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KEY LEADERSHIP INTERVIEW

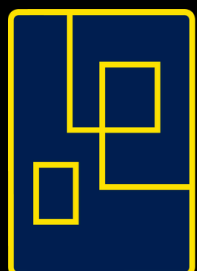


**Mr. Kenneth Lee
Wee Ching**

Chief Executive Officer

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From your perspective, what are the most significant shifts currently shaping the semiconductor equipment and services landscape?

The semiconductor equipment and services market is undergoing three major shifts. First, customers are demanding much higher uptime, faster response, and deeper technical ownership from service partners. Second, the market is moving from a purely capex-driven mindset to a total lifecycle mindset, where refurbishment, parts reliability, preventive maintenance, and tool life extension are becoming strategically important. Third, supply chain resilience has become a board-level issue. Customers no longer want only the cheapest source. They want trusted partners who can support continuity, quality, compliance, and speed across multiple regions.

At GTSS/GNS, we see this as a major opportunity. The winners in this market will not be simple traders. They will be companies that combine engineering capability, field execution, parts knowledge, and regional service infrastructure. That is exactly the platform we are building.



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Your company has evolved from trading to a full-suite solutions provider. What were the key strategic decisions that enabled this transition?

The key decision was to move up the value chain intentionally. Trading can open doors, but long-term leadership comes from technical capability and customer dependence on your execution, not just your inventory. We invested in engineering talent, field service capability, refurbishment know-how, process understanding, and regional support infrastructure. That allowed us to evolve from supplying items to solving mission-critical problems.

The second strategic decision was to stay close to the customer's real pain points. Customers do not buy a part or a service in isolation. They buy uptime, reliability, faster recovery, and lower operational risk. Once we aligned our business around those outcomes, our role in the value chain became much more strategic.

This transition is important because it is also the foundation of a stronger, more scalable, and more defensible business model, which is essential for a company preparing for its next phase of growth.



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How do you define your company's role within the semiconductor value chain today?

We see GTSS/GNS as an enabling partner within the semiconductor value chain. We sit in the critical space between equipment capability and manufacturing continuity. Our role is to help customers maximize equipment performance, extend asset life, reduce downtime, and improve resilience through high-quality parts, refurbishment, engineering support, and field services.

In other words, we are not just supporting the ecosystem. We are helping make the ecosystem more efficient, more sustainable, and more dependable. That role becomes even more important as fabs look for partners who can combine technical expertise with execution speed and regional presence.



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You have managed operations across multiple territories. How do you approach market expansion while maintaining operational consistency?

My approach is to expand with discipline, not just ambition. Growth only creates value if it is repeatable and controllable. So when we enter or scale in a market, we focus on building the same core operating DNA: technical standards, internal control system, service quality, response discipline, customer engagement, and leadership accountability. The local market may differ, but the operating principles cannot be diluted.

I believe strong companies localize their execution without compromising their standards. That is how you scale responsibly. For GTSS/GNS, the goal is not just to be present in more markets. The goal is to deliver the same confidence to customers wherever we operate.



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Looking ahead, which areas of the semiconductor ecosystem do you see presenting the most significant change or opportunity, and how is your company preparing to respond to these shifts over the next 3-5 years?

I see major opportunity in lifecycle services, advanced refurbishment, localization of technical support capability, and higher-value engineering support around installed tool bases. As fabs become more demanding on uptime and cost efficiency, the ecosystem around maintaining, upgrading, and optimizing equipment will become even more important.

I also believe customers will increasingly value partners who can combine speed, engineering depth, and regional execution. The future will not belong only to those who make equipment. It will also belong to those who can sustain performance across the full operating life of that equipment. That is where GTSS/GNS is strongly positioned.

We are preparing in a very focused way. We are deepening our technical capabilities, strengthening our regional operating platform, investing in talent development, and building a more scalable service, equipment and parts model. We want GTSS/GNS to be known not only for reliability today, but for strategic relevance tomorrow.

Over the next three to five years, our ambition is to strengthen our position as a trusted semiconductor equipment, parts, and services leader in the region, while also building the governance, operational maturity, and growth quality expected of a publicly trusted company. That journey requires vision, but also discipline. We are committed to both.



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