MTQ CORPORATION LIMITED

(Incorporated in Singapore)
(Company Registration No. 196900057Z)

ANNUAL GENERAL MEETING TO BE HELD ON 31 JULY 2026
RESPONSES TO SUBSTANTIAL AND RELEVANT QUESTIONS

MTQ Corporation Limited (the “**Company**”) would like to thank shareholders for submitting their questions in advance of the upcoming Annual General Meeting to be held on 31 July 2026, 10.00 a.m. at Carlton Hotel, Empress Ballroom 2, Level 2, 76 Bras Basah Road, Singapore 189558 (the “**AGM**”).

The Appendix annexed herein sets out the Company’s responses to the substantial questions received from shareholders and other stakeholders that are relevant to the AGM resolutions and the business of the Company and its subsidiaries (the “**Group**”).

Please refer to the Appendix for the Group’s responses.

By Order of the Board
Tan Lee Fang
Company Secretary
24 July 2026

Appendix

1.	**The redesignation of Mr Kuah Kok Kim to Executive Chairman, followed by his assumption of the Group CEO's responsibilities, represents a significant change in the Group's leadership structure. Can the Board explain how this decision aligns with its long-term succession planning framework, and what alternatives were evaluated before arriving at this outcome?** **Given that the former Group CEO was based in Bahrain, how have his responsibilities been redistributed following his departure? What changes, if any, have been made to the Group's Executive Management structure to ensure continuity of leadership and effective oversight of its operations in the Middle East?** **Can the Board provide an update on the search for a new Group CEO? Is the Board conducting an international search, and what specific operational, industry and geographical experience is being prioritised? What is the expected timeline for the appointment?** The Board carefully considered the Group's leadership requirements following the resignation of the former Group CEO. In arriving at the decision for the Executive Chairman to assume the responsibilities and functions of Group CEO, the Board took into account the Group's immediate leadership and operational requirements, the need to ensure continuity during the leadership transition and the alignment of its leadership resources with the Group's strategic priorities. The Group continues to operate under its existing executive management structure. Over the years, the Group has built up a strong and experienced core of senior executives and local management teams, who continue to lead the day-to-day operations in the Middle East and Singapore. The Executive Chairman provides strategic direction and oversight through regular engagement, management reviews and more frequent visits to the region, and is supported by the Group's corporate team in overseeing the Group's operations. As the UAE operations continue to develop, the Group will continue to strengthen its local management and operational capabilities where appropriate. The Board also continues to receive regular updates on the Group's operations and business performance as part of its oversight responsibilities. The Board and the NRC recognise the importance of succession planning and managing key person risk. As announced on 7 July 2026, the Board has appointed a Deputy Non-Executive Chairman to further strengthen leadership continuity and mitigate key person risk. The NRC has commenced searching for a suitable long-term candidate for the Group CEO position. However, given the current operating environment, particularly the ongoing geopolitical uncertainties in the Gulf region, it its neither practical nor realistic to set a specific timeline for the appointment. The Board intends to take a considered approach to identifying the right candidate with the appropriate experience, capabilities and leadership qualities.
2.	**Can Management help shareholders better understand the Group's exposure to Saudi Aramco's production activity? To what extent are the Group's revenues and utilisation levels directly or indirectly linked to Saudi Aramco's production levels, drilling activity and capital expenditure?**

	How has the Group adapted its strategy to align with the Saudi Aramco's shift in its investment priorities, and does Management expect the change to alter the long-term demand for the Group's products and services? The Group does not contract directly with Saudi Aramco currently. However, the vast majority of the Group's Bahrain operations support customers whose activities are linked to rigs operating in Saudi Arabia. Accordingly, Saudi Aramco's drilling activity and capital expenditure are the primary drivers of demand for the Group's repair, refurbishment and other oilfield engineering services in Bahrain. Changes in drilling and rig activity, including the suspension of rigs may affect demand for the Group's Bahrain operations. The Bahrain operations also support customers operating in Bahrain and elsewhere in the region, although to a lesser extent. Recognising the cyclical nature of the industry and the risks of relying on any single market, the Group has broaden its geographical presence through its expansion into the UAE, which continues to invest in expanding its oil & gas sector.
3.	**How would a prolonged disruption or closure of the Strait of Hormuz affect the Group's operations, supply chain, customer demand and financial performance?** A prolonged disruption or closure of the Strait of Hormuz could result in project delays, longer lead times, greater logistics complexity and higher operating costs, including freight, fuel and transportation costs. Customers may also adopt a more cautious approach towards project execution and spending amid uncertainty. While the underlying demand for oilfield services is expected to remain, the timing of customer activity and project execution may be affected.
4.	**With respect to the UAE facility, have geopolitical developments affected Management's expectations regarding utilisation, customer demand or the timeframe required for the facility to achieve its target operating and financial performance?** The geopolitical developments in the Middle East have resulted in disruptions and delays to the ramp-up of the UAE facility, particularly during the initial stages of the conflict. Customer engagement and onboarding activities took longer than originally anticipated, which moderated the pace of utilisation growth during the period. Continued uncertainty, including the impacts discussed in #3 above, may continue to influence the pace of the facility's ramp-up. Management's focus remains on executing the ramp-up, growing the customer base, expanding operational capabilities and improving utilisation, with profitability expected to strengthen progressively as the business scales. Notwithstanding the near-term uncertainties, the Board remains confident in the long-term strategic rationale and growth potential of the UAE operations. The UAE continues to invest significantly in expanding its oil and gas production capacity and industrial base, providing a supportive backdrop for long-term demand for the Group's engineering and oilfield services.
5.	**Can Management provide greater clarity on the performance of the Singapore operations? What were the principal factors behind the 20% decline in revenue, and does management expect these factors to be temporary or structural?**

	The decline in revenue from the Singapore operations should be viewed in the context of the timing of revenue recognition during the comparative period, particularly in 1HFY2025. As previously indicated, revenue in 1HFY2025 was benefited from timing factors, including the carryover of an existing work and order backlog from FY2024. Excluding these factors, the performance of the Singapore operations has remained relatively stable over the periods presented. Accordingly, Management does not view the decline in FY2026 as indicative of a structural deterioration in the Singapore business. The Singapore operations continue to maintain their core customer relationships and service capabilities, while Management remains focused on securing new work and maintaining operational efficiency.
6.	**There is a marked decline in Gross Profit margin and EBITDA margin over the last 3 years. What strategies does the Group have to incentivize top line growth and keep margins stable?** The decline in the Group's gross profit and EBITDA margins over the past three financial years was primarily attributable to the additional operating costs associated with the commencement and expansion of the Group's UAE operations. As a newly established facility, the UAE business operated below optimal utilisation during its initial ramp-up phase, which affected the Group's overall margins. Excluding the UAE operations, the Group's underlying businesses experienced lower revenue and utilisation during the financial year, with the corresponding impact on margins being broadly in line with the lower level of business activity. Accordingly, Management's priority is to successfully develop the UAE operations by growing revenue and increasing utilisation. As the business scales, the higher fixed cost base is expected to be better absorbed, supporting the Group's overall margins over time.