Accelerating our *Journey to Excellence*

Micro-Mechanics (Holdings) Ltd
FY2026 results presentation
27 August 2026

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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

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

MACCS[1]

Micro-Mechanics

High precision metal parts critical to wafer fabrication process

2-4 months lead time

2-4 weeks lead time

High precision micro-machined parts and tools

Who we serve

Wafer front-end process equipment manufacturers

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

* Indicates highest replacement frequency

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

Die attach | Wire bonding | Advanced packaging & custom tooling

Business demand drivers

Spec-in timing	Capex for WFE + IC	Installation base	Factory utilisation

Business model

Front-end

- Equipment maker

Back-end

- Equipment maker
- Integrated Device Manufacturer (IDM)
- 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

Segment rebranding

Aligning with our competitive positioning and value-add to customers

Up to FY2026	From FY2027
Consumable Tools Design and manufacturing of miniature consumable tools for the assembly and testing of semiconductors	**Consumable Tools** *Reflects value add to customers through innovation and problem-solving* Design and manufacturing of consumable tools that reduce defects and improve yields in advanced semiconductor packaging, assembly and testing processes
Wafer Fabrication Equipment (WFE) Precision parts for semiconductor wafer fabrication equipment	**Build-to-Print Precision Components** *Captures broader markets served and precision-manufacturing capabilities* Manufacturing of precision components for critical production processes in wafer fabrication equipment (WFE) and other high-tech industries

Note: There is no change to the underlying operations, management structure or reportable segments. The change relates only to the segment descriptions and naming convention.

Our strategies and market positioning

At the heart of the semiconductor industry

Our Factories and Presence

Operational update

MICRO-MECHANICS

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

Operational update

Strengthening resilience and capabilities

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

- Continuing to strengthen excellence in areas fundamental to business performance

Advancing the mid-term growth strategy through disciplined capital management

- Total capital expenditure of S$3.8 million in FY2026 with investments strategically balanced between capability and capacity
- Expanding manufacturing footprint, strengthening local customer support and developing next-generation processing capabilities across key markets
- In FY2027, growth investments to increase to at least S$12.0-15.0 million to support the execution of the mid-term growth strategy

Capability

Developing new processes and methods for next-generation products, quality and precision

Pilot
Prove concept

Establish
Standardise process

- Invest in next-generation equipment and processes
- Support higher-precision and more process-critical applications

Capacity

Scaling existing capabilities

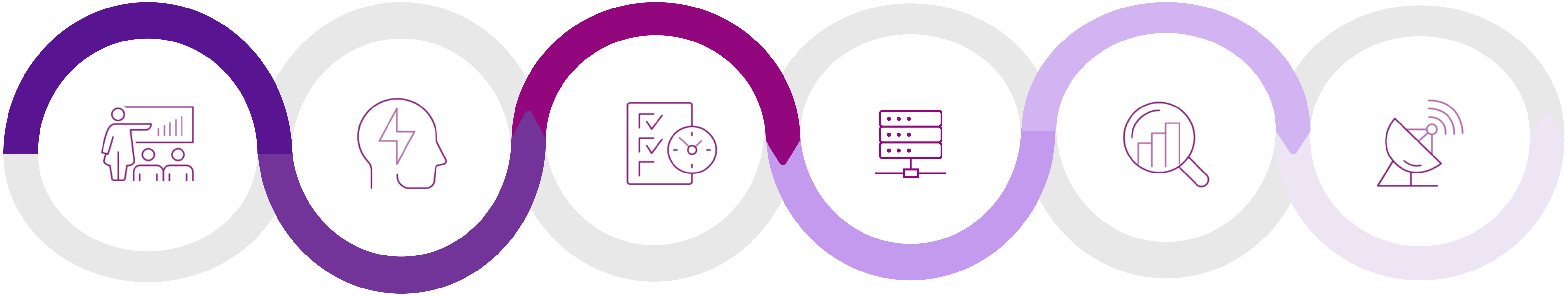
Scale up
Ramp output

Scale out
Localised capabilities

- Expand operations in China and Malaysia where customers and the industry continue to grow

Five-Star Factory strengthens our core foundation

Key fundamentals to drive excellence, navigate headwinds and capture growth



Customer Engagement and Support

Decentralised structure to respond effectively to customers

High Performance Teams

Investing in our people to drive innovation and teamwork

Workplace Efficiency and Safety

Streamlining processes, increasing productivity and prioritising safety

Finance and IT Excellence

Business excellence through financial diligence, governance and transparency

Operational Excellence

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

Innovation Excellence

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

Customer Engagement and Support

Decentralising structure to respond effectively to customers

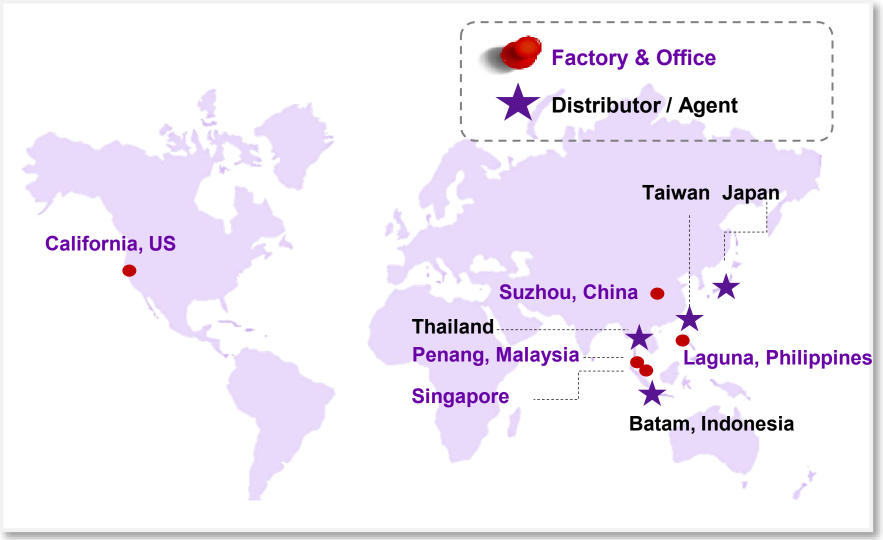
Objectives

Provide customers with fast, effective and local support

Milestones

- The Group will strengthen its local presence across key semiconductor markets to provide faster, more effective customer support.
  - This includes expanding operations in China and Malaysia where customers and the industry continue to grow, and expanding physical presence in Taiwan to provide stronger local support.

Our Factories and Presence



High Performance Teams

Investing in our people to drive innovation and teamwork

Objectives

Attract, develop and retain talent to ensure business success

Milestones

- At the Annual General Meeting in October 2025, shareholders approved the adoption of a Performance Share Plan, designed to reward high performing employees with shares and reinforce the Company's ownership culture.
    - The Group completed share buyback of 188.7k shares for S$587k for 4QFY2026 and in total 215k shares for S$637k for FY2026 to reward key employees.

Workplace Efficiency and Safety

Streamlining processes, increasing productivity and prioritising safety

Objectives

Improve the way workplaces are organised, become more productive, and remain clean, safe and environmentally responsible

Milestones

- Based on a comprehensive internal audit, all factories achieved a 5-star rating in the Group's Five-Star 8S programme for 4QFY2026.

Finance and IT Excellence

Business excellence through financial discipline, governance and transparency

Objectives

Creating long-term business excellence through strong financial discipline, transparency, and effective governance

Milestones

- During FY2026, the Group continued its cybersecurity initiative which includes cloud migration and enhanced security protocols to proactively align with evolving customer and regulatory expectations.

Operational Excellence

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

Objectives

Achieve fast, flawless and cost-effective manufacturing from robust processes, data-based decision making and a focus on operational excellence

Milestones

- During 4QFY2026, the Group continued efforts to improve planning, streamline manufacturing and minimise inventory.
  - As at 30 June 2026, inventory totalled S$4.9 million (30 June 2025: S$3.1 million) representing 6.5% of sales (30 June 2025: 4.8%).
  - Inventory written off for 4QFY2026 totalled S$20k, compared to S$27k for 4QFY2025.

Innovation Excellence

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

Objectives

Promote fresh thinking, ingenuity and the adoption of new technologies to drive product and process improvements

Milestones

- The Group's R&D team continues to develop new elastomers for advanced packaging applications.
- For WFE, the Group completed a year-long project to evaluate and purchase a new machine designed to improve machining quality and efficiency.
  - First installation scheduled at its US plant in 1QFY2027.
- The Group will continue implementing its physics-based programming technology that can improve material removal rates by 10-30% on long-cycle build-to-print and WFE parts.

Financial highlights

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

FY2026 highlights
Continued positive sales momentum

Group revenue
S$75.5m
+15.8% yoy

EBITDA & EBITDA margin
S$27.6m
+21.5% yoy

36.6%
+1.7 ppt yoy

ROE & net profit
27.7%

S$15.9m
+28.3% yoy

Cash and bank balances
S$30.1m
Net cash with no borrowings

S$23.3m
30 Jun 2025

CAPEX (consolidated)
S$3.8m

S$1.2m
FY2025 CAPEX

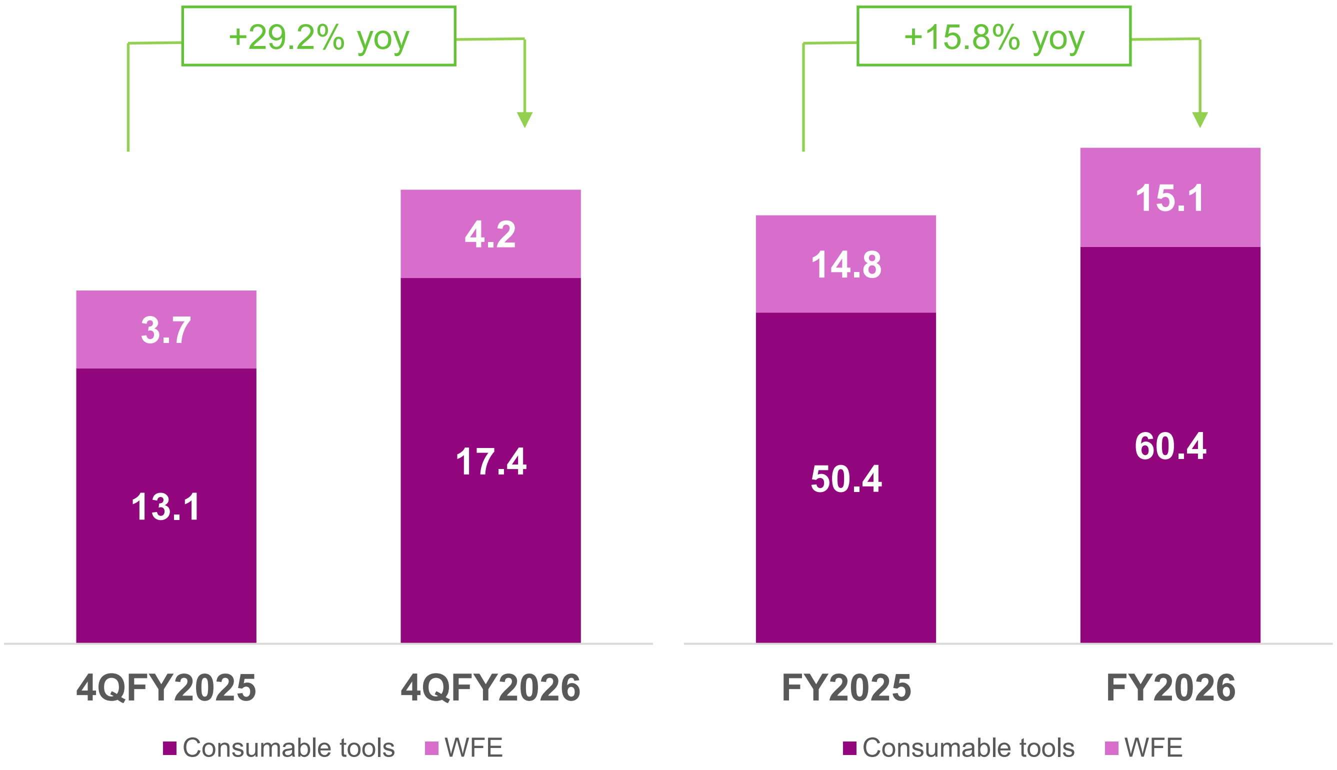
Net cash from operations
S$18.9m

S$18.3m
FY2025

Revenue growth led by sustained customer demand

Consumable tools segment continues to drive growth

Revenue by business segments (S$m)



4QFY2026

S$21.6m

+29.2% yoy (4QFY2025:S$16.7m)
+16.4% qoq (3QFY2026: S$18.6m)

- Revenue increase of 29.2% yoy to S$21.6 million was led by growth in consumable tools segment
- WFE sales grew 15.4% yoy to S$4.2 million, supported by higher bookings and continued recovery from material delays and shortages during 1QFY2026

FY2026

S$75.5m

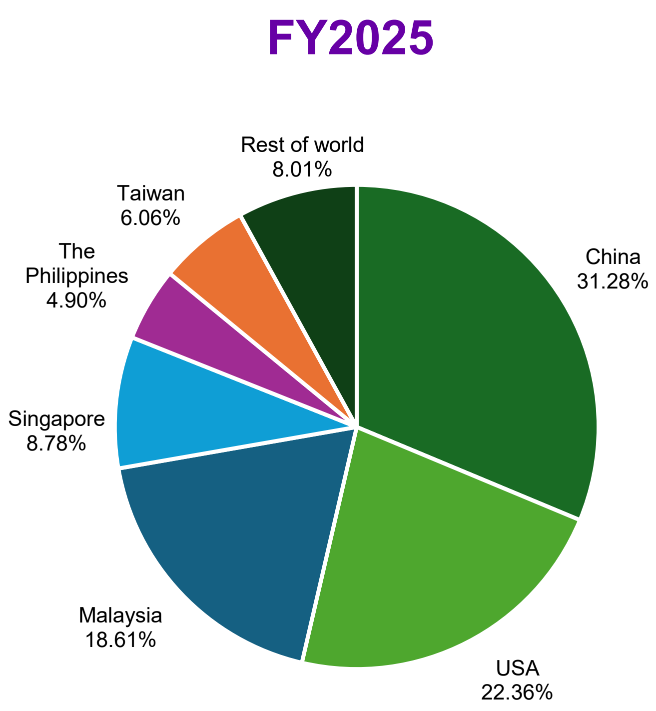
+15.8% yoy (FY2025:S$65.2m)

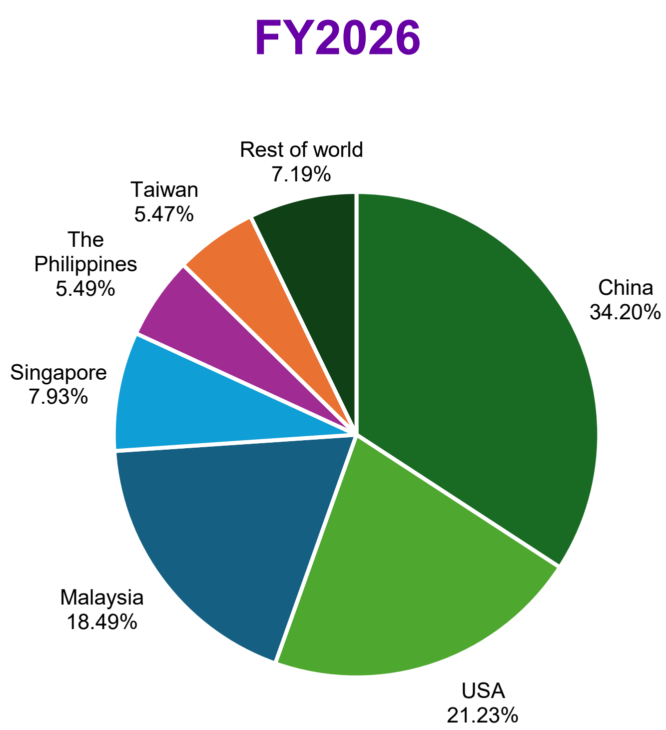
- Revenue increase of 15.8% yoy to S$75.5 million was led by growth in consumable tools segment
- WFE segment sales increased 2.3% yoy to S$15.1 million

Note: 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



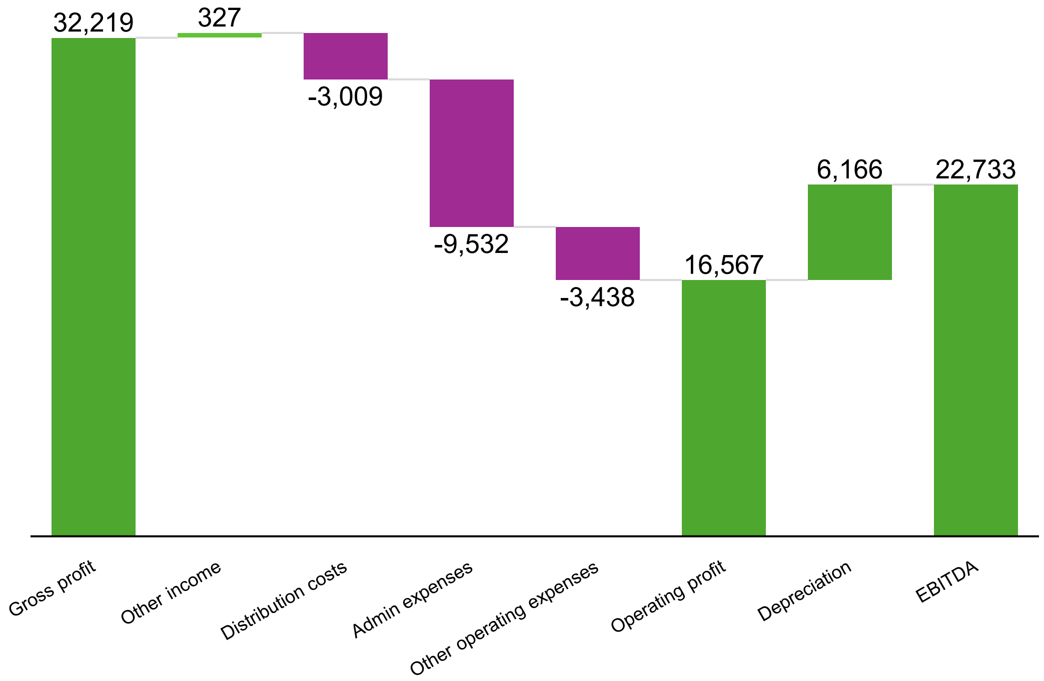


Revenue from top four markets			
	FY2025 (S$m)	FY2026 (S$m)	yoy change (%)
China	20.4	25.8	26.6
USA	14.6	16.0	10.0
Malaysia	12.1	14.0	15.1
Singapore	5.7	6.0	4.6

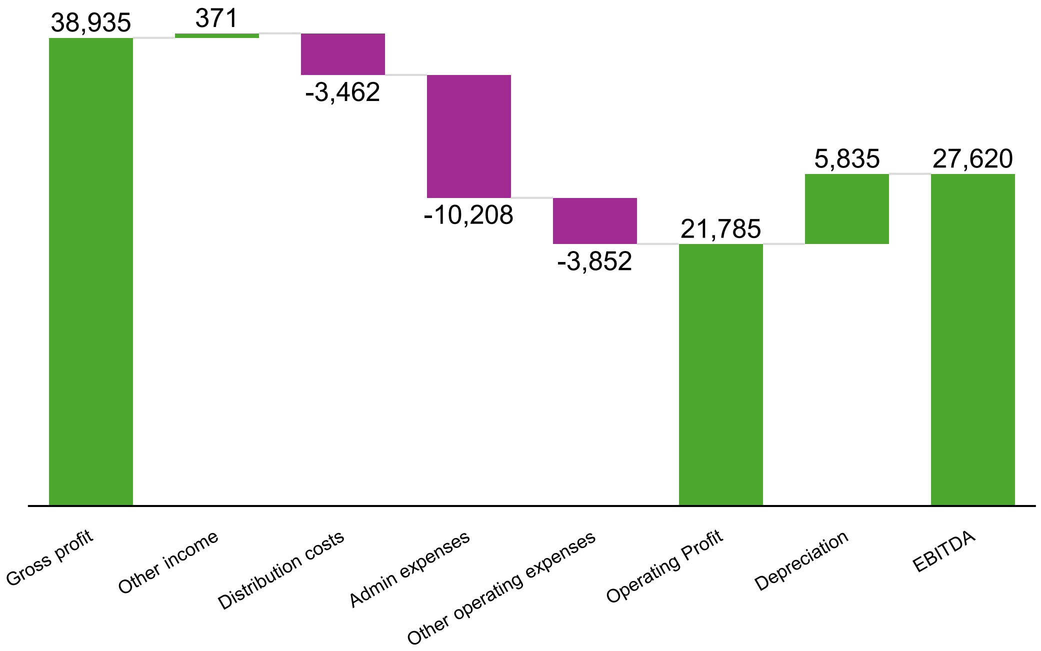
Continued uplift in gross profit and EBITDA

Supported by stronger customer engagements and enhanced manufacturing processes

FY2025 (S$,‘000)



FY2026 (S$,‘000)

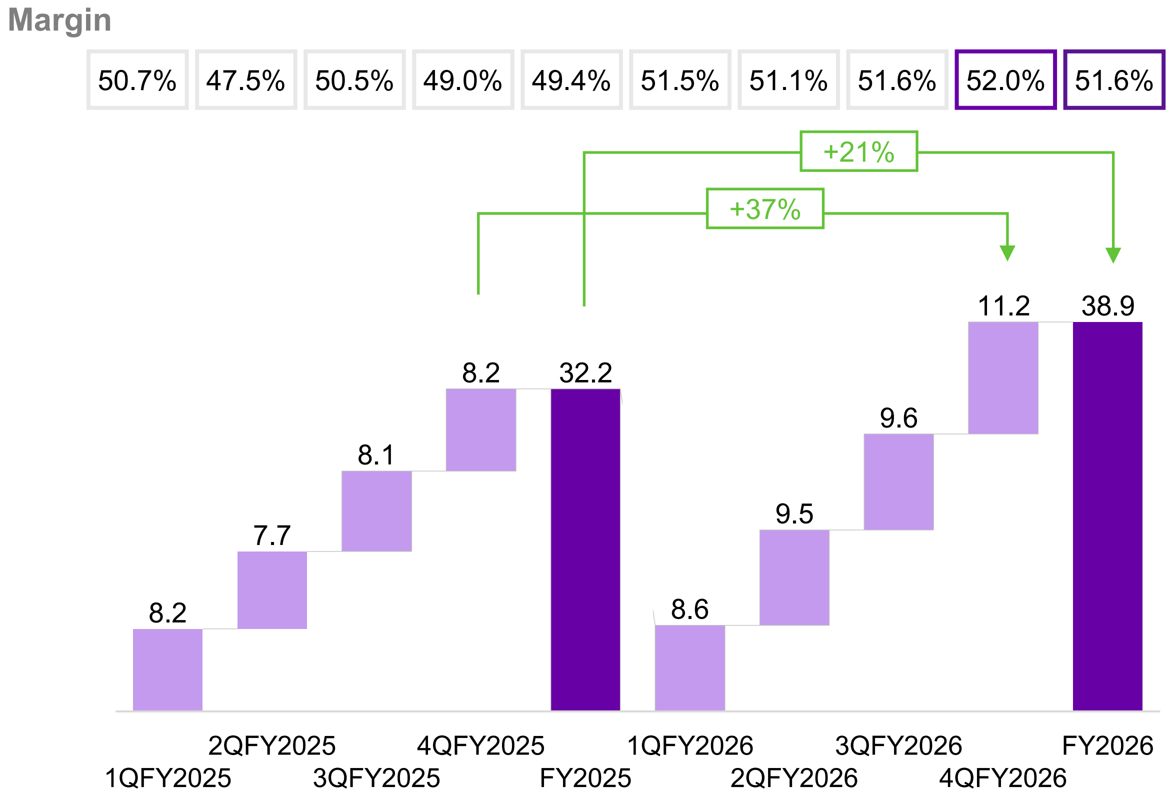


- 15.1% yoy increase in distribution costs, attributable to higher sales incentives programme payouts and more engagement with customers
- 7.1% yoy increase in administrative expenses, primarily due to increased bonus payments associated with improved performance, software subscriptions and increased spending to strengthen IT systems and cybersecurity – includes a one-off off reversal of prior years’ bonus accruals of approximately S$0.4 million
- 12.0% yoy increase in other operating expense, mainly due to higher headcount, and additional purchases of engineering fixtures and overseas customers visits

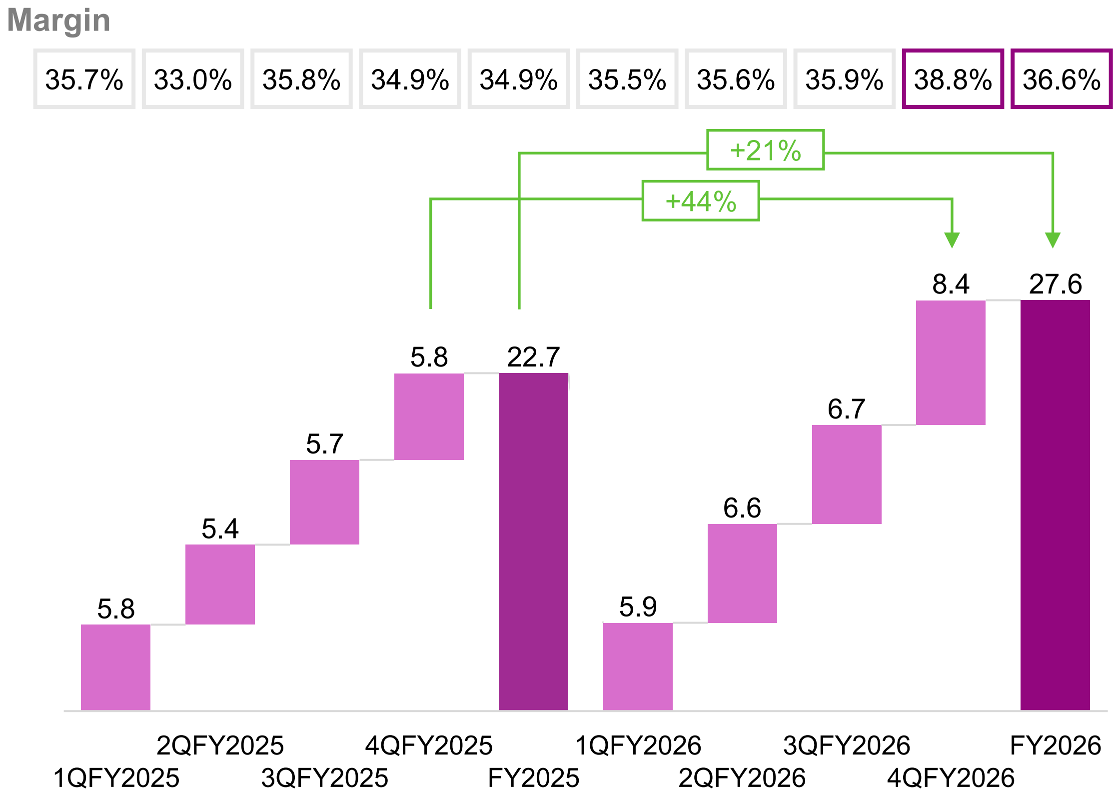
Steady expansion of GP and EBITDA margins

Continued focus on cost efficiencies and operational excellence

GP & GP margin (S$m)



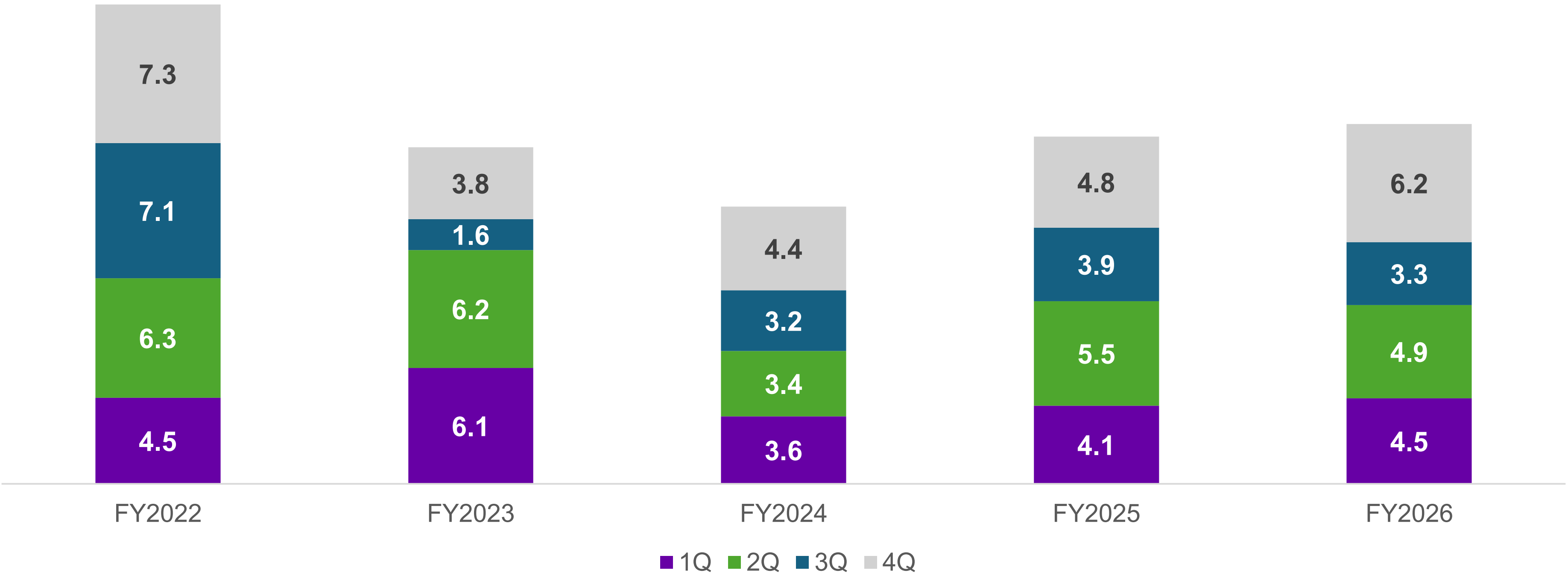
EBITDA & EBITDA margin (S$m)



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 Jun 2026
Cash	Cash and bank balances	S$23.3M	S$30.1M
Gearing	Total borrowings	NIL	NIL
Trade receivables	Trade Receivables (Outstanding > 90days) / (Total trade receivables) Bad debt expenses	S$12.5M S$2K NIL	S$16.2M S$5K S$3K
Inventory	Inventory Inventory / Sales Inventory write-off	S$3.1M 4.8% S$166K	S$4.9M 6.5% S$73K
Net asset value	NAV per ordinary share (cents)	35.40	41.38
Equity	Shareholders’ equity	S$49.2M	S$57.4M

Commitment to long-term total shareholder returns (TSR)

Listing to date TSR of >5,600%[1] reflects Group's sustainable and long-term growth trajectory

FY2026 final dividend

3.0 cents

Dividend payout ratio[2]

52.4%

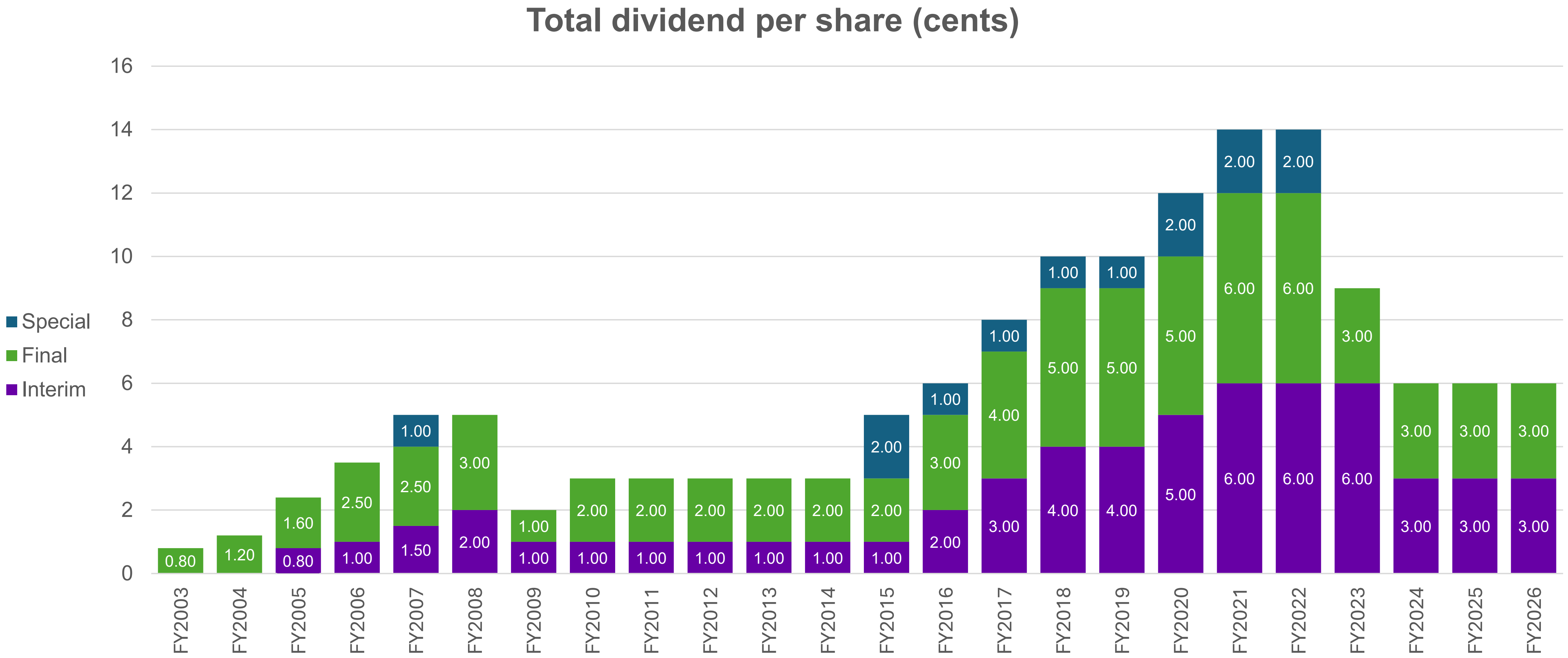
Cumulative dividend per share

140.9 cents since listing

Notes: 1) Bloomberg; for the period 24 June 2003 (IPO) until 30 June 2026; 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 609% while FTSE ST All Share Index returned 531% during the same period.
2) Dividend payout ratio for FY2026

Cumulative dividends represent >700% shareholder returns

Total dividend payout of 140.9 cents per share since listing

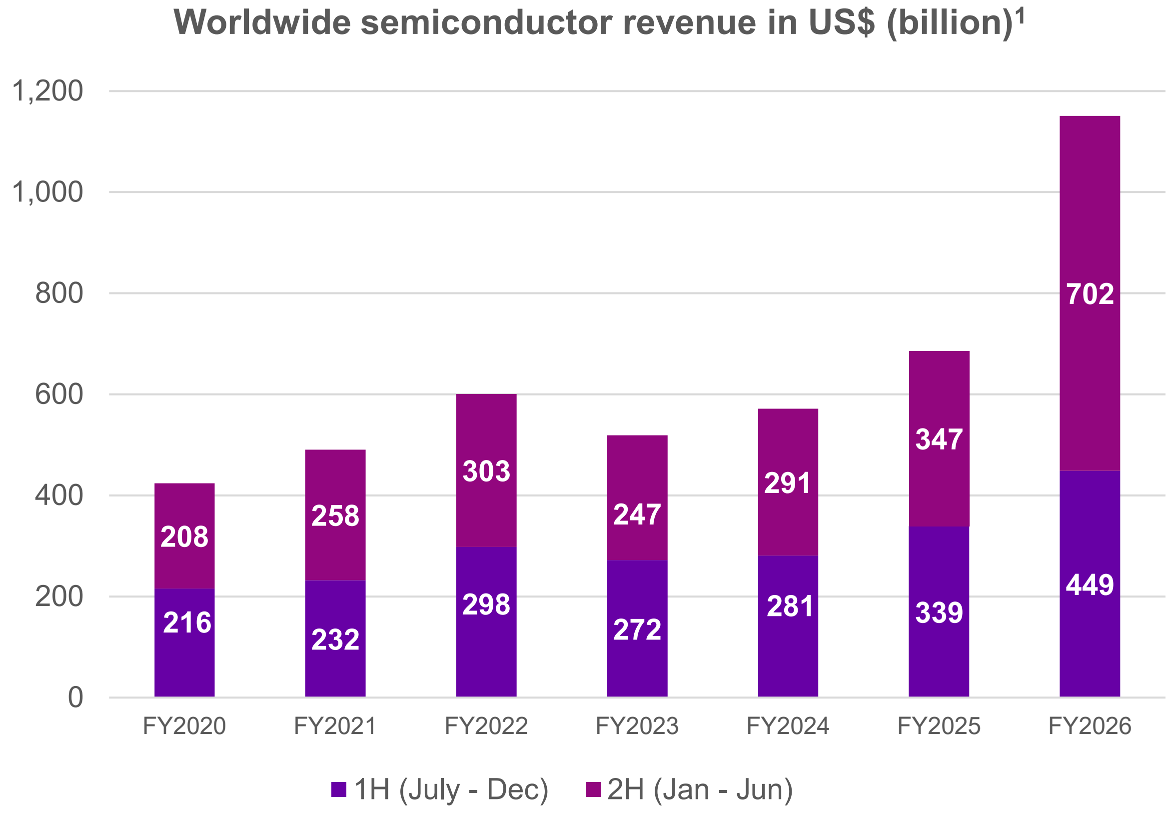


Outlook & summary

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

Encouraging sector performance and outlook

Industry continuing to show strong sales momentum



Source: 36 Years WSTS Blue Book Historical Billings Report (June 2026)

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

Sales for end-2025[2]

US$796b

2025 sales growth primarily driven by continued investment in data centre infrastructure and AI-related computing platforms. Logic and Memory provided the largest contribution to industry growth

Source: WSTS

Sales forecast for 2026[2]

US$1.7t

2025
+108.1%

Supported by overwhelming demand for the Memory segment, which is forecasted to grow 302% yoy. Logic is expected to remain another major contributor growing 42% yoy

Source: WSTS

Our five-year roadmap

Capturing current demand while strengthening for the future

Investing for the next phase of growth

Strengthening customer support with expanded operations and localised capabilities

- Expanding operations in China and Malaysia where customers and the industry continue to grow
- Expanding physical presence in Taiwan to provide stronger local support

Next generation processing

- Investing in next-generation equipment and processes

Smart and secure manufacturing

- Driving data-driven decision making to improve operational effectiveness and support long-term innovation
- Developing ISO 27001-aligned cybersecurity capabilities to strengthen position as a trusted supplier of choice

Expected capital expenditure of S$12m for FY2027

FY2026: S$3.8m

Sustainable long-term value creation

FY2031 Revenue target

≥ S$150m

FY2026: $75.5m

Supported by

GP margin	**> 50%**
Overhead costs	**< 20%** of revenue

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 (>25%)
- 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 >5,600% since listing

Disciplined mid-term growth strategy

- Five-year strategy to scale revenue to at least S$150m
- Supported by increased investment in capacity and capabilities

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

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