Accelerating our *Journey to Excellence*

Micro-Mechanics (Holdings) Ltd
1QFY2026 results presentation
30 October 2025

MICRO-MECHANICS

Table of Contents

Corporate overview

Micro-Mechanics facility in California, USA (MMUS)

Corporate overview

- *Next Generation Supplier* focused on enabling advanced technologies
- Established track record since founding in 1983 and public listing on SGX Mainboard in 2003
- Trusted by more than 600 customers globally with diversified geographical footprint across five operating facilities in USA, Singapore, Malaysia, China and Philippines
- Purpose driven mission –
  - ***Perfect Parts and Tools, On Time, Every Time -*** based on scalable, repeatable, cost-effective and data-driven processes

Micro-Mechanics' headquarters in Singapore (MMS)

Diversified customer base across semiconductor value chain

Supplying next-generation process critical parts to over 600 customers globally

What we manufacture

Who we serve

MACCS[1]

Micro-Mechanics

High precision metal parts critical to wafer fabrication process

High precision micro-machined parts and tools

Wafer front-end process equipment manufacturers

- Lithography
- Deposition (CVD/ALD)
- Etch (Dry/Wet)
- CMP
- ION implantation
- Thermal, clean, wafer handling

Back-end equipment for assembly and test equipment manufacturers and users

Die attach	Wire bonding	Advanced packaging & custom tooling

Business model

- Integrated Device Manufacturer (IDM)
- Foundry
- Outsourced Semiconductor Assembly and Test (OSAT)

End-use applications

- Smartphone
- Consumer electronics
- Wired and wireless infrastructure
- Server, datacentre, storage
- Automotive
- Industrial

Note: 1) Materials, assemblies, components, consumables (including tools) and services

Operational update

Micro-Mechanics’ facility in Laguna, Philippines (MMPH)

Operational update

Progressing initiatives for sustainable success

Continuing to progress *Five-Star Factory* initiative for sustainable success

- Continuing to improve efficiency of both operations and people to accelerate excellence across the Group

Prioritising disciplined capital management anchored by highest standards of corporate governance

- Looking ahead, the Group expects to invest in growth and replacement capital expenditure (c.S$4.0 million) to enhance production capacity and support localised capabilities

Five-Star Factory strengthens our core foundation

Five core pillars to drive excellence, navigate headwinds and capture growth

Fast, Effective and Local Support to Global Customers

Operational Excellence

Innovation Excellence

High Performance Teams

Workplace Efficiency And Safety

Fast, Effective and Local Support to Global Customers: Decentralising Group structure to respond effectively to customers

Operational Excellence: Developing best-in-class practices for repeatability and scalability

Innovation Excellence: Developing new breakthroughs in next-generation components

High Performance Teams: Investing in our people to drive innovation and efficiency

Workplace Efficiency And Safety: Streamlining processes, reducing waste and maximising output

Fast, Effective and Local Support to Global Customers

Decentralising structure to respond effectively to customers

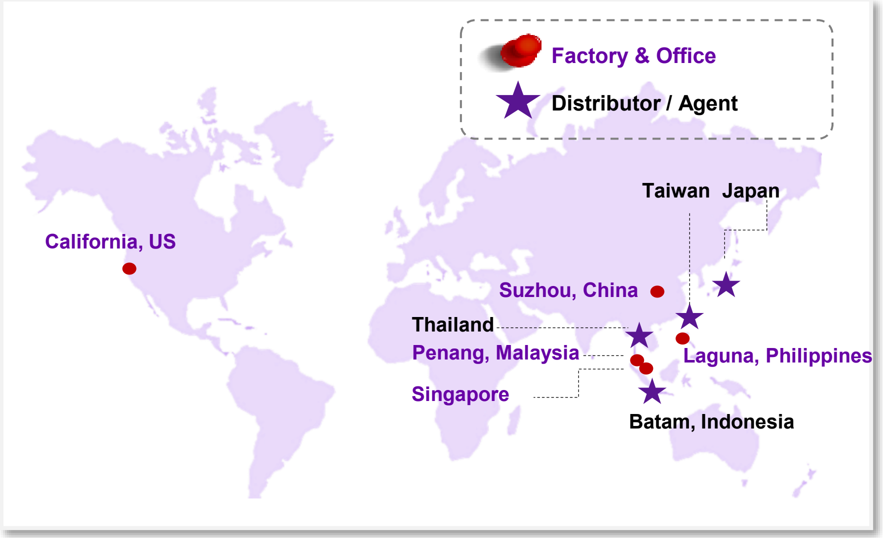
Objectives

- Strengthen the Group's decentralised structure to improve our ability to promptly respond to customers' and industry's evolving high-value needs

Milestones

- Closely engage customers to identify new opportunities and solve higher-value problems across the value chain
- Cross-pollinating best practices and in-market knowledge across five facilities for greater collaboration and response to customer needs

Our Factories and Presence



Operational Excellence

Developing best-in-class practices for flawless quality, repeatability and scalability

Objectives

- Achieve fast, flawless and cost-effective manufacturing with lean engineering and management principles

Milestones

- Minimising inventory overstocking with inventory at S$3.6 million, representing 5.4% of sales (30 June 2025: 4.8%)
  - Inventory written off for 1QFY2026 totalled S$24k, compared to S$99k for 1QFY2025

Innovation Excellence

Engineering breakthroughs in next-generation products, materials, and processes

Objectives

- Promote fresh thinking and ingenuity
- Drive product and process innovations, new manufacturing capability and adoption of new technologies and methodologies

Milestones

- Continue to look for and onboard technical and other talent in 1QFY2026 to support the design and development of new solutions and capabilities
- Continue to explore investments in next-generation machinery to enable capabilities support growing localisation efforts

High Performance Teams

Investing in our people to drive innovation and teamwork

Objectives

- Attract and retain talent with the right skills in the right positions
- Upskilling and training programmes to acquire new skillsets and master new techniques to solve new industry challenges
- Align incentive systems with measurements of performance to drive efficiency and productivity

Milestones

- Proposed the adoption of Performance Share Plan 2025 (PSP 2025) for shareholders' approval at the EGM 2025
- The PSP 2025 is to align remuneration of eligible participants with specified performance targets, ensuring strong alignment between individual contributions to excellence

Workplace Efficiency and Safety

Streamlining processes, reducing waste and maximising output

Objectives

- Operate organised, productive, clean, safe and environmentally responsible operations with implementation of "8S"

Milestones

- All the Group's facilities continued to make progress toward their internal Five-Star goals

Financial highlights

Micro-Mechanics' facility in Penang, Malaysia (MMP)

MICRO-MECHANICS

1QFY2026 highlights

Continued positive sales momentum in sales recovery

Group revenue

S$16.7m

+2.9% yoy

EBITDA & EBITDA margin

S$5.9m
+2.4% yoy

35.5%
-0.2 ppt yoy

ROE & net profit

23.7%[1]

S$3.2m
+2.7% yoy

Cash and bank balances

S$27.2m
Net cash with no borrowings

S$23.3m
30 Jun 2025

CAPEX (consolidated)

S$346k

S$1.2m
FY2025 CAPEX

Net cash from operations

S$4.5m

S$4.1m
1QFY2025

[1] Return on equity: full year of net profit over shareholders' equity at end of quarter

Revenue growth led by consumable tools sales

Improved product mix with more custom tool orders lifted consumable tools to a 13-quarter high

Revenue by business segments (S$m)

1QFY2026

S$16.7m

+2.9% yoy (1QFY2025:S$16.2m)
Maintained qoq (4QFY2025: S$16.7m)

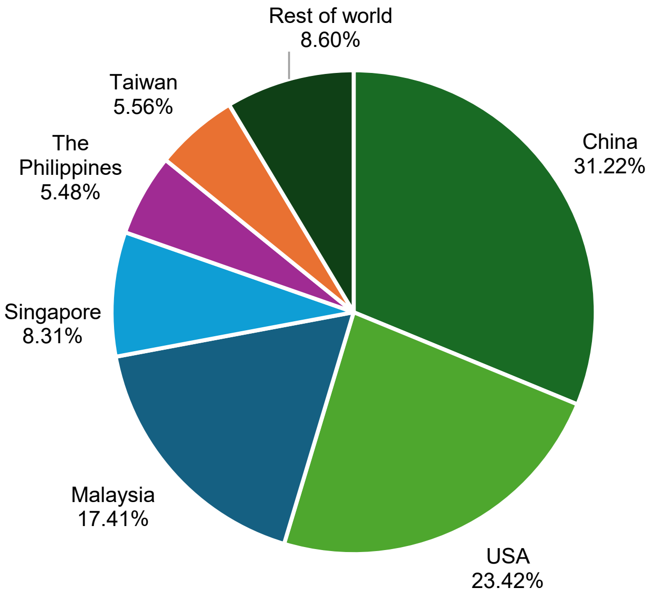
- Revenue increase of 2.9% yoy to S$16.7 million was led by growth in consumable tools segment
- Consumable tools sales achieved 13-quarter high at S$13.7 million, growing 7.9% yoy
- This was driven by favourable product mix, with consumable tools making up 82.2% of Group revenue for 1QFY2026
- Wafer Fabrication Equipment (WFE) segment fell 15.3% yoy to S$3.0 million despite orders for 1QFY2026 increasing 20.1% qoq to S$4.0 million, impacted by material delays and shortages

Notes: Due to rounding, some totals in numbers (in this and the following slides) may not correspond with the sum/subtraction of separate figures.

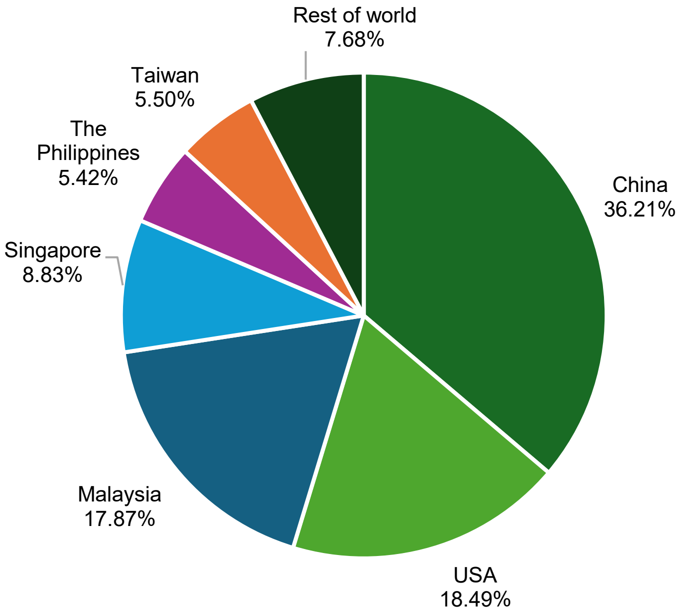
Geographical diversification of revenue

Group's decentralised structure supports resilience across markets

1QFY2025



1QFY2026



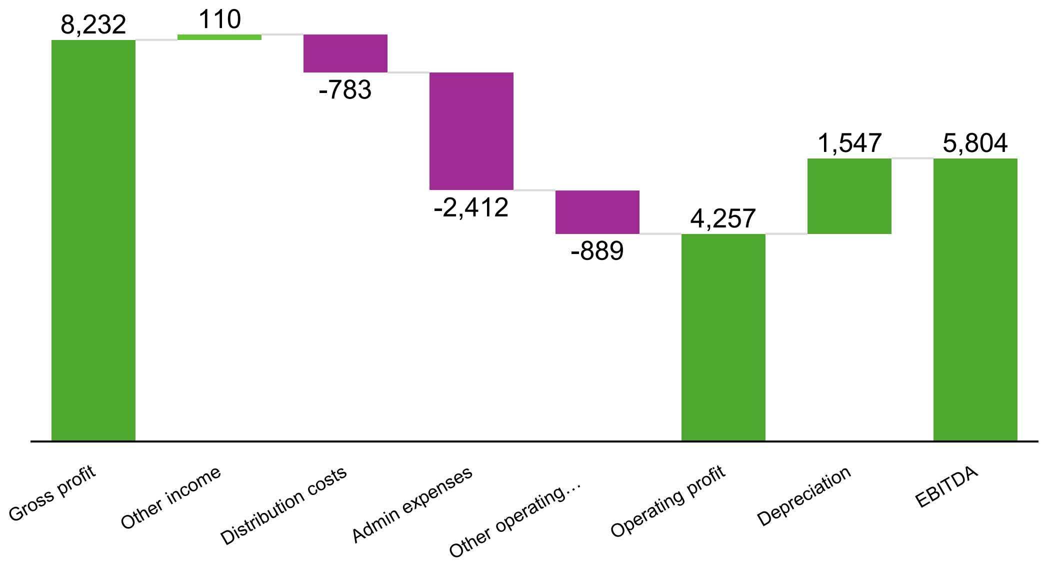
Revenue from top four markets			
	1QFY2025 S$m	1QFY2026 S$m	yoy% change
China	5.1	6.1	19.3
USA	3.8	3.1	(18.7)
Malaysia*	2.8	3.0	5.6
Singapore	1.3	1.5	9.4

* The figure for Malaysia was previously misstated and has now been corrected.

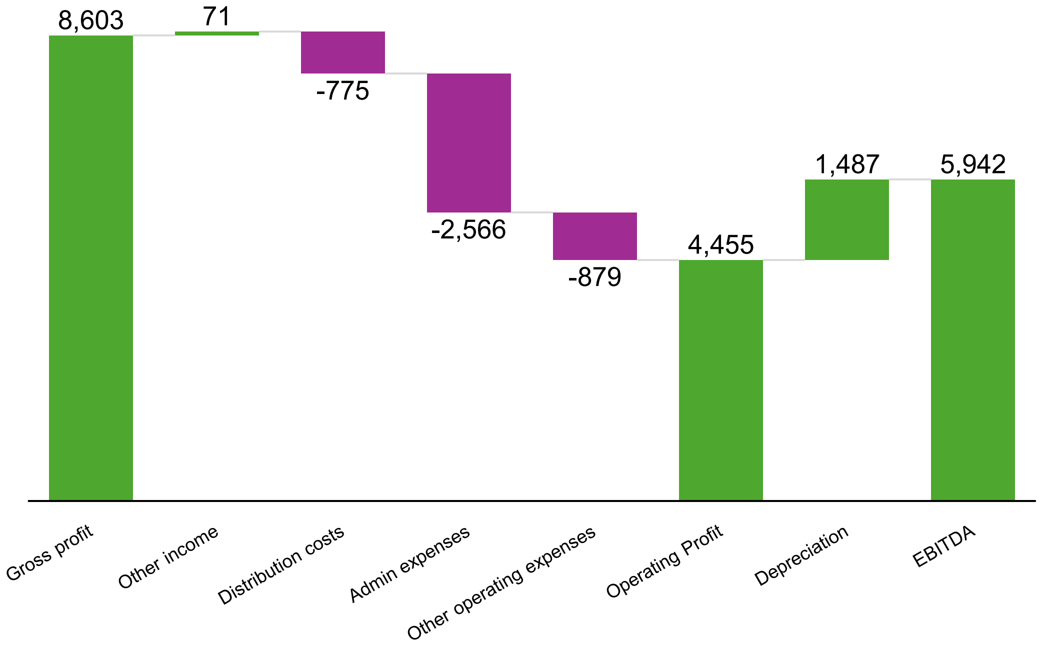
Uplift in gross profit and EBITDA

Positive impact from the effective execution of *Five-Star Factory* initiative

1QFY2025 (S$, '000)



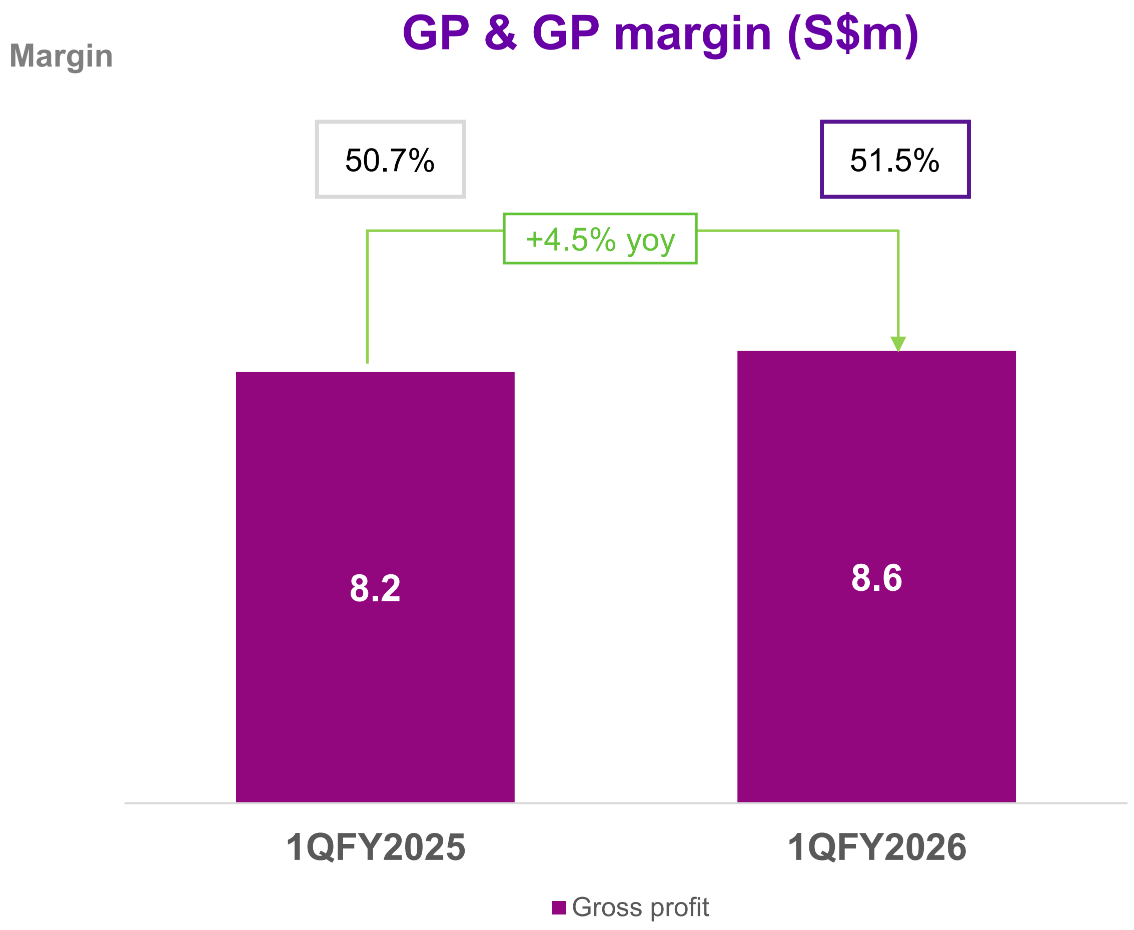
1QFY2026 (S$, '000)

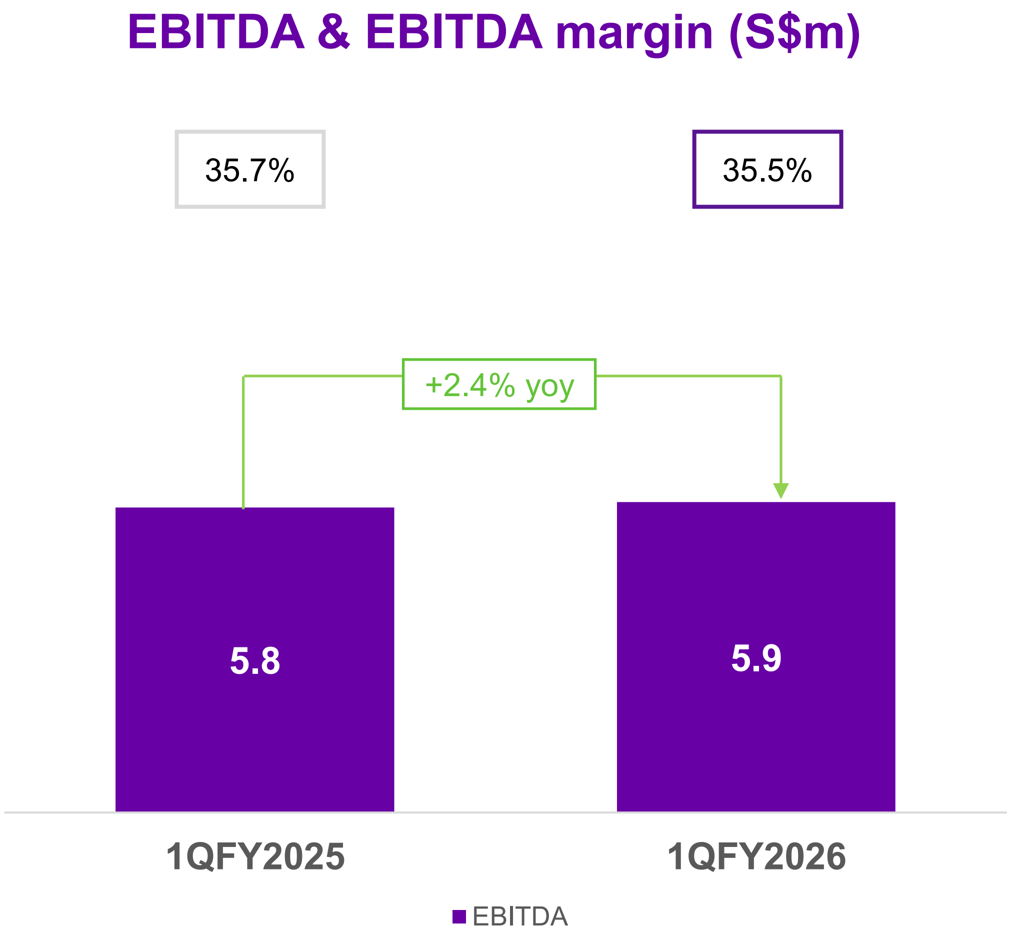


- Decrease in distribution costs by -0.9% attributable to lower commissions paid
- Increase in administrative expenses by +6.4% yoy, primarily due to subscription cost and investments in IT security services and compliance reporting
- Decrease in other operating expense by -1.2%

GP margin expansion driven by operating leverage

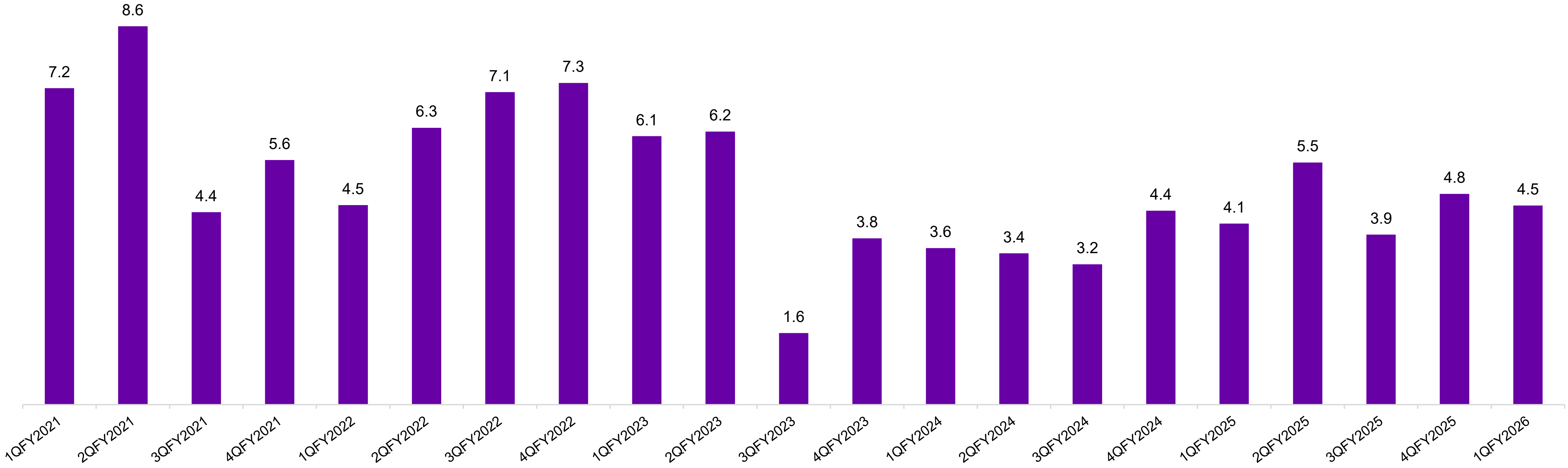
Continued focus on earnings quality supported by cost optimisation initiatives





Sustained positive operating cash flow generation
Testament to robust and healthy working capital cycles

Operating cash flow (S$m)



Resilient financial position

Strong balance sheet to support investing for growth

		As at 30 Jun 2025	As at 30 Sep 2025
Cash	Cash and bank balances	S$23.3M	S$27.2M
Gearing	Total borrowings	NIL	NIL
Trade receivables	Trade Receivables (Outstanding > 90days) / (Total trade receivables) Bad debt expenses	S$12.5M S$2.0K NIL	S$12.3M S$22K NIL
Inventory	Inventory Inventory / Sales Inventory write-off	S$3.1M 4.8% S$166K	S$3.6M 5.4% S$24K
Net asset value	NAV per ordinary share (cents)	35.40	37.93
Equity	Shareholders' equity	S$49.2M	S$52.7M

Commitment to long-term total shareholder returns (TSR)

Listing to date TSR of >3,000%[1] reflects Group's sustainable and long-term growth trajectory

Total dividend in FY2025

6.0 cents

Dividend payout ratio[2]

67.3%

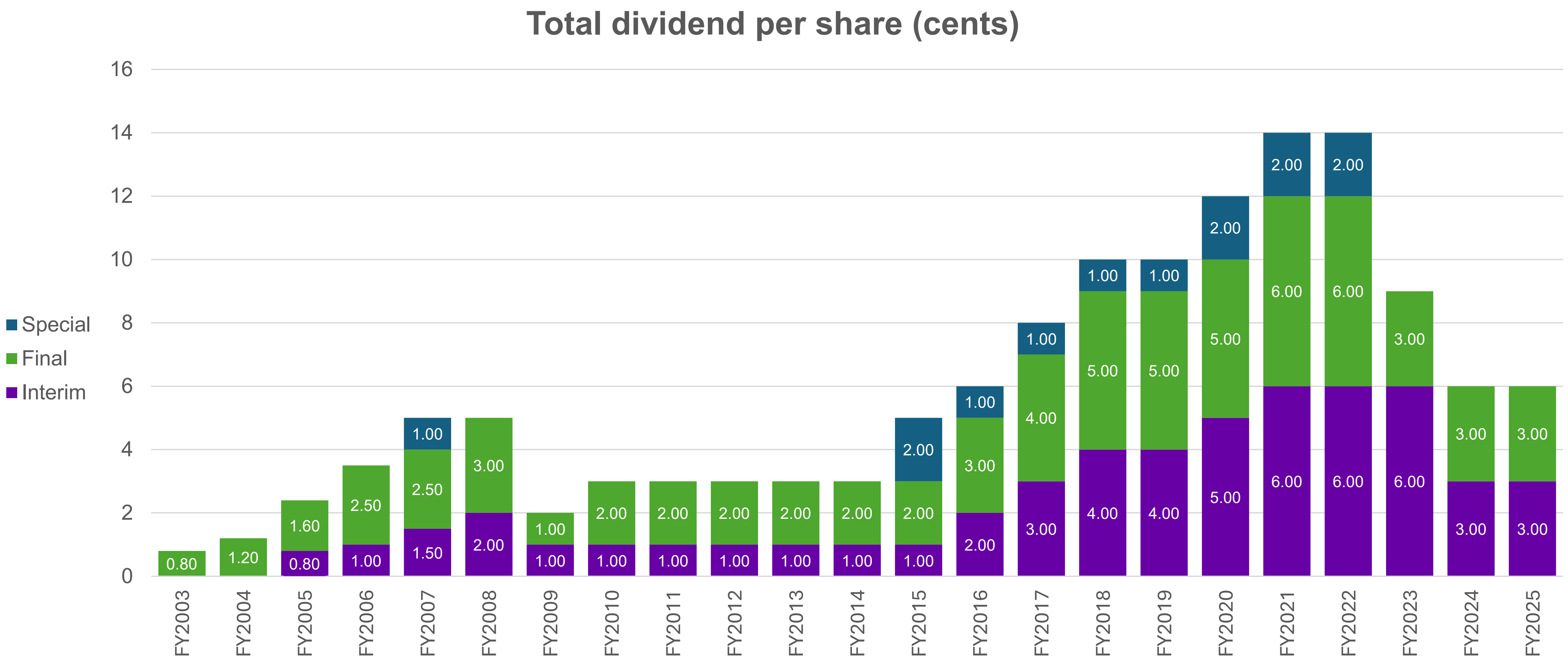
Cumulative dividend per share

134.9 cents since listing

Notes: 1) Bloomberg; for the period 24 June 2003 (IPO) until 30 September 2025; which represents the additional number of shares purchased in the period for each share at the beginning of the period, assuming dividends are reinvested through buying more of the security. STI returned 473% while FTSE ST All Share Index returned 418% during the same period. 2) Total dividend payout in 12 months divided by earnings for FY2025.

Cumulative dividends represent >700% shareholder returns

Total dividend payout of 134.9 cents per share since listing



Outlook & summary

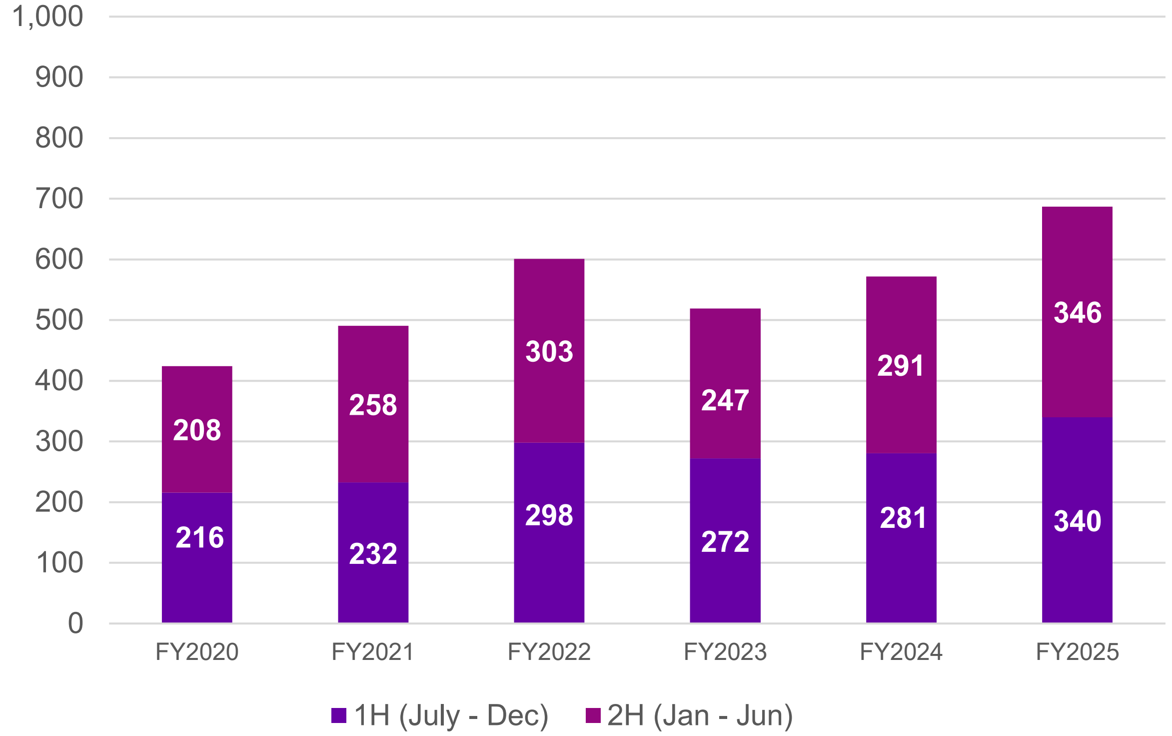
MICRO-MECHANICS

Micro-Mechanics' facility in Suzhou, China (MMSU)

Encouraging sector performance and outlook

The industry is in the advanced stages of rebalancing inventory and production

Worldwide semiconductor revenue in US$ (billion)[1]



Source: 36 Years WSTS Blue Book Data

Notes: 1) Presented with Micro-Mechanics' calendar cycle (July – Jun); 2) WSTS' calendar cycle (Jan – Dec)

Sales forecast for end-2025[2]

US$728b

Supported by uptick in demand for consumer electronics as well as rebound in orders in the WFE market.

Source: WSTS

Sales forecast for 2026[2]

US$800b

2025F
+9.9%

Supported by uptick in demand for consumer electronics as well as rebound in orders in the WFE market driven by growth across Memory, Logic, and Analog sub-sectors.

Source: WSTS

Strategic priorities for FY2026

Strengthening proposition and operational resilience to enhance enterprise value

To be a leading *Next Generation Supplier* of high precision tools and parts used in process-critical applications for the wafer-fabrication and assembly processes of the semiconductor industry

	FY2024	FY2025	FY2026
Advancing *Five-Star Factory* initiative	• Completed MMUS restructuring • Continued restructuring of processes to reduce costs	• Reduced lead times • Insulated from tariffs with decentralised structure • Full year of profitability at MMUS • Five-Star ratings facilities	• Cross-pollinating best practices • Capturing higher value opportunities through new innovations and capabilities • Disciplined inventory management • Adopted Performance Share Plan 2025 • Progressing towards Five-Star ratings across facilities
Prioritising disciplined capital management & good governance	• Recognised with more than 30 awards won relating to governance • Total dividends since listing of 128.9 cents per share	• Nearly 40 awards for good governance, transparency and investor relations • Total dividends since listing of 134.9 cents per share	• Maintaining resilient working capital cycle to generate positive operating and free cash flow • Investing strategically to enhance production capacity and support localised capabilities • Keeping good governance as a cornerstone for success

Investment highlights

Positioned for high-quality earnings and sustainable growth

Favourable industry outlook

- Continued positive momentum from semiconductor industry's recovery

Geopolitical resilience

- Decentralised structure and Singapore listing offer a buffer against geopolitical risks
- Insulated from tariff effects as MMH mostly serves domestic market

Diversified customer base

- Serving more than 600 clients across front-end and back-end segments worldwide

High quality earnings and cash flow

- Gross profit margin expansion and high ROE (>20%)
- Consistent generation of positive and free cash flow

Committed to strong total shareholder returns

- Strong track record across market cycles delivering shareholder returns with TSR of >3,000% since listing

Safe harbour for forward-looking statements

This presentation contains certain statements that are not statements of historical fact, i.e. forward-looking statements. Investors can identify some of these statements by forward-looking items such as ‘expect’, ‘believe’, ‘plan’, ‘intend’, ‘estimate’, ‘anticipate’, ‘may’, ‘will’, ‘would’, and ‘could’ or similar words. However, you should note that these words are not the exclusive means of identifying forward-looking statements. These forward-looking statements are based on current expectations, projections and assumptions about future events.

Although Micro-Mechanics (Holdings) Ltd. believes that these expectations, projections, and assumptions are reasonable, these forward-looking statements are subject to the risks (whether known or unknown), uncertainties and assumptions about Micro-Mechanics (Holdings) Ltd. and its business operations. Some of the key factors that could cause such differences are, among others, the following:

- changes in the political, social and economic conditions and regulatory environment in the jurisdictions where we conduct business or expect to conduct business;
- the risk that we may be unable to realise our anticipated growth strategies and expected internal growth;
- changes in and new developments in technologies and trends;
- changes in currency exchange rates;
- changes in customer preferences and needs;
- changes in competitive conditions in the semiconductor industry and our ability to compete under these conditions;
- changes in pricing for our products; and
- changes in our future capital needs and the availability of financing and capital to fund these needs.

Given these risks, uncertainties and assumptions, the forward-looking events referred to in this presentation may not occur and actual results may differ materially from those expressly or impliedly anticipated in these forward-looking statements. Investors are advised not to place undue reliance on these forward-looking statements. Investors should assume that the information in this presentation is accurate only as of the date it is issued. Micro-Mechanics (Holdings) Ltd.’s business, financial conditions, results of operations and prospects may have changed since that day. Micro- Mechanics (Holdings) Ltd. has no obligation to update or revise any forward-looking statement, whether as a result of new information, future events or otherwise, except as required by law.

Thank you

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