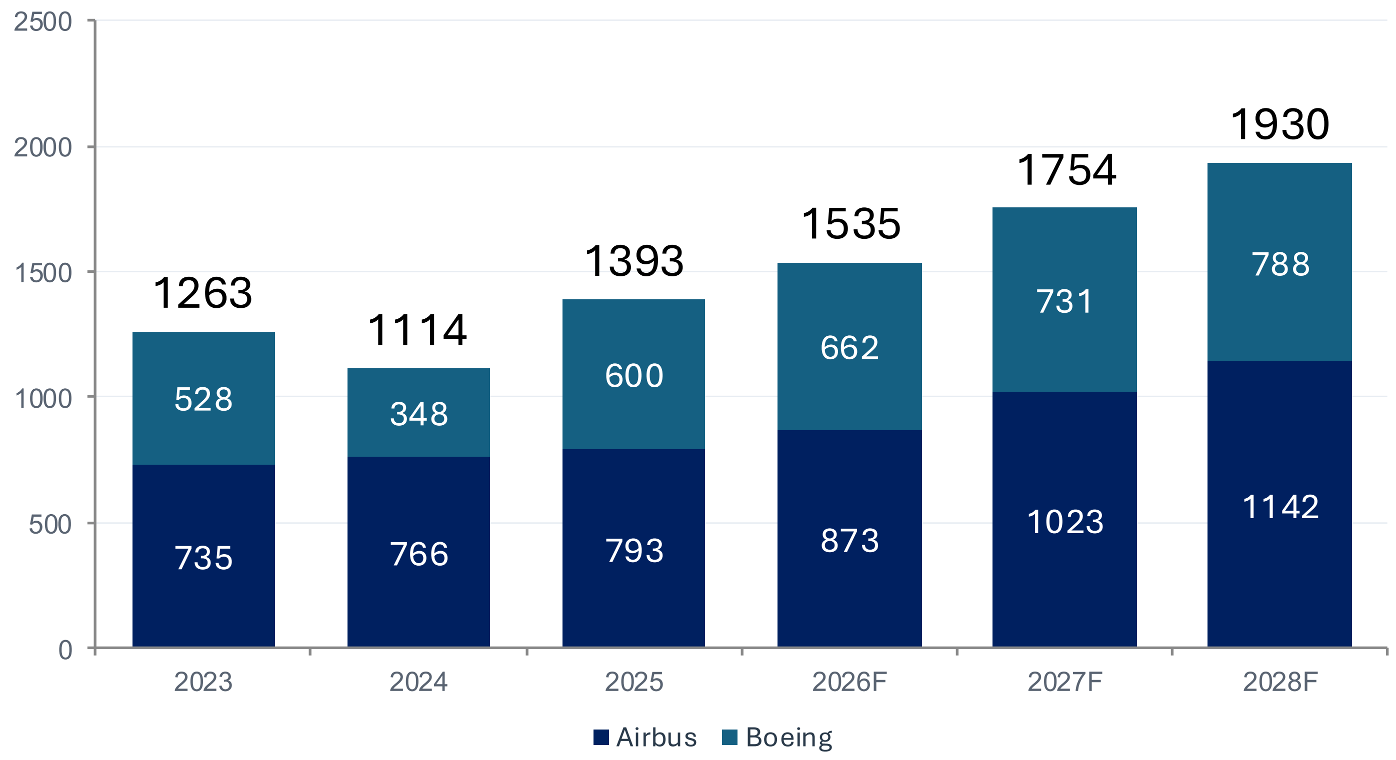
01	**Asia-Pacific leads growth**	China and India among the fastest-growing markets
02	**Traffic nearly doubles**	Rising middle class and new city-pairs support demand
03	**Efficiency accelerates renewal**	New-generation fleets lower fuel burn and emissions

Sources: Airbus Global Market Forecast 2026-2045; Boeing Commercial Market Outlook 2026

Aerospace Near-Term Market Outlook

Record backlog underpins multi-year production visibility

Airbus + Boeing Aircraft Deliveries (units)



Source: Airbus & Boeing (Actual, July'26); Forecast International (July'26)

~16,136

Combined Backlog

aircraft, Jul 2026

~10 yrs

Production Visibility

at current rates

- ~1,535 aircraft forecast for 2026; 785 delivered Jan–Jul 2026 – behind 2026 delivery plan
- Fleet expected to nearly double over 20 years – growth plus replacement demand
- OEMs investing in supply-chain ramp-up and diversification

02 SAMEE Operations

SAM Thailand Update (Rojana and Ban Bueng)

Rojana, Ayutthaya

RJ 1
Non-Cleanroom Assembly

RJ 2
Sheetmetal Fabrication

Ban Bueng, Chonburi

BB 1
Machining + Cleanroom Assembly

BB 2
Machining + Special Process

BB 3
Machining

Mass Production (green)
Industrialization Phase (yellow)

SAM Thailand Update – Ban Bueng 2 (BB2)

SAM Thailand BB2 is currently in production mode.

Relocation of Casing Business to Thailand

Singapore

Jurong
(Relocated)

Tuas

Thailand

BB3 Factory ready
Dec 2025

Completed

Machines Installation & Transfer
2026 to 2027

Product Qualification
2026 to 2027

On-going

Volume Production
2028

SAM Malaysia: New Class 100 & Class 1K Cleanroom

- Expansion of ISO Class 100 (ISO 5) and Class 1K (ISO 6) cleanroom capacity at SAM Malaysia to support growing precision assembly demand

- Class 100 cleanroom is dedicated to ultra-clean critical assembly and test operations for semiconductor front-end customers

- Class 1K cleanroom is for sub-assembly, front end equipment assembly and test operations.

Technology: Artificial Intelligence (AI) & Digitization

1 SAM Dashboard

Real-time, standardized operational KPI visibility across sites.

2 e-Router & e-WI

Controlled digital routing and work instructions at point of use.

3 RFID Traceability

Automatic material and part movement visibility from store to production.

4 AI Inspection & Production Planning

Computer vision-supported defect detection integrated with inspection workflow.

Create a digital thread that connects performance, process, material and quality data.

Technology: Robotic & Automation Solution

ROBOTIC WELDING

AGV

AUTOMATION SOLUTION

Move • Process • Inspect

Scale proven cells across SAM sites using common safety, data and performance standards.

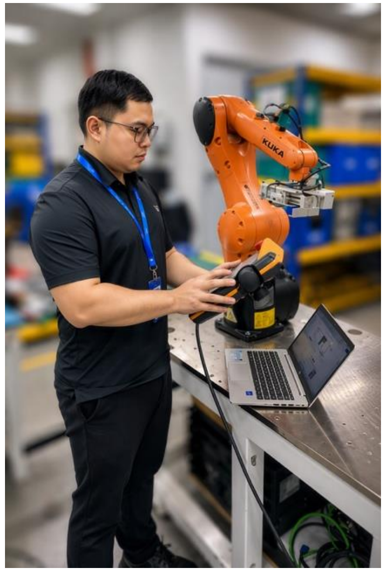
Solution portfolio

Deploy by process need, then connect each cell to shop-floor systems.

01 **Robotic processing**
Welding, polishing and finishing for repeatable paths, controlled parameters and consistent output.

02 **Autonomous material flow**
AGV /movement of workpieces, tools and carts between stores, machines and inspection points.

03 **Robotic Assembly & Inspection**
Robotic Assembly and Automated inspection system with AI to detect defects

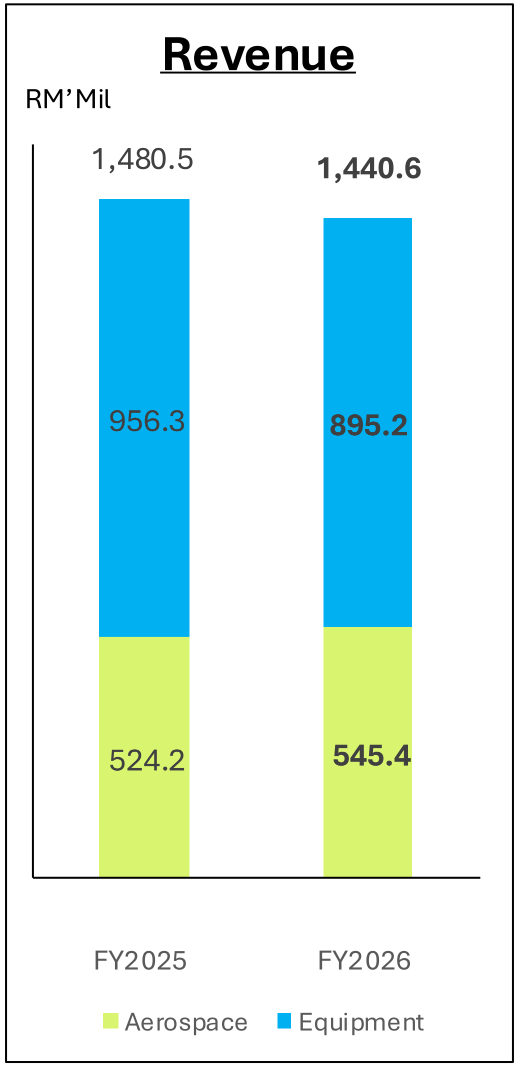


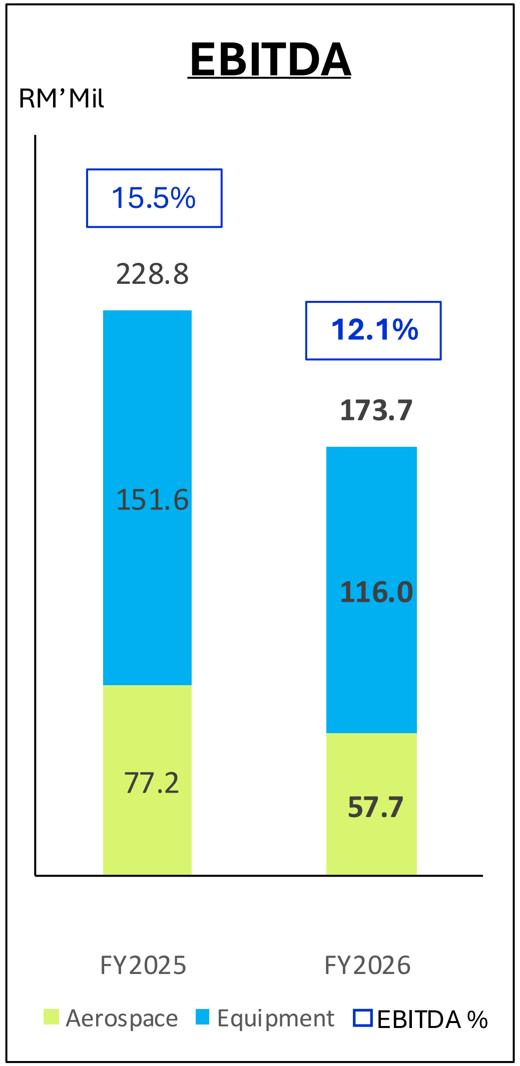
- Consistency & quality
- Labour productivity
- Safer operations
- Scalable capacity

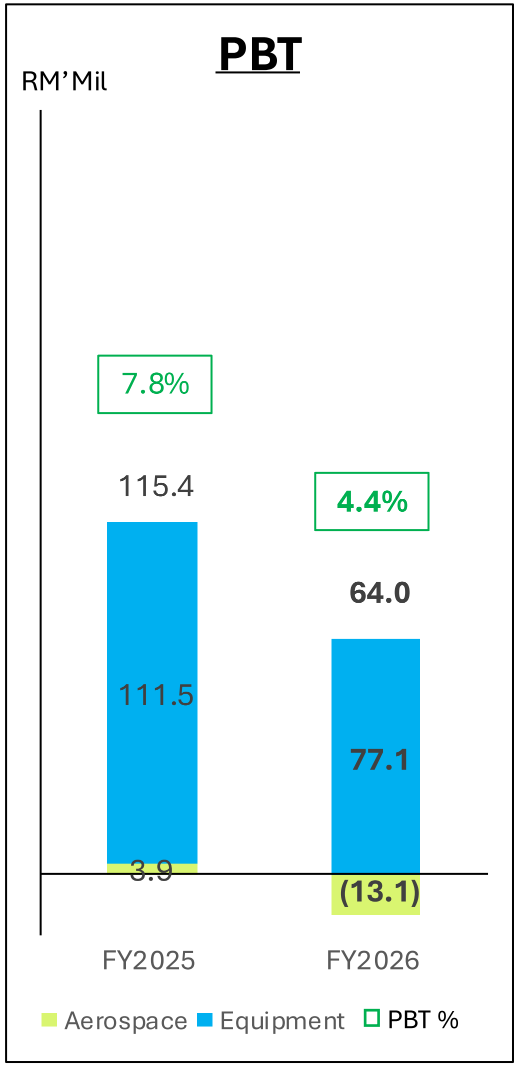
Awards and Recognitions in FY2026

03 FY2026 Financial

FY2026 VS FY2025







Group

- Revenue and PBT decreased by RM39.9mil and RM51.4mil respectively

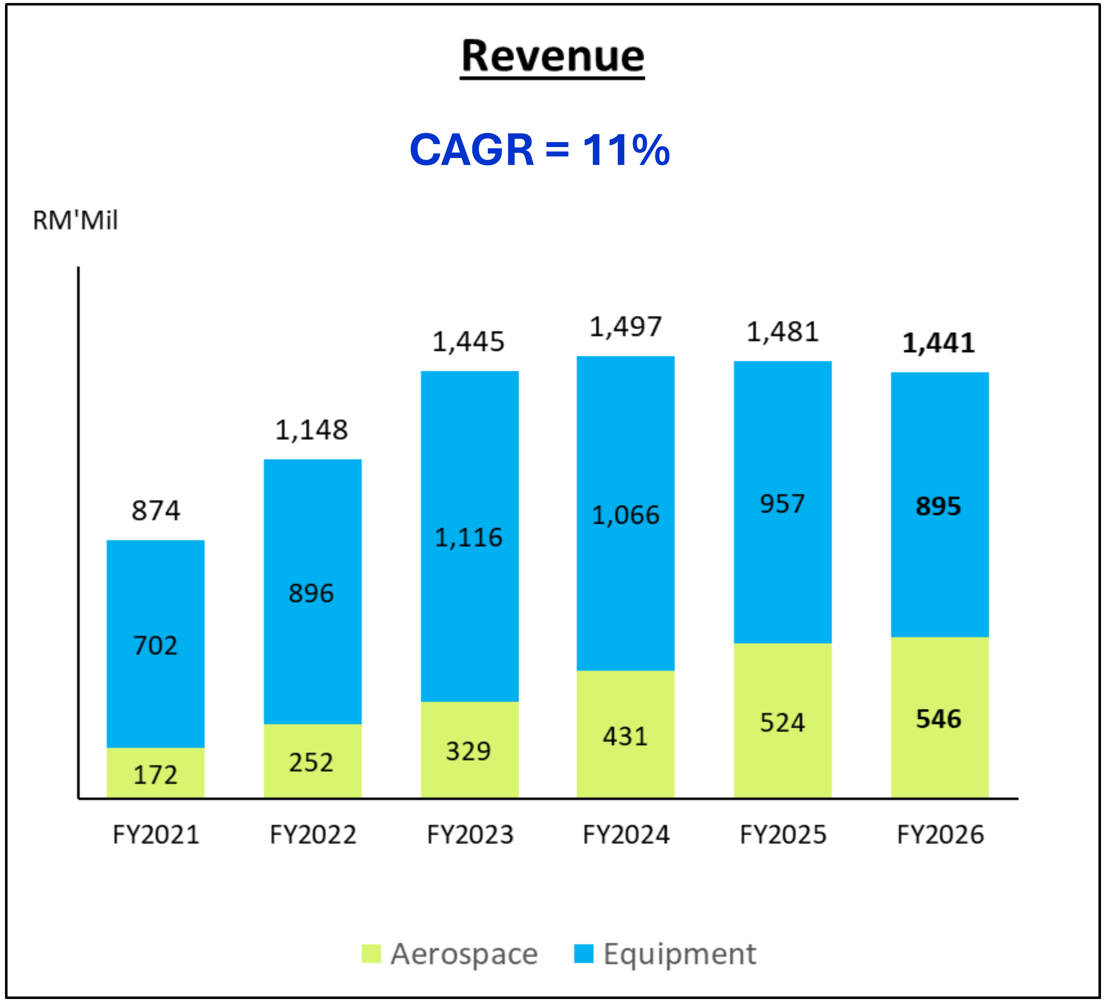
Equipment

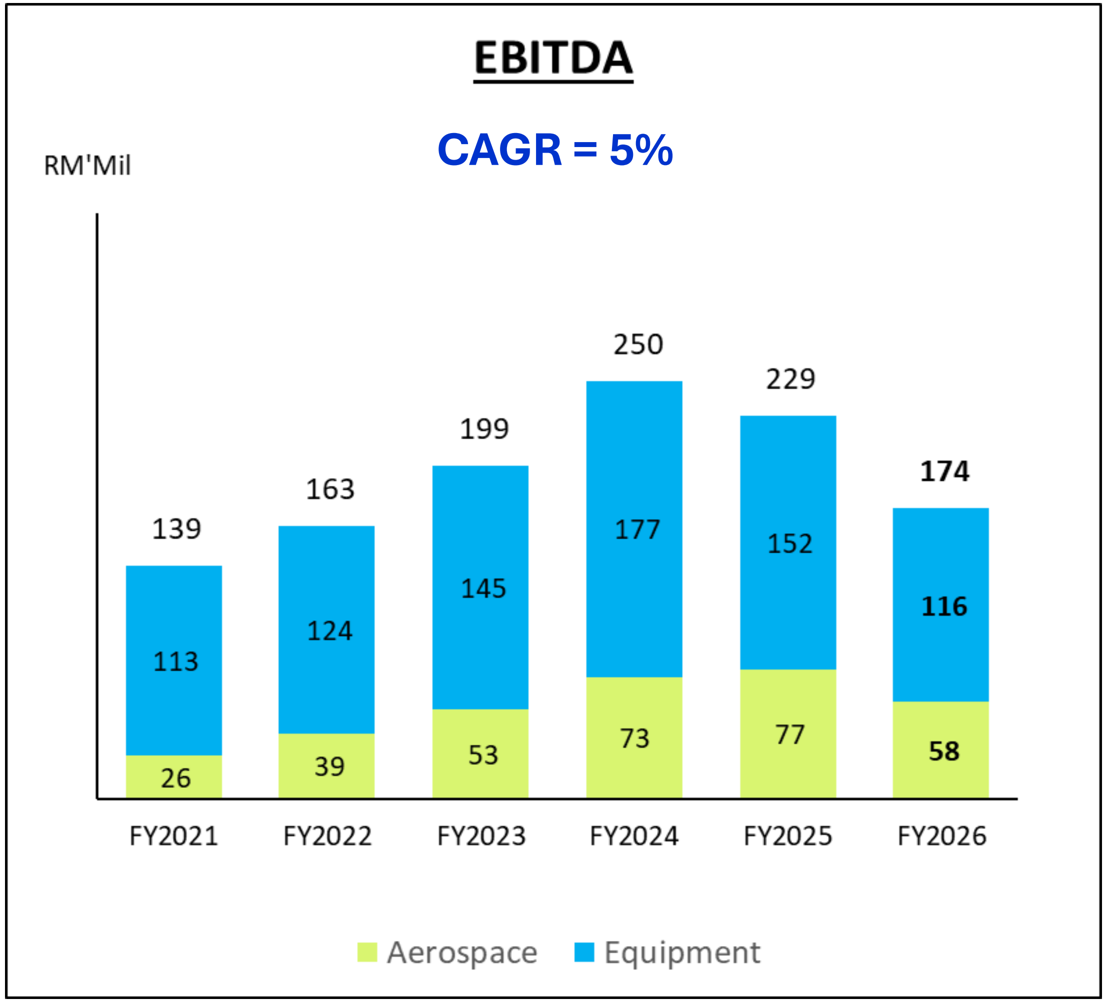
- Revenue decreased by RM61.1mil – unfavourable foreign exchange translation (weakening of the US Dollar)
- PBT decreased by RM34.4mil – unfavarouble foreign exchange impact and under-recovery of costs resulting from lower capacity utilisation

Aerospace

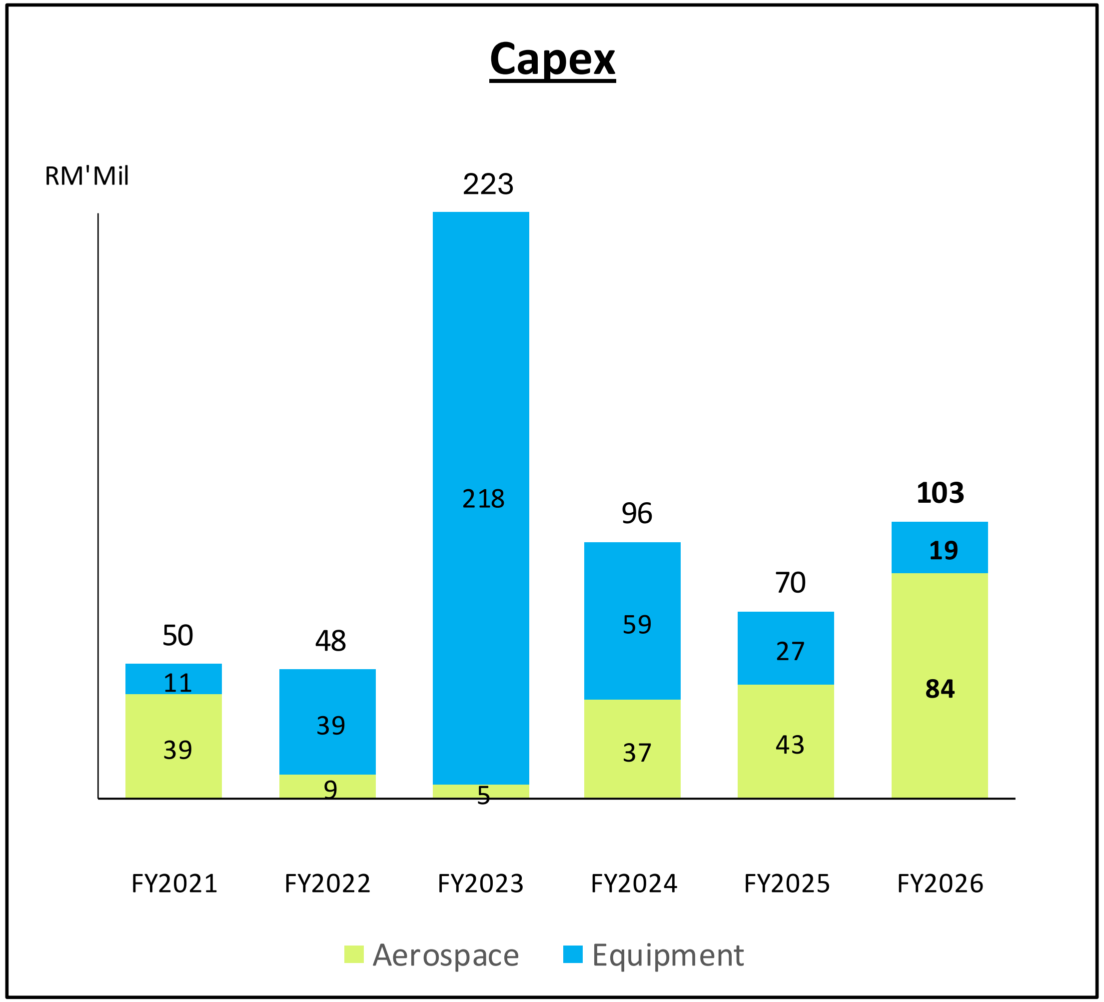
- Revenue increased by RM21.2mil – higher sales of casing and structure products, partially offset by unfavourable foreign exchange translation
- Loss increased by RM17.0mil – higher start-up costs in Thailand, transitional costs arising from the relocation of casing operations from Singapore to Thailand, unfavourable foreign exchange impact, escalating operating cost and compensation received for defective material in the preceding year

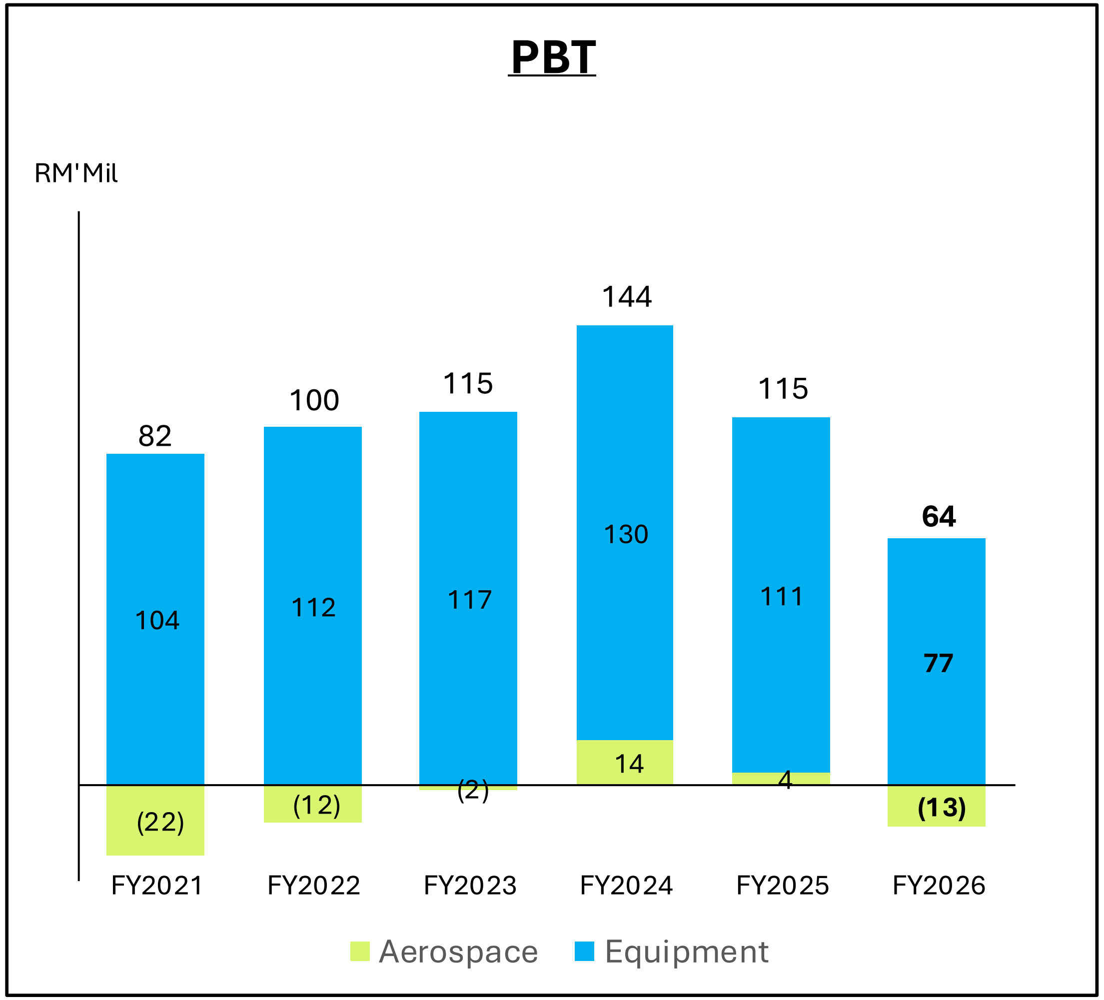
Revenue & EBITDA



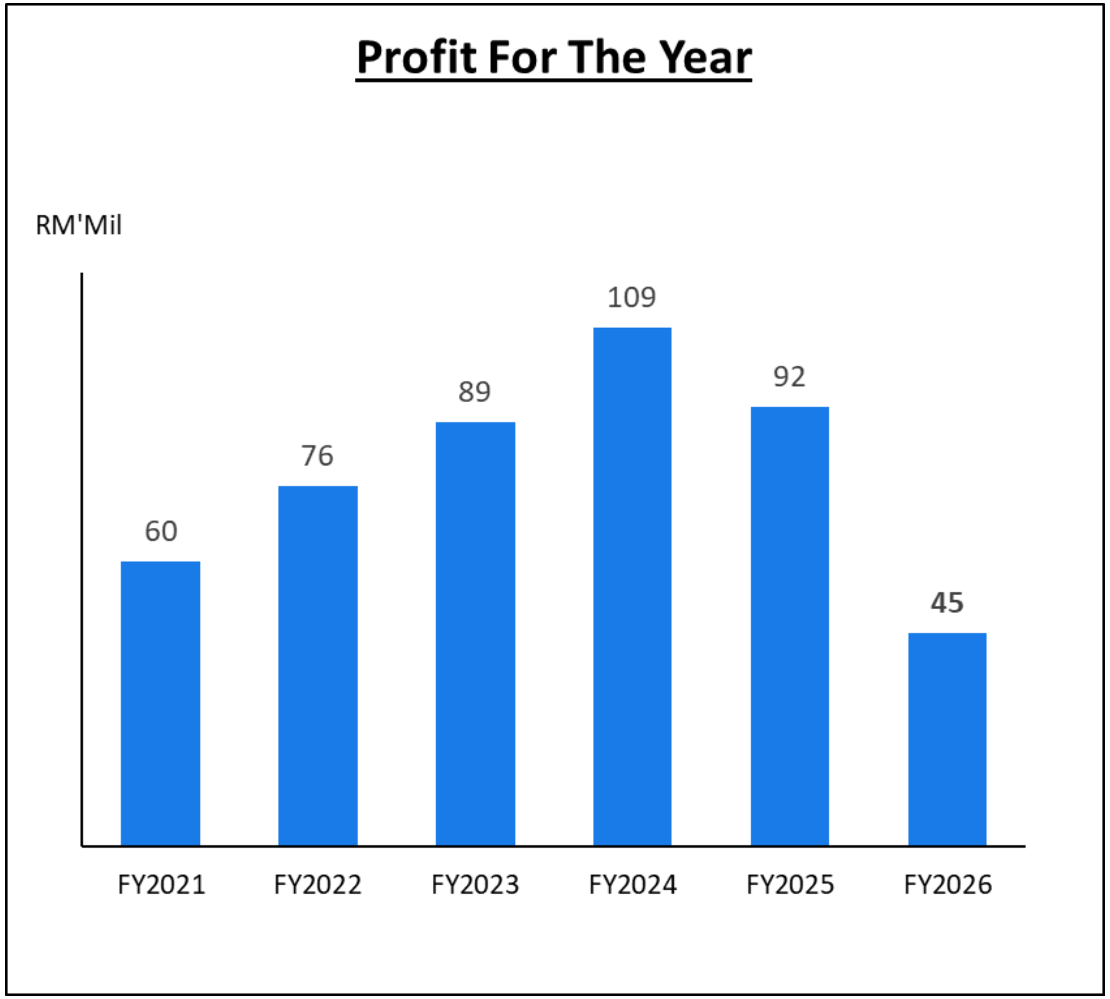


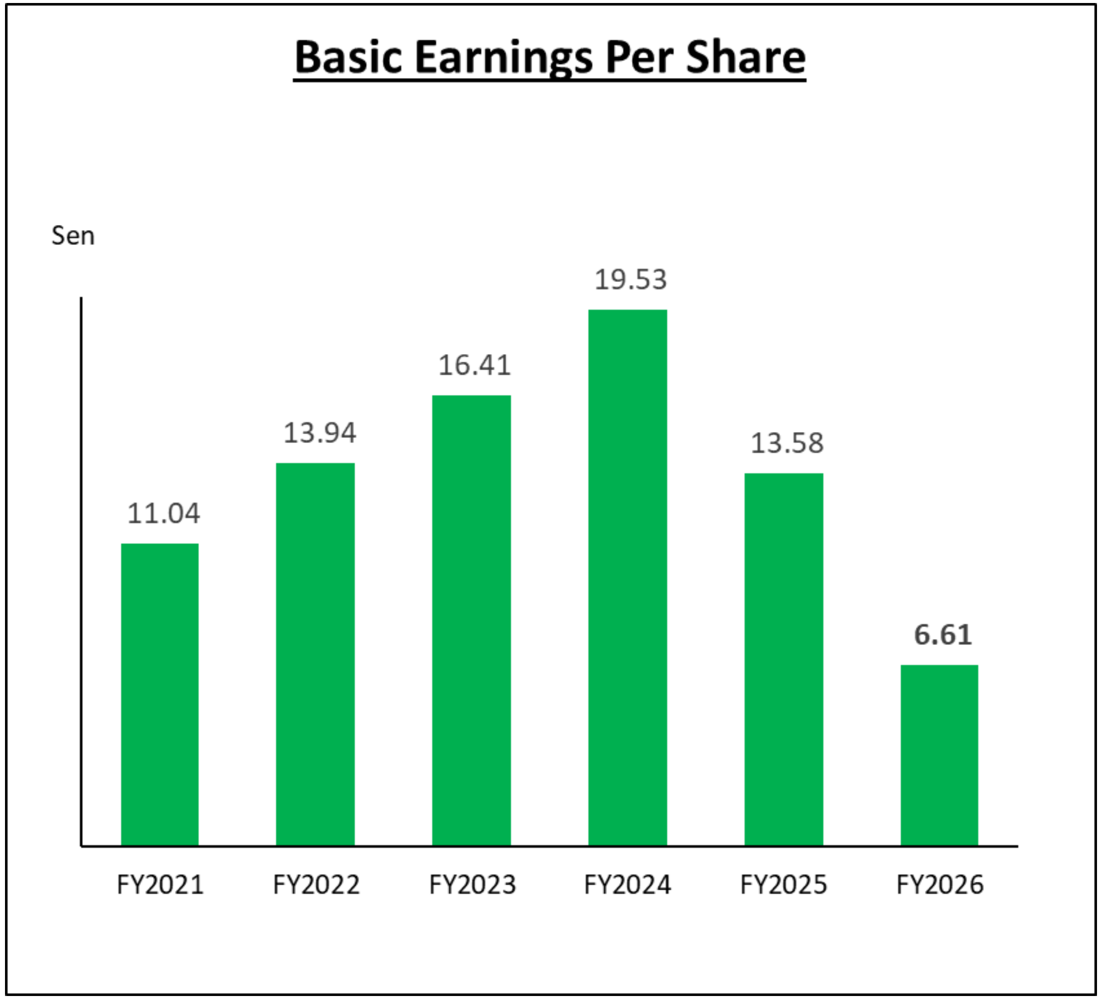
Capex & PBT


Capex
RM'Mil
223
218
5
50
11
39
48
39
9
96
59
37
70
27
43
103
19
84
FY2021
FY2022
FY2023
FY2024
FY2025
FY2026
Aerospace
Equipment

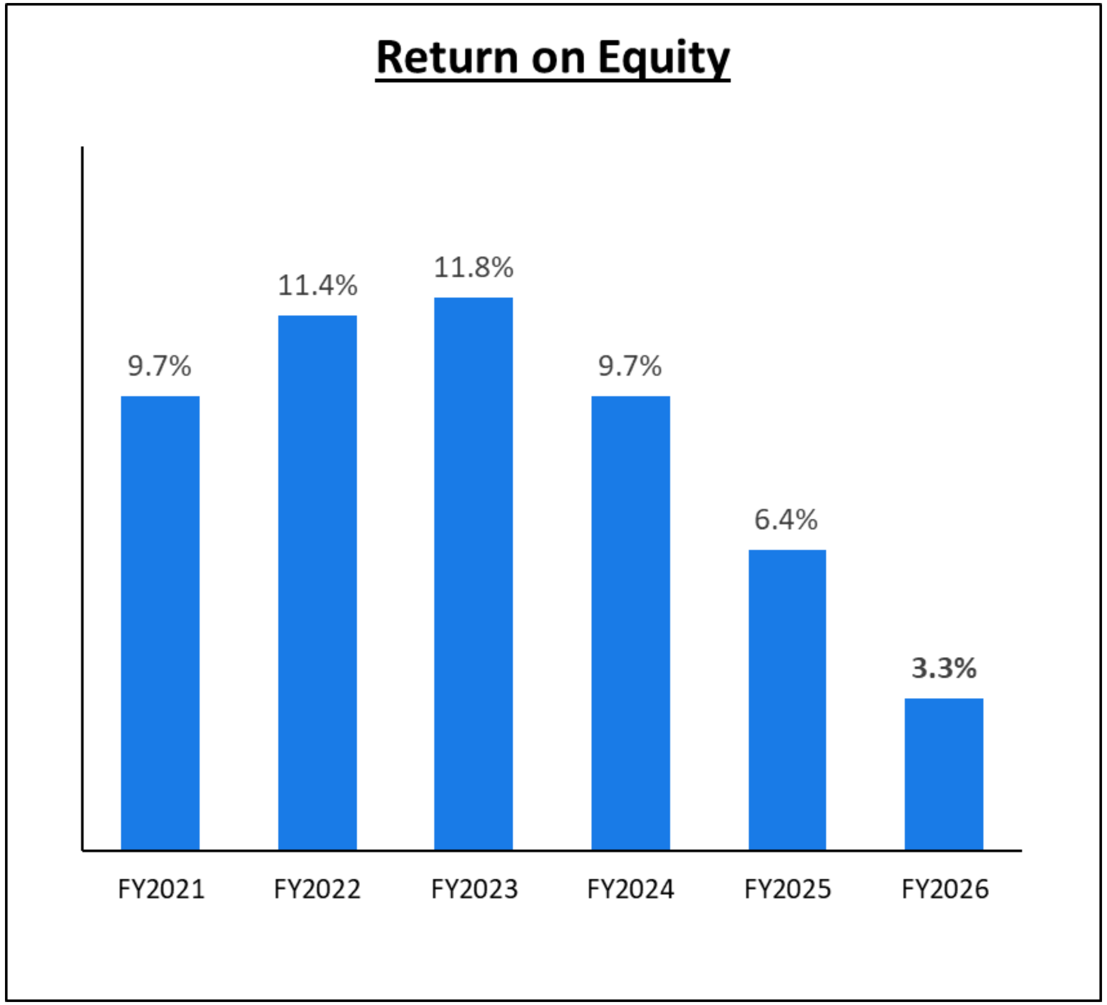

PBT
RM'Mil
82
104
(22)
100
112
(12)
115
117
(2)
144
130
14
115
111
4
64
77
(13)
FY2021
FY2022
FY2023
FY2024
FY2025
FY2026
Aerospace
Equipment

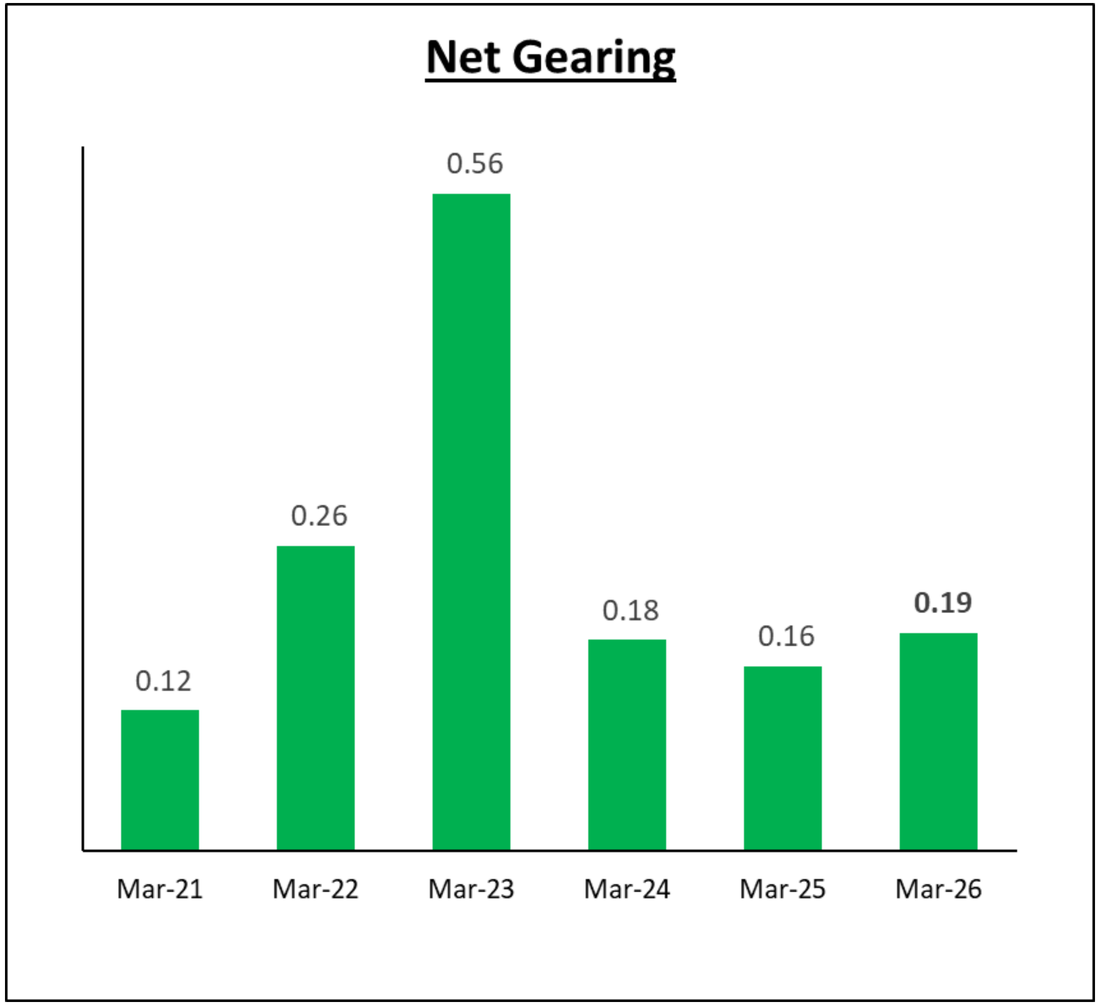
Profit for the Year & Basic Earnings Per Share





Return On Equity & Net Gearing





04 ESG Journey

SAMEE's FTSE4Good ESG Rating Journey

FTSE4Good

★★★
3-star

FY2024
Building ESG Foundation

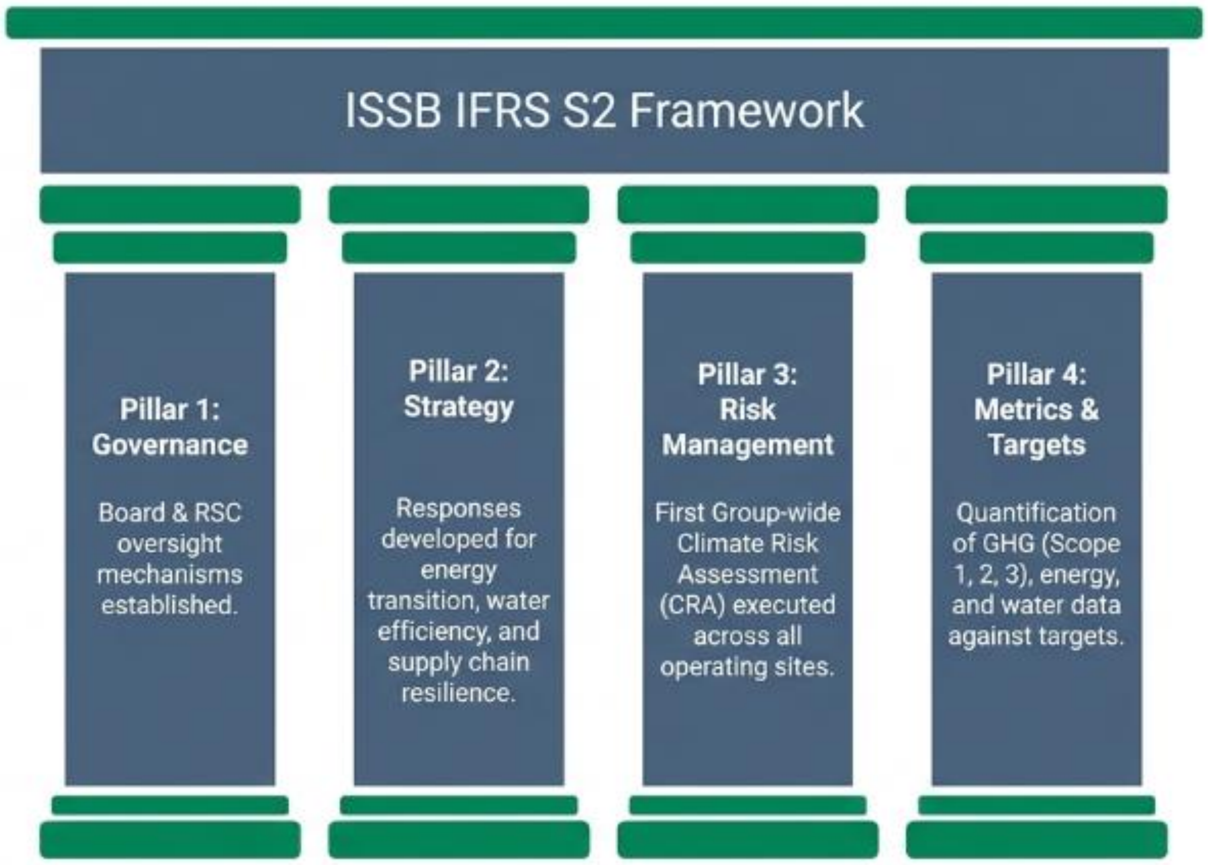
FY2025
FTSE4Good Index Inclusion

Inclusion in FTSE4Good Bursa Malaysia Index (F4GBM) & FTSE4Good Bursa Malaysia Shariah Index (F4GBMS)

★★★★
4-star (highest)

FY2026
Achievement

Building a Future-Ready Business



SAMEE has established the key building blocks of the ISSB IFRS S2 framework to enhance business resilience and sustainability reporting.

Key Achievements

- ✅ Climate governance in place
- ✅ Climate risks assessed across operating sites
- ✅ Reporting framework enhanced

Delivering ESG Performance Across the Group

FY2026 Sustainability Performance Highlights

Environment

4,617 tCO_2e
Emissions Avoided

6,240 MWh
Solar Energy Generated

Thailand
Expanded Rainwater Harvesting

Social

32%
Women in Management Roles

30 hours
Training per Employee

RM150,200
Community Contributions

Governance

4-Star
FTSE4Good Rating

ISO/IEC 27001
Certified

100%
ABC Training

Leadership & Achievements Award
ESG Leadership Excellence

National HRD Award

Summary

Equipment – strong demand

Semiconductor front-end demand strengthening from FY2027; hard disk drive orders secured through FY2028

Aerospace - resilient

Industry strong order backlog and no immediate impact on aerospace customers' demand from Middle East conflict

New equipment projects secured

New projects and NPI programmes secured as customers expand production in Asia

Aerospace casing business

Transfer of aerospace casing business to Thailand on-going and is expected to complete by FY2028

Secured non-US equipment customers

Added as approved vendor to reduce US-centric concentration in front-end business

Cost & FX headwinds

Freight, consumables, utilities inflation & weaker US Dollar; price adjustments under negotiation

Q&A

Thank You

- *Success Always Matters* -