Accelerating our *Journey to Excellence*

Micro-Mechanics (Holdings) Ltd
FY2025 results presentation
28 August 2025

MICRO-MECHANICS

Table of Contents

Corporate overview

Micro-Mechanics facility in California, USA (MMUS)

Corporate overview

- Established track record since founding in 1983 and public listing on SGX Mainboard in 2003
- Target to be leading *Next Generation Supplier* of high precision tools and parts, for process-critical applications in semiconductor wafer-fabrication and assembly
- 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)

MICRO-MECHANICS

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

Wafer front-end process equipment manufacturers

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

High precision micro-machined parts and tools

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 Manila, Philippines (MMPH)

MICRO-MECHANICS

Operational update

Meaningful progress seen across focus areas in FY2025

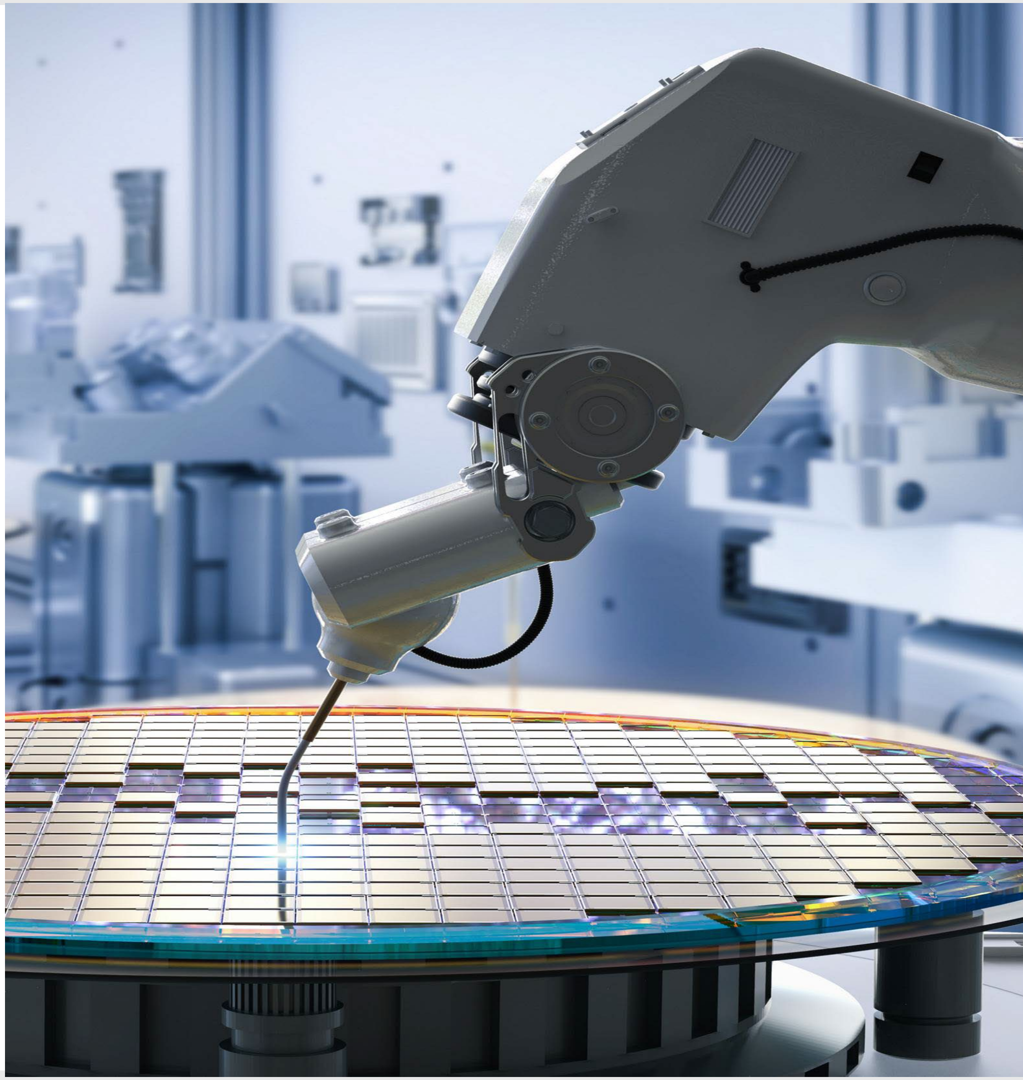
Achieved first full year of profitability at MMUS[1]

- Validation of successful restructuring with uplift in core operating performance led by a compelling, competitive and higher-value product mix

Progressed *Five-Star Factory* initiative for sustainable success

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

[1] USA subsidiary of Micro-Mechanics



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

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

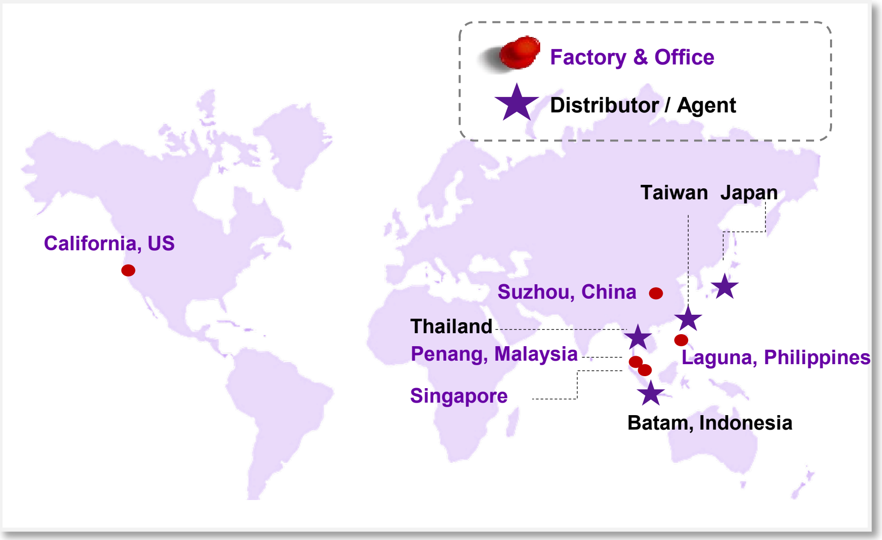
Objectives

- 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
- Strong responsiveness to customer requests, reducing lead times in many instances to seven days

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

- Improved its elastomer manufacturing process, which represents about 29.6% of the Group's revenue, in terms of both cost, lead time and yield
- Minimising inventory overstocking with inventory at S$3.1 million, representing 4.8% of annualised sales (30 June 2024: 6.7%)
  - Inventory written off for FY2025 totalled S$166k, compared to S$214k for FY2024

Innovation Excellence

Developing 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

- Ongoing R&D to improve manufacturing capabilities to support higher-value orders
- Building capabilities in leading-edge technology applications such as elastomer pick up tools used to package advanced chips
- Investing in manufacturing software to leverage AI and scientific-based approaches to optimise material removal during the machining process for greater efficiency

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

- Kyle Borch appointed as CEO effective 1 Jul; while Chris Borch continuing in his capacity as Executive Chairman
- Onboarded the Group's first Vice President of Human Resources
    - Overseeing and developing training programmes that will strengthen long-term foundations for building *High Performance Teams*

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 have improved their internal *Five-Star* ratings yoy and remain on track to achieving their internal "8S" targets
- Two facilities scored *Five-Star* ratings

Five-Star Factory progress in FY2025

Executing on a planned roadmap to becoming a Next Generation Supplier

FY2024		FY2025
➢ Serving 600+ customers across five facilities	***Fast, Effective and Local Support to Global Customers***	✓ Continued to serve 600+ customers across five facilities ✓ Reduced lead times to less than seven days ✓ Insulated from tariffs due to the decentralised structure
➢ Completed MMUS restructuring; eliminating additional S$1.3m in annual operating costs ➢ Continued restructuring of processes to reduce costs	***Operational Excellence***	✓ Full year of profitability at MMUS ✓ Decline in operating expense ✓ Minimised inventory overstocking
➢ WFE segment comprised 17.6% of FY sales ➢ Greater focus on traditional packaging technologies	***Innovation Excellence***	✓ Increased product mix - WFE sales up to 22.7% of total sales ✓ Focus on capabilities in leading-edge tech and advanced packaging
➢ Training & upskilling programmes under MMUniversity ➢ Staff remuneration including bonus programmes aligned with Group's KPIs and profitability	***High Performance Teams***	✓ Continued employee upskilling programmes completed ✓ Strengthened leadership bench
➢ Reduced energy waste through onsite solar facilities, providing 71% of total energy usage at MMUS	***Workplace Efficiency and Safety***	✓ As of FY2025, all the Group's facilities have improved their internal *Five-Star* ratings yoy

MICRO-MECHANICS

Financial highlights

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

FY2025 highlights

Continued positive momentum in sales recovery

Group revenue

S$65.2m

+12.6% yoy

EBITDA & EBITDA margin

S$22.7m

+23.8% yoy

34.9%

+3.2 ppt yoy

ROE & net profit

25.2%[1]

S$12.4m

+54.2% yoy

Cash and bank balances

S$23.3m

Net cash with no borrowings

S$16.6m
30 June 2024

CAPEX (consolidated)

S$1.2m

1.9%
of FY2025 sales

Net cash from operations

S$18.3m

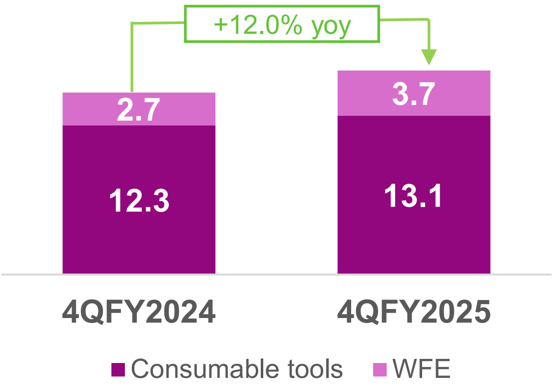
S$14.6m
FY2024

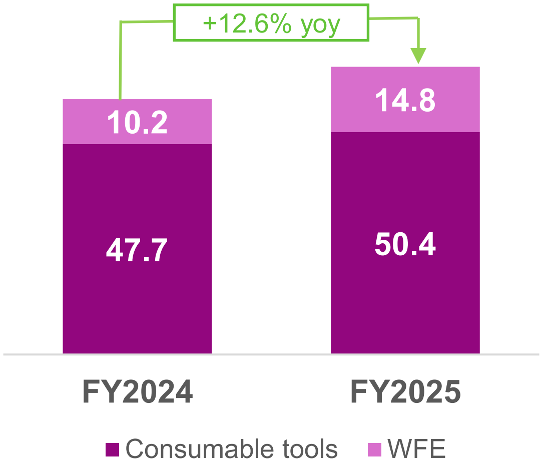
[1] Return on equity: full year of net profit over shareholders' equity at year end

Increased revenue across business segments

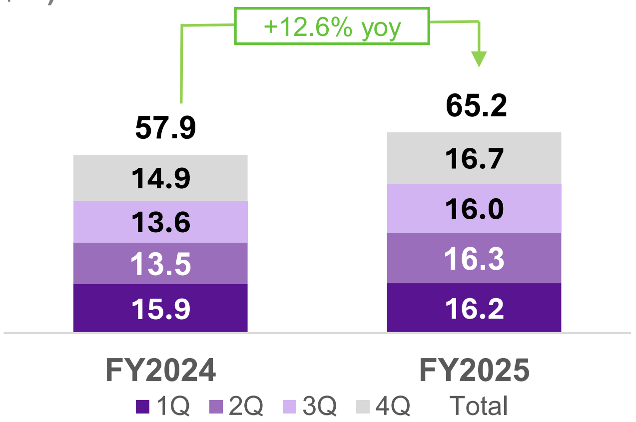
Orders rebounding in tandem with improved product mix

Revenue by business segments (S$m)





Revenue by quarterly (S$m)



4QFY2025

S$16.7m

+12.0% yoy (4QFY2024:S$14.9m)
+4.7% qoq (3QFY2025: S$16.0m)

- Rebound in orders particularly in WFE segment, with sales up by 37.4% yoy, despite the 9.6% decline qoq due to the timing of order intake

FY2025

S$65.2m

+12.6% yoy (FY2024:S$57.9m)

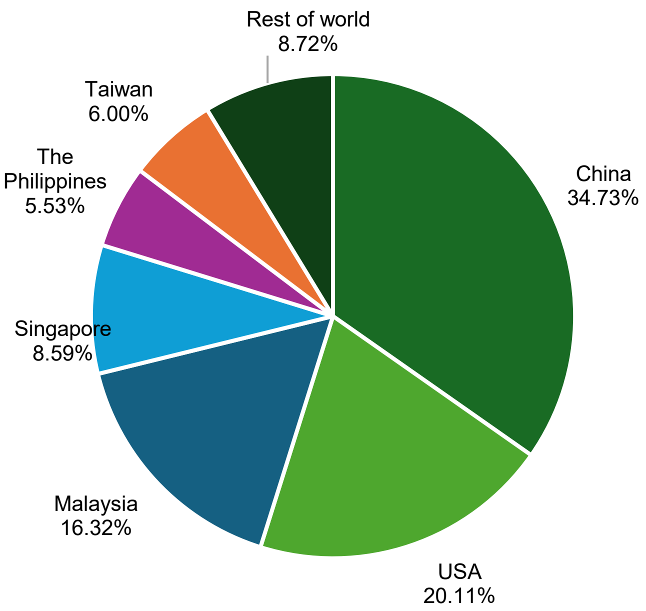
- Rebound in orders particularly in WFE segment, with sales increasing by 45.5% yoy
- Customers at both front and back-end of semiconductor value chain, with WFE segment growing share of revenue at 22.7% (FY2024:17.6%) due to improved product mix

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

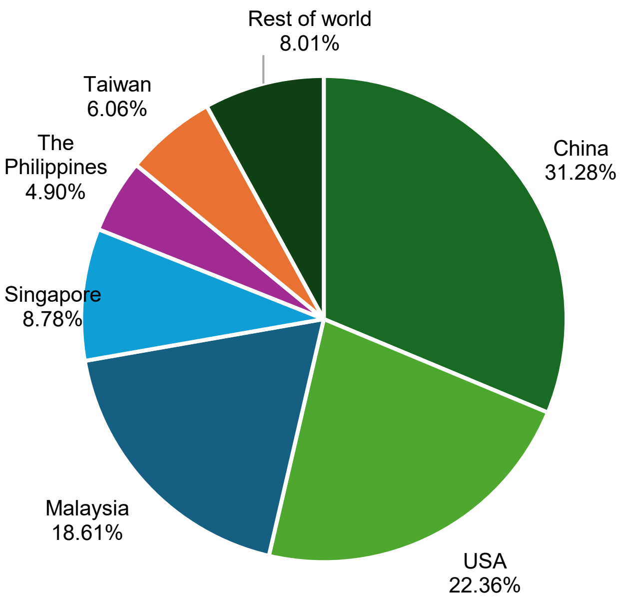
Geographical diversification of revenue

Group’s decentralised structure supports resilience across markets

FY2024



FY2025



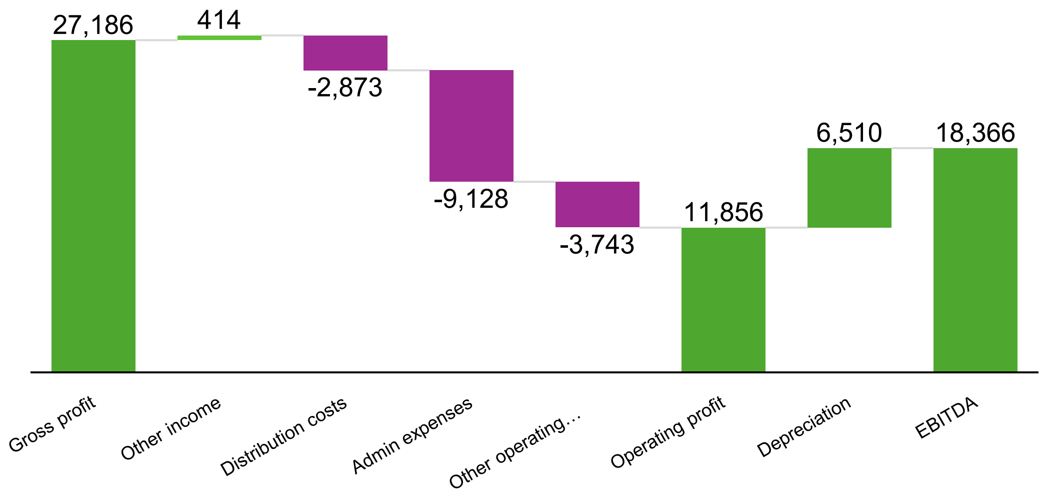
Revenue from top four markets						
	4QFY2024 S$m	4QFY2025 S$m	yoy% change	FY2024 S$m	FY2025 S$m	yoy% change
China	5.1	5.4	6.6%	20.1	20.4	1.5%
USA	3.2	3.8	19.7%	11.6	14.6	25.2%
Malaysia	2.4	3.1[1]	27.0%	9.5	12.1	28.5%
Singapore	1.4	1.3	-2.5%	5.0	5.7	15.1%

[1] Malaysia's sales figures for the previous quarter were misstated due to a formula error

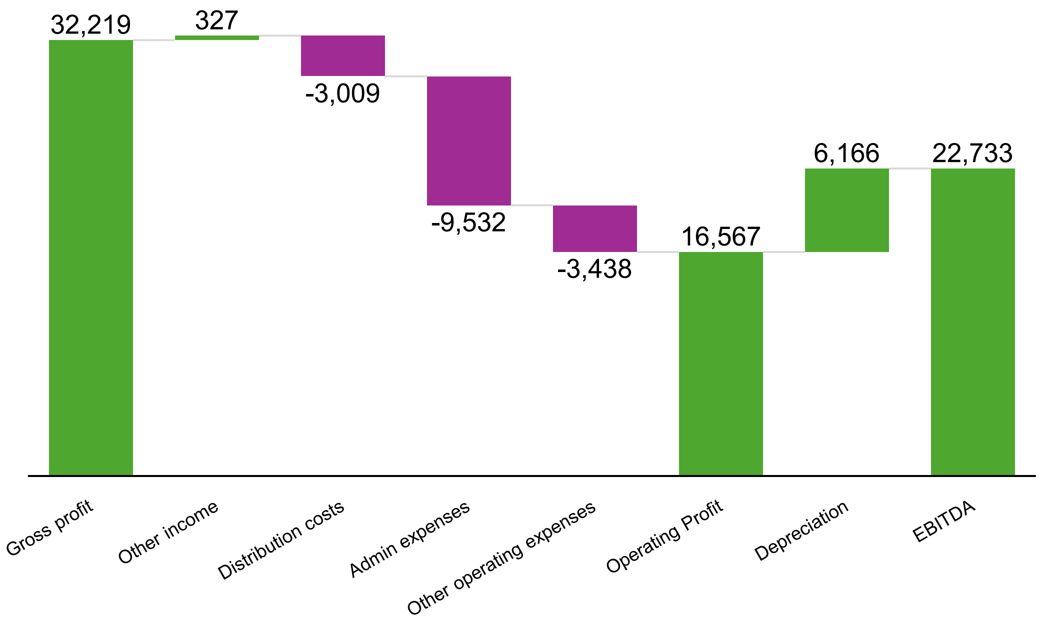
Uplift in gross profit and EBITDA

Greater cost efficiencies with improved operating leverage

FY2024 (S$, '000)



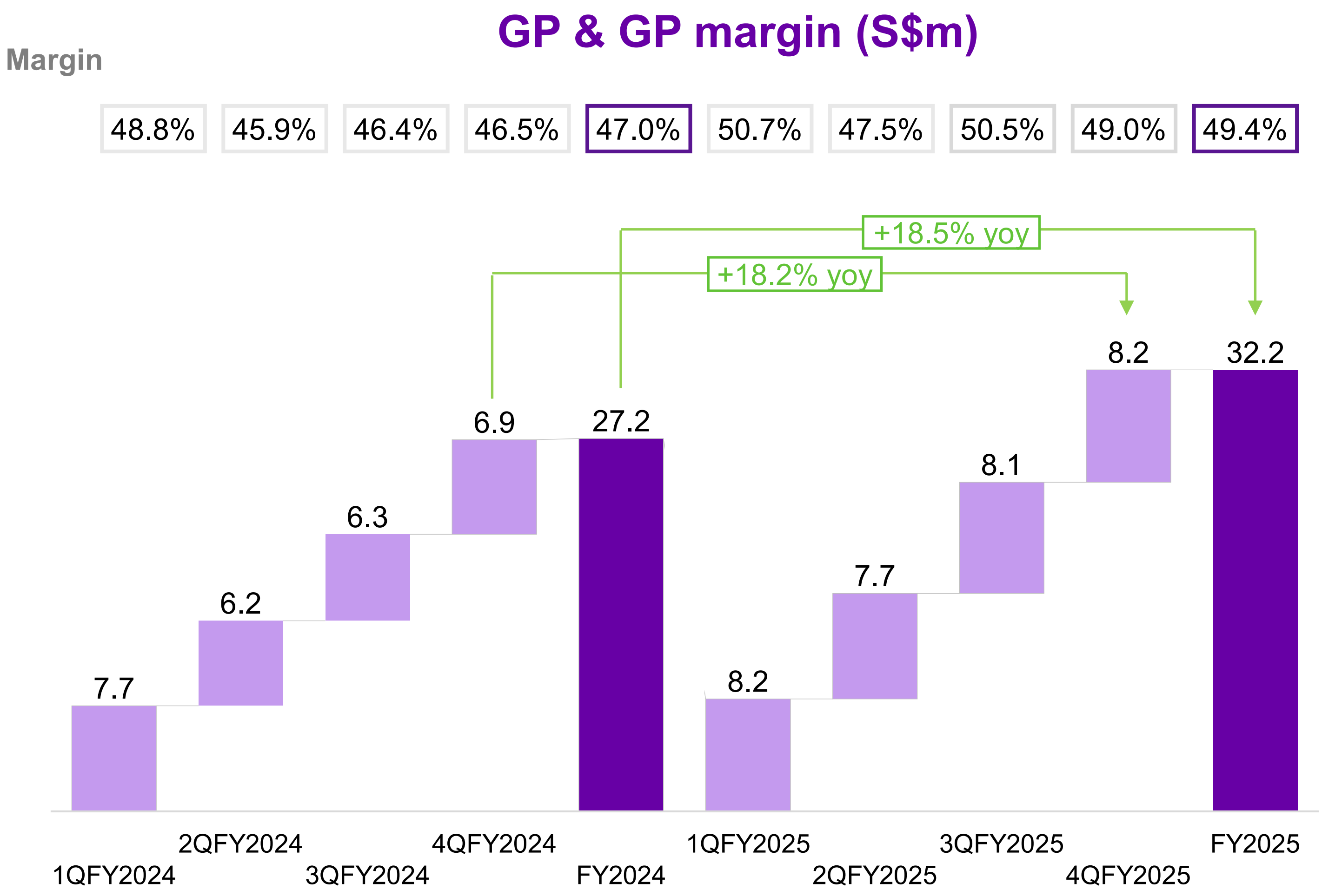
FY2025 (S$, '000)



- **Decrease in other operating expense by 8.1%**
- Increase in distribution costs by 4.7% attributable to salary increment and promotion
- With **cost reduction measures**, MMH has managed to achieve higher EBITDA margin to 34.9% for FY2025

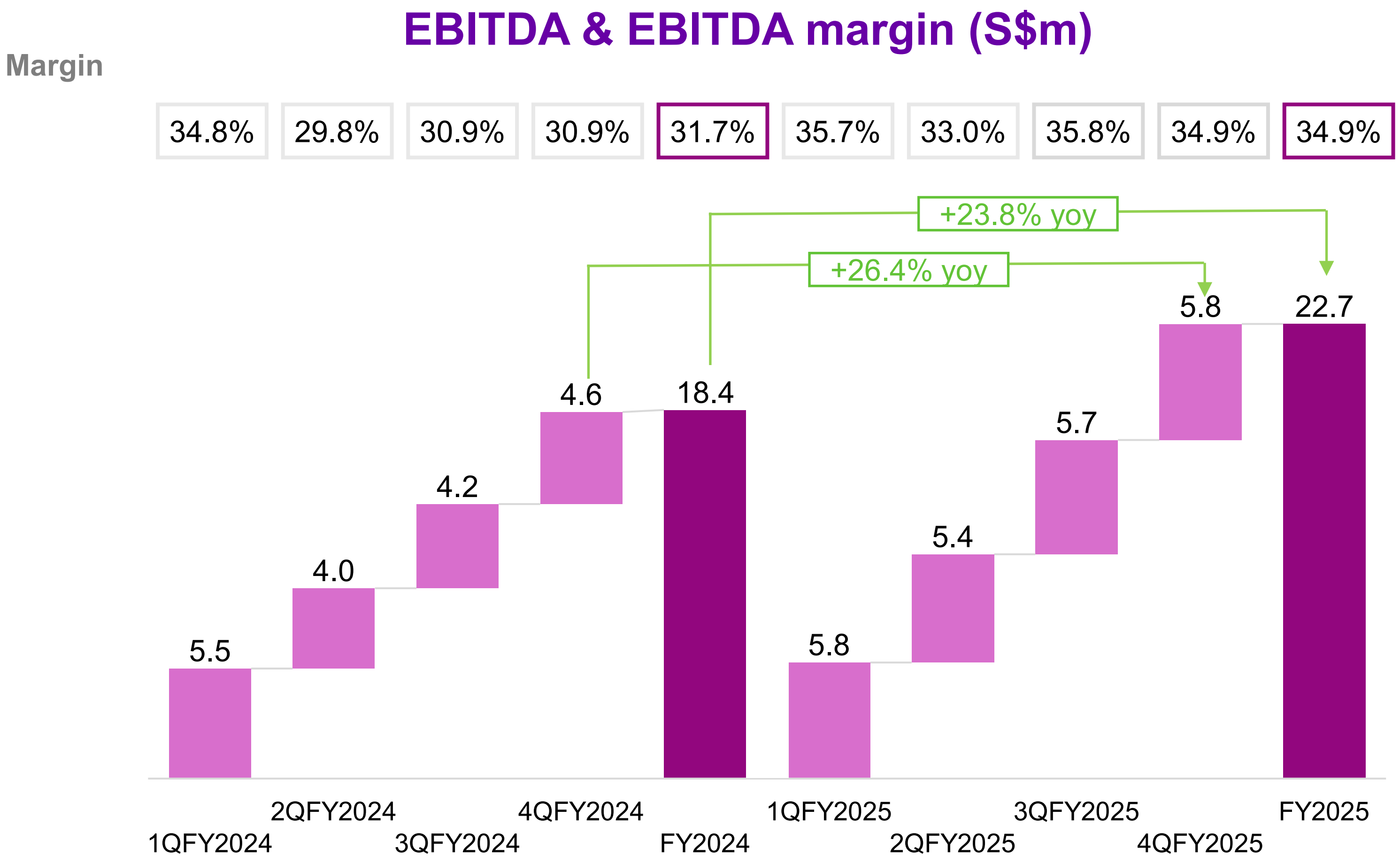
Resilient gross profit margin

Supported by improved operating leverage and cost reduction measures



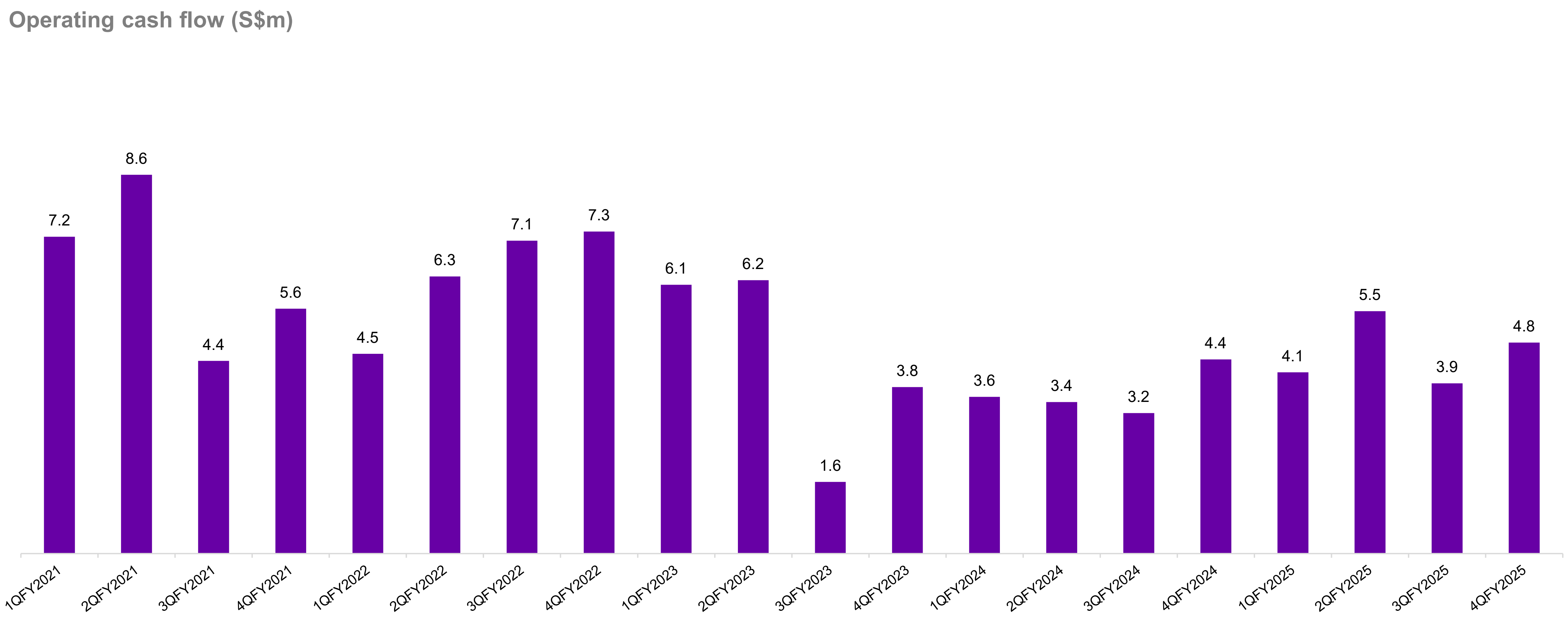
Resilient gross profit margin

Supported by improved operating leverage and cost reduction measures



Sustained positive operating cash flow generation

Testament to robust and healthy working capital cycles



Resilient financial position

Anchored by disciplined cost and capital management

		As of 30 June 2024	As of 30 June 2025
Cash	Cash and bank balances	S$16.6M	S$23.3M
Gearing	Total borrowings	NIL	NIL
Trade receivables	Trade Receivables (Outstanding > 90days) / (Total trade receivables) Bad debt expenses	S$10.8M S$3.7K S$3.9K	S$12.5M S$2.0K NIL
Inventory	Inventory Inventory / Sales Inventory write-off	S$3.9M 6.7% S$214K	S$3.1M 4.8% S$166K
Net asset value	NAV per ordinary share (cents)	33.14	35.4
Equity	Shareholders' equity	S$46.1M	S$49.2M

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%

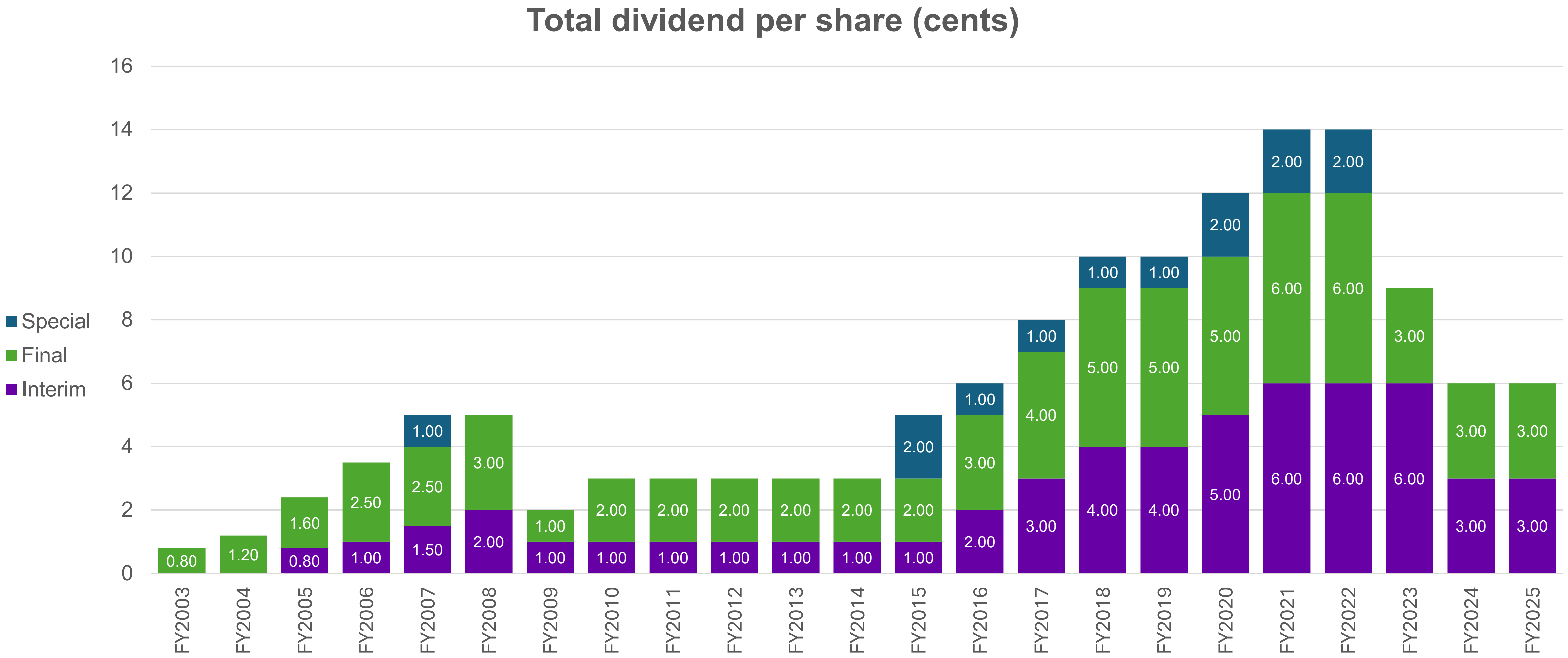
Cumulative dividend per share

134.9 cents since listing

Notes: 1) Bloomberg; for the period 24 June 2003 (IPO) until 30 June 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 419% while FTSE ST All Share Index returned 217% 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

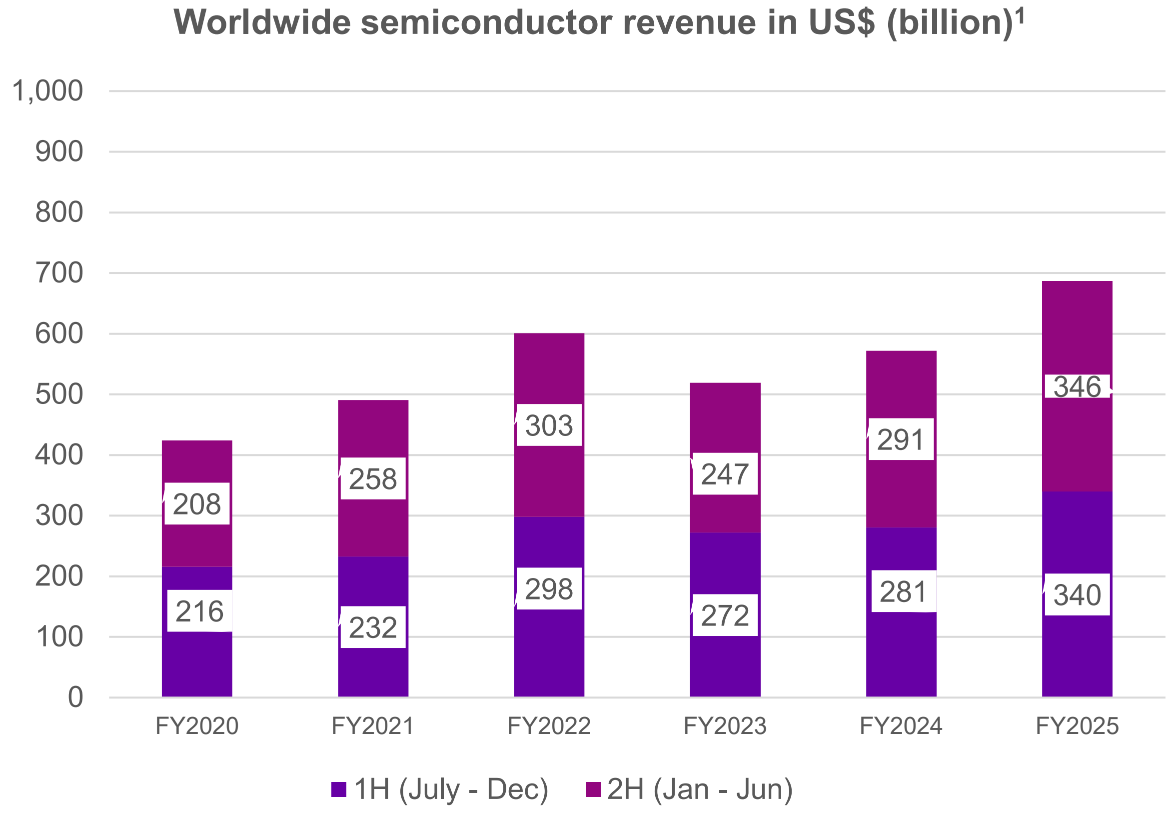


Outlook & summary

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

Encouraging sector performance and outlook

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



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

Target to be 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

Advancing *Five-Star Factory* initiative

- Continuing to strengthen the five pillars of excellence to achieve sustained success
- The initiative has enabled the Group to apply its expertise in packaging to the front-end WFE sector, allowing the Group to become a *Next-Generation Supplier* serving at the intersections of both the consumable tools and WFE segments

Maintaining MMUS's profitability

- Continued restructuring of processes to reduce costs and improve efficiency
- Sharpen engineering focus to four main product areas for the WFE sector to develop a compelling and competitive differentiation which allows product mix and price optimisation

Prioritising disciplined capital management & good governance

- Maintaining the Group's track record of financial discipline by maintaining zero bank borrowings, steady dividends and investing activities
- Investing strategically in capex to enhance its manufacturing capabilities and productivity
- Keeping good governance as the cornerstone of all business practices
    - Nearly 40 awards for good governance, transparency and investor relations since listing in 2003
    - Ranked 30th out of 467 Singapore-listed companies on the 2025 Singapore Governance and Transparency Index

Investment highlights

Positioned for high-quality earnings & 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

- Significant yoy improvements in revenue, EBITDA and NPAT

Committed to strong shareholder returns

- Strong track record in 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