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PROPOSED APPOINTMENT OF INDEPENDENT NON-EXECUTIVE DIRECTOR, RETIREMENT OF INDEPENDENT NON-EXECUTIVE DIRECTOR, AND PROPOSED CHANGES IN COMPOSITION OF BOARD COMMITTEES

This announcement is made by Tak Lee Machinery Holdings Limited (the “**Company**”, together with its subsidiaries, the “**Group**”) pursuant to Rule 13.51(2) of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**” and the “**Listing Rules**”, respectively).

PROPOSED APPOINTMENT OF INDEPENDENT NON-EXECUTIVE DIRECTOR

The board (the “**Board**”) of directors (the “**Director(s)**”) of the Company wishes to announce that, after considering the recommendation of the nomination committee of the Company (the “**Nomination Committee**”) pursuant to the Company’s nomination policy, the Board proposes to appoint Ms. Ha Ching Ching (夏正靜) (“**Ms. Ha**”) as an independent non-executive Director with effect from the conclusion of the forthcoming annual general meeting of the Company to be held on Monday, 30 November 2026 (the “**AGM**”). The proposed appointment of Ms. Ha will be subject to the approval by the shareholders of the Company (the “**Shareholders**”) at the AGM by way of an ordinary resolution and will take effect, if approved, from the conclusion of the AGM.

Set out below is the biographical profile of Ms. Ha:

Ms. Ha Ching Ching (夏正靜), aged 47, has over 20 years of experience in auditing, financial management and corporate governance.

From March 2001 to March 2004, Ms. Ha worked at Y. W. Tai & Co. Certified Public Accountants with her last position as a semi-senior audit. From May 2004 to September 2005, Ms. Ha worked at RSM Nelson Wheeler (now known as RSM Hong Kong) as a senior accountant III. From December 2005 to January 2007, Ms. Ha worked at Hutchison Telecommunications (Hong Kong) Limited with her last position as a senior business assurance officer and was responsible for commercial compliance. From January 2007 to January 2012, Ms. Ha worked at Cargill Grain

and Oilseeds (Yangjiang) Ltd. with her last position as a financial controller. From January 2012 to May 2016, Ms. Ha served as a financial controller at Kerry Properties Development Management (Shanghai) Co., Ltd., a subsidiary of Kerry Properties Limited, a company listed on the Main Board of the Stock Exchange (stock code: 683). From September 2016 to February 2017, Ms. Ha also served as financial controller, internal control and business accounting at Lee Kum Kee (China) Trading Ltd. Ms. Ha currently serves as a financial controller, logistics for Huajun Logistics Co. Limited, a subsidiary of China Huajun Group Limited, a company listed on the Main Board of the Stock Exchange (stock code: 377) since April 2018. She is responsible for overseeing the entire finance function for the energy segment within the People's Republic of China and Hong Kong. She is currently a joint company secretary of Cofee Medical Technology Co., Limited, a company listed on the Main Board of the Stock Exchange (stock code: 1187) and a director of each of Danok Corporate Services Limited and MindSource (HK) Corporate Services Limited.

In December 2000, Ms. Ha obtained a bachelor's degree in commerce (accounting) from the University of Adelaide in Australia. Ms. Ha was admitted as a certified practising accountant of the CPA Australia and a certified public accountant of the Hong Kong Institute of Certified Public Accountants in September 2004 and March 2006, respectively. Ms. Ha has also been a member of the CPA Australia since September 2004 and a fellow member of the Hong Kong Institute of Certified Public Accountants since March 2020.

Ms. Ha was a director of the following company at the time of its dissolution:

Company name	Place of incorporation	Principal business activity(ies) prior to dissolution	Position	Means of dissolution	Date of Dissolution
Glory Enterprise Group Limited	Hong Kong	General trading	Director	Dissolved by deregistration under section 291AA of the predecessor Companies Ordinance (Chapter 32 of the Laws of Hong Kong)	20 March 2008

Ms. Ha has confirmed that (i) the above company was solvent at the time of its dissolution, (ii) there was no wrongful act on her part leading to such dissolution; and (iii) so far as Ms. Ha is aware, no claim has been or will be made against her as a result of such dissolution.

Subject to the approval by the Shareholders at the AGM on the appointment of Ms. Ha as an independent non-executive Director, a letter of appointment will be entered into between the Company and Ms. Ha for an initial term of one year commencing from the date of approval by the Shareholders at the AGM on her appointment, subject to renewal and termination by either party in accordance with the terms thereof, and the retirement and re-election provisions in the articles of association of the Company and the Listing Rules.

Ms. Ha will be entitled to receive director's fee of HK\$180,000 per annum for acting as an independent non-executive Director. Her director's fee was determined by the Board with reference to market terms as well as her duties and responsibilities within the Group upon the recommendation by the remuneration committee of the Company (the "**Remuneration Committee**"). Ms. Ha's remuneration is subject to review by the Remuneration Committee and the Board from time to time.

Save as disclosed above, as at the date of this announcement, Ms. Ha (i) does not hold any positions with any members of the Group; (ii) does not hold any directorships in any other public companies listed in Hong Kong or overseas in the last three years and does not have any major appointment and professional qualifications; (iii) does not have any relationships with any Directors, senior management, substantial shareholders or controlling shareholders of the Company (as defined under the Listing Rules); and (iv) does not have, or is not deemed to have, any interests or short positions in any shares, underlying shares or debentures of the Company or any of its associated corporations within the meaning of Part XV of the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong).

Ms. Ha has confirmed that (a) she has satisfied all the criteria for independence as set out in Rule 3.13(1) to (8) of the Listing Rules; (b) she has no past or present financial or other interest in the business of the Group or any connection with any core connected person (as defined under the Listing Rules) of the Company; and (c) there are no other factors that may affect her independence at the time of her appointment.

In considering the suitability of Ms. Ha as an independent non-executive Director, the Nomination Committee, with reference to the Company's board diversity policy and the nomination policy, has assessed Ms. Ha's independence, professional qualifications, extensive experience in auditing, financial management and corporate governance, and potential contribution to the diversity of the Board. Accordingly, the Nomination Committee recommended the proposed appointment of Ms. Ha as an independent non-executive Director to the Board after consideration. Taking into account the recommendation of the Nomination Committee and the confirmation received from Ms. Ha, the Board considers Ms. Ha to be independent and believes she has the requisite character, integrity and experience to fulfill the role of an independent non-executive Director and therefore has proposed to appoint Ms. Ha as an independent non-executive Director.

Saved as disclosed above, there is no other information required to be disclosed pursuant to Rule 13.51(2)(h) to (v) of the Listing Rules, and there is no other matter in relation to the proposed appointment of Ms. Ha that needs to be brought to the attention of the Shareholders.

RETIREMENT OF INDEPENDENT NON-EXECUTIVE DIRECTOR

The Board also announces that, subject to the shareholders' approval at the AGM, Ms. Ha will be appointed to succeed Sir Kwok Siu Man KR ("**Sir Seaman Kwok**") (郭兆文黎剎騎士勳賢) as an independent non-executive Director, who has served the Board for a period of over 9 years and according to the Board Succession Plan of the Company, he will not stand for re-election at the AGM. Sir Seaman Kwok will therefore retire from his position as an independent non-executive Director and will cease to be the chairman of the Nomination Committee and a member of each

of the audit committee of the Company (“**Audit Committee**”) and Remuneration Committee with effect from the conclusion of the AGM.

Sir Seaman Kwok has confirmed that he has no disagreement with the Board and that there is no matter relating to his retirement that needs to be brought to the attention of the Shareholders or the Stock Exchange.

The Board would like to take this opportunity to express its sincere gratitude to Sir Seaman Kwok for his valuable contributions to the Company during his tenure of office.

PROPOSED CHANGES IN COMPOSITION OF BOARD COMMITTEES

Following (a) the retirement of Sir Seaman Kwok as an independent non-executive Director and (b) the appointment of Ms. Ha as an independent non-executive Director being approved by the Shareholders at the AGM, the Board will implement the following changes to the composition of its committees:

- (i) Sir Seaman Kwok will cease to be the chairman of the Nomination Committee and a member of each of the Audit Committee and the Remuneration Committee with effect from the conclusion of the AGM;
- (ii) Ms. Ha will be appointed as a member of each of the Audit Committee, the Nomination Committee and the Remuneration Committee; and
- (iii) Mr. Law Tze Lun, an independent non-executive Director, will be appointed as the chairman of the Nomination Committee with effect from the conclusion of the AGM.

A circular containing, among others, (i) the details of the proposed appointment of Ms. Ha as an independent non-executive Director; and (ii) the notice of the AGM, will be published on the websites of the Stock Exchange and the Company and despatched to the Shareholders (as the case may be) in due course in the manner required by the Listing Rules.

By order of the Board
Tak Lee Machinery Holdings Limited
Chow Luen Fat
Chairman and Chief Executive Officer

Hong Kong, 22 October 2026

As at the date of this announcement, the executive Directors are Mr. Chow Luen Fat (chairman and chief executive officer), Ms. Liu Shuk Yee and Ms. Ng Wai Ying; the non-executive Director is Ms. Cheng Ju Wen; and the independent non-executive Directors are Sir Kwok Siu Man KR, Mr. Law Tze Lun and Dr. Wong Man Hin Raymond.