Accelerating our *Journey to Excellence*

Micro-Mechanics (Holdings) Ltd
Extraordinary General Meeting
30 October 2025

Overview and Disclaimer

The purpose of this PowerPoint presentation is to provide an overview of the Circular issued by the Company on 30 September 2025 (the "**Circular**"), giving shareholders a better understanding of the EGM resolutions before casting their votes.

Unless otherwise defined, all capitalised terms used in this presentation which are not defined herein shall have the same meanings ascribed to them in the Circular.

Shareholders are advised to review the contents of the Circular before voting.

Ordinary Resolutions

Resolution 1: The proposed adoption of the Share Buy-Back Mandate

Resolution 2: The proposed adoption of the Micro-Mechanics Performance Share Plan 2025 ("**PSP 2025**")

Resolution 3: The proposed participation by Mr Kyle Christopher Borch in the PSP 2025

Resolution 4: The proposed grant of an award of up to 100,000 shares to Mr Kyle Christopher Borch under the PSP 2025

- Resolution 1 is independent of Resolutions 2, 3 and 4.
- Resolution 3 is conditional on the passing of Resolution 2.
- Resolution 4 is conditional on the passing of both Resolutions 2 and 3.

Ordinary Resolution 1: Share Buy-Back Mandate

Overview

Proposed Share Buy-Back Mandate gives the Directors the flexibility to repurchase Shares

- when considered to be in the best interests of the Company and/or its shareholders
- taking into consideration factors such as surplus cash, market conditions and cost effectiveness and efficiency



Maximum number of Shares	Mandate period	Price caps
• Up to 10% of the total issued Shares[1], excluding treasury shares and subsidiary holdings, measured as at the date the mandate is passed	• From EGM approval until the next AGM, or earlier if fully utilised or varied or revoked	• *In the case of a Market Purchase:* 105% of the Average Closing Price[2] • *In the case of an Off-Market Purchase:* 120% of the Average Closing Price

[1]As at the Latest Practicable Date (i.e. 17 September 2025, being the latest practicable date prior to the issue of the Circular), there are 139,031,881 Shares in issue (excluding treasury shares and subsidiary holding). As at the Latest Practicable Date, the Company has no treasury shares and subsidiary holdings.

[2] "**Average Closing Price**" means the average of the closing market prices over the **last five market days** immediately before the purchase (or offer) date, adjusted for any relevant corporate actions per SGX rules.

Ordinary Resolution 1: Share Buy-Back Mandate

Rationale

Disciplined and flexible capital management to deliver sustainable long-term value to shareholders



Cost-efficient way to return surplus cash and enhance ROE



More control over capital structure to potentially enhance NTA per share and EPS



Ability to mitigate short term market volatility



Ability to offset effects of share price speculation

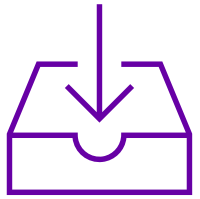


Ability to mitigate dilution impact which may arise from employee share schemes *(including PSP 2025)*

Ordinary Resolution 2: Adoption of PSP 2025

Overview

The PSP 2025 allows eligible Participants to receive fully paid Shares free of charge, provided that they meet certain prescribed Performance Conditions within a prescribed Performance Period.



Eligible Participants	Operating mechanism	Limits and duration
• **Group Employees** *(including Group Executive Directors)* • **Group Non-Executive Directors** • **Controlling shareholders of the Company and their associates who are Group Employees or Group Non-Executive Directors** *(subject to independent shareholders' approval by separate resolutions)*	• **Shares purchased by the Company and held as treasury shares (or, where necessary, new Shares allotted and issued)** will be used for PSP 2025 • Factors such as cash available, number of shares to be delivered, prevailing market price of shares, and settlement costs will also be considered	• **Up to 15% of total issued Shares** (excluding treasury shares and subsidiary holdings) **on the day preceding the date of award** • Out of this 15% limit, not more than 25% to controlling shareholders and their associates in aggregate; and not more than 10% to any one such person • **Maximum period of 10 years** from the date PSP 2025 is adopted

Ordinary Resolution 2: Adoption of PSP 2025

Rationale

Reward, retain, and motivate *High-Performance Teams* to deliver long-term shareholder value



Enhance flexibility in incentivising employees and directors



Align employees and directors with shareholders' interests



Reward and retain key talent critical to long-term success



Drive performance through KPI-based stretched targets



Build a culture of ownership to support sustainable growth

Ordinary Resolutions 3 and 4:
Mr Kyle Borch's participation in PSP 2025 and KB Award grant

Overview

- Mr Kyle Borch is an Executive Director, the CEO, and a controlling shareholder of the Company
    - Leading the Group's *Five-Star Factory* initiative, which has supported its earnings recovery in FY2025 and positioned the Group for sustained long-term growth
    - Holding approximately 32.89% of issued share capital as at the Latest Practicable Date
- Pursuant to Rule 853 of the Listing Manual, the participation by, and any Awards to be granted to, Mr Kyle Borch must be approved by independent shareholders by way of separate resolutions

Ordinary Resolutions 3 and 4:
Mr Kyle Borch's participation in PSP 2025 and KB Award grant

Overview

The KB award will entitle Mr Kyle Borch to receive up to 100,000 Shares, to be vested in two tranches in FY2026, subject to the achievement of certain predetermined Performance Conditions

Performance Conditions	Release and Vesting	Moratorium
Include but not limited to: • Sales targets • Gross profit margin • Overhead margin; and • Other metrics/milestones specific to *Five Star Factory* progress	• 50% at the end of 1HFY2026 • 50% at the end of 2HFY2026	• One year from each Vesting Date • During each such period, Mr Kyle Borch may not transfer, charge, assign, pledge, or dispose of the Shares awarded without approval from the Committee

Ordinary Resolutions 3 and 4:
Mr Kyle Borch's participation in PSP 2025 and KB Award grant

Rationale

Reward, retain, and motivate *High-Performance Teams* that are critical to the Group's success



Ensure parity with other employees and reinforce long term commitment



Provide further incentives to optimise performance and efficiency



Recognise proven leadership and impact

In summary

	Resolution	Purpose
1	Adoption of Share Buy-Back Mandate	Optimise capital structure and enhance shareholder returns
2	Adoption of PSP 2025	Strengthen performance-based incentives for *High Performance Teams*
3	Mr Kyle Borch's participation in PSP 2025	Reinforce leadership's commitment to driving long-term shareholder value
4	KB Award grant to Mr Kyle Borch	Recognise leadership contribution and incentivise continued pursuit of excellence

Thank you

For more information, please contact investor relations at micro-mechanics@teneo.com

