FULL YEAR 2025 Performance

FULL YEAR & FOURTH QUARTER ENDED
31 DECEMBER 2025

26 February 2026

Note on Forward-Looking Statements

This presentation may contain certain forward-looking statements including, but not limited to, statements as to future operating results and plans.

These statements are based on our assumptions and estimates and are subject to known and unknown risks and uncertainties and other factors which may cause the actual results, performance or achievements of the Group to differ materially from any future results, performance or achievements expressed or implied by those projected in the forward-looking statements.

Consequently, readers are cautioned not to place undue reliance on any forward-looking statements.

All $ dollar amounts are in Singapore dollars unless otherwise specified.

Performance Review

Fourth Quarter 2025 Financial Performance Summary

$ Million	4Q 2025	3Q 2025	QoQ % Change	4Q 2024	YoY % Change
Revenue	**113.6**	**133.5**	**(14.9)**	**81.7**	**39.0**
EBITDA	17.1	15.6	9.6	13.2	29.5
Profit Before Tax	**15.4**	**13.5**	**14.1**	**10.7**	**43.9**
PBT Margin (%)	13.6	10.1	350 bps	13.1	50 bps
Income Tax Expense	(2.1)	(2.6)	(19.2)	(0.6)	250.0
Effective Tax Rate (%)	13.6	19.3	(570 bps)	5.6	800 bps
Net Profit	**13.3**	**10.8**	**23.1**	**10.1**	**31.7**
Net Profit Margin (%)	11.7	8.1	360 bps	12.4	(70 bps)
Basic EPS (cents)	**1.71**	**1.41**	**21.3**	**1.32**	**29.5**
Diluted EPS (cents)	**1.71**	**1.41**	**21.3**	**1.31**	**30.5**

1. *Weighted average number of 771,793,545 shares and 771,793,545 shares were used for the computation of basic and diluted EPS for 4Q 2025 and 3Q 2025, and 771,888,929 shares and 771,895,448 shares for the computation of 4Q 2024 basic and diluted EPS.*

- **Y-o-y comparison**:
  The Group achieved higher revenue of $113.6 million in fourth quarter with recurring orders and contributions from newly acquired customers. Net profit was $13.3 million.

- **Q-o-q comparison:**
  Higher sequential net profit mainly due to $3.5 million gain from sale of property in Gelang Patah, Malaysia in the fourth quarter of 2025.

- Recorded PBT margin of 13.6% and net profit margin of 11.7%. Underlying PBT margin (excluding gains from sale of property in Malaysia) was 10.5%.

2H 2025 Financial Performance Summary

$ Million	2H 2025	2H 2024	% Change
Revenue	**247.1**	**248.4**	**(0.5)**
EBITDA	32.7	31.4	4.1
Profit Before Tax	**28.8**	**26.5**	**9.0**
PBT Margin (%)	11.7	10.7	100 bps
Income Tax Expense	(4.7)	(2.6)	83.2
Effective Tax Rate (%)	16.3	9.6	670 bps
Net Profit	**24.1**	**23.9**	**1.0**
Net Profit Margin (%)	9.8	9.6	20 bps
Basic EPS (cents)	**3.12**	**3.10**	**0.6**
Diluted EPS (cents)	**3.12**	**3.09**	**1.0**

1. *Weighted average number of 771,793,545 (2H 2024: 771,888,929) shares and 771,793,545 (2H 2024: 772,098,006) shares were used for the computation of basic and diluted EPS for 2H 2025.*

- The Group delivered a net profit of $24.1 million and revenue of $247.1 million for the second half of the year.
- The increase in production activities in Malaysia, where corporate tax rate is 24%, led to the higher effective tax rate for the Group.

Full Year 2025 Financial Performance Summary

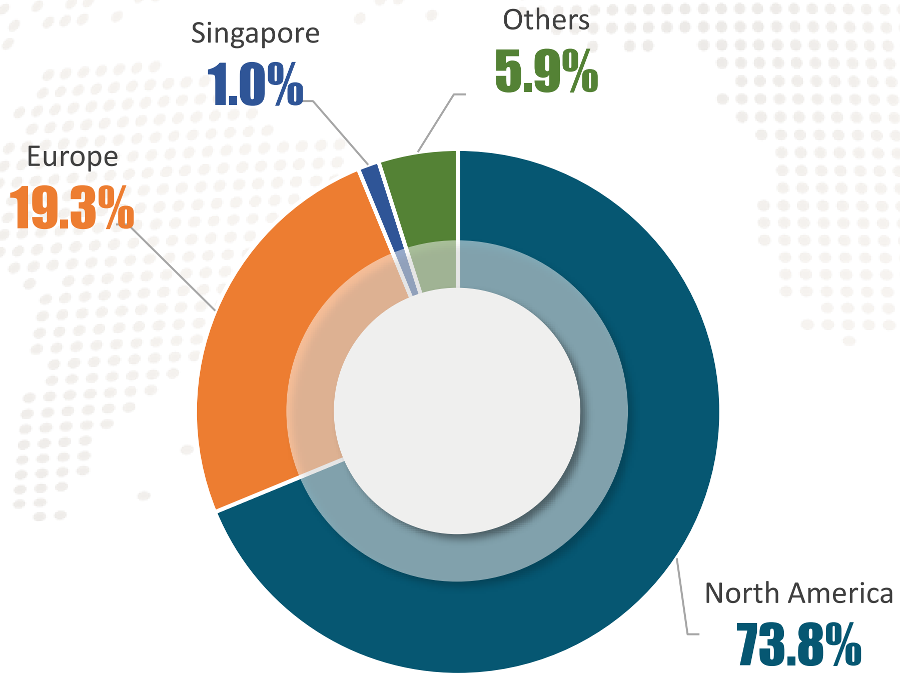
$ Million	FY2025	FY2024	% Change
Revenue	**432.5**	**621.6**	**(30.4)**
EBITDA	56.1	91.3	(38.6)
Profit Before Tax	**47.8**	**81.1**	**(41.1)**
PBT Margin (%)	11.1	13.0	(190 bps)
Income Tax Expense	(7.6)	(10.5)	(27.9)
Effective Tax Rate (%)	15.9	12.9	300 bps
Net Profit	**40.2**	**70.5**	**(43.0)**
Net Profit Margin (%)	9.3	11.3	(200 bps)
Basic & Diluted EPS (cents)	**5.20**	**9.14**	**(43.1)**
Diluted EPS (cents)	**5.20**	**9.13**	**(43.0)**

1. *Weighted average number of 771,793,545 (FY2024: 771,888,929) shares and 771,793,545 (FY 2024: 772,143,417) shares were used for the computation of basic and diluted EPS for FY 2025.*

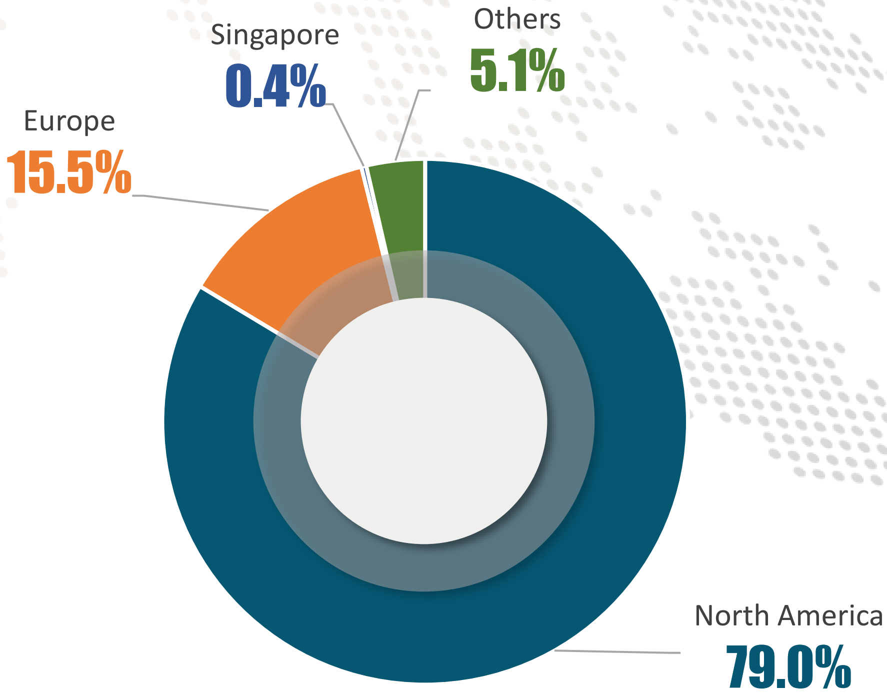
- The Group recorded a lower revenue of $432.5 million and net profit of $40.2 million primarily due to increased competition and lower customer volume.
- Net profit of $40.2 million includes $3.5 million gain from the sale of property in Gelang Patah, Malaysia in the fourth quarter of 2025.

Full Year Geographical Revenue

FY 2025 Revenue $432.5 million



FY 2024 Revenue $621.6 million



Free Cash Flow

($ Million)	FY2025	FY2024
Profit before income tax	47.8	81.1
Operating cash flows before changes in working capital	48.0	70.5
Cash from operations	49.5	129.9
Net cash from operating activities	**38.5**	**113.3**
Less Capital Expenditure	(1.7)	(3.4)
Free Cash Flow	**36.8**	**109.9**

- For the full year ended 31 December 2025, the Group generated:

  -net cash of $38.5 million from its operating activities; and

  -free cash flow of $36.8 million.

1. The movement of working capital in FY2025 was $1.5 million (FY2024: $59.4 million).
2. Capital expenditure excludes non-cash acquisition of property, plant and equipment.

Balance Sheet Summary

($ Million)	31 December 2025	30 June 2025	31 December 2024
Cash & Bank Balances	123.3	176.3	292.1
Short-term Investments	146.2	51.7	19.2
Lease Liabilities	(3.3)	(1.6)	(2.8)
Total Bank Borrowings	(9.8)	(11.9)	(14.3)
Net Cash	**256.4**	**214.5**	**294.2**
Current Assets	400.4	428.9	430.4
Current Liabilities	(124.9)	(175.2)	(117.2)
Working Capital	**275.5**	**253.7**	**313.2**
Total Net Assets	**291.6**	**273.3**	**339.1**
Accumulated Profits	97.1	80.7	141.8
Share Capital & Reserves	194.5	192.6	197.3
Total Equity	**291.6**	**273.3**	**339.1**
Net Asset Value per Share (cents)	**38.0**	**35.0**	**44.0**

- Net cash position remained healthy at $256.4 million as of 31 December 2025.
- Short-term investments comprised mainly structured deposits held with banks with tenure of 1-6 months and Singapore government treasury bills.
- Lower NAV per share of 38 cents as of 31 December 2025 compared to 31 December 2024 due to the payment of:

  -final and special dividends amounting to $77.2 million (for financial year ended 31 December 2024) in April 2025; and

  -interim dividend of $7.7 million for the first half of 2025.

1. *NAV per share as of 31 December 2025, 30 June 2025 and 31 December 2024 were computed based on the net assets of the Group and 771,793,545 ordinary shares (excluding Treasury Shares) respectively.*

Proposed Final & Special Dividends

2H 2025 Dividend

Proposed Final & Special One-Tier Tax-Exempt Cash Dividends

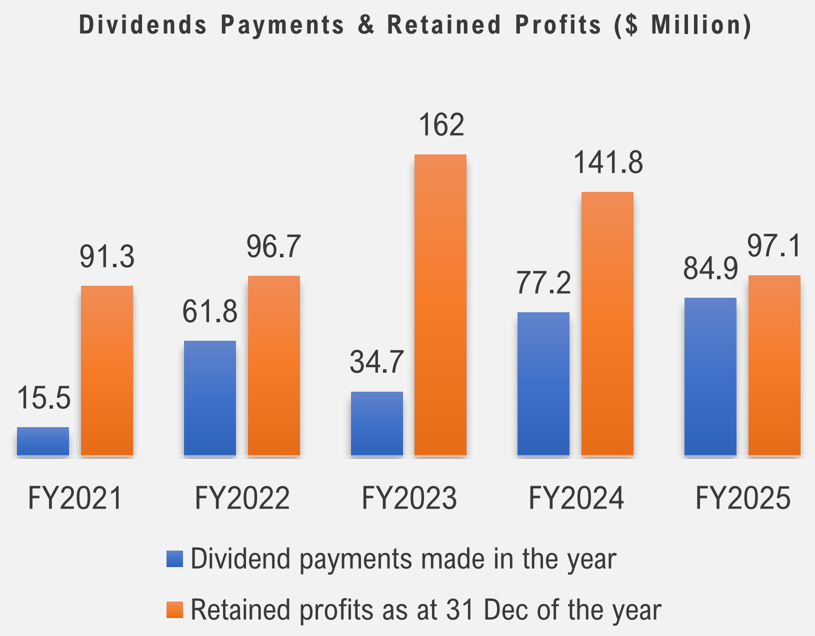
- The Group has maintained a disciplined approach to cash and capital management. As at 31 December 2025, cash reserves stood at $269.5 million and retained profits at $97.1 million.
- In view of the surplus cash position, it is proposed that the Group utilise the excess cash to reward shareholders with dividends amounting to **11** cents per share, totalling $84.9 million. These comprise:

  -a final ordinary cash dividend of 3 cents per share (totalling $23.2 million);

  and

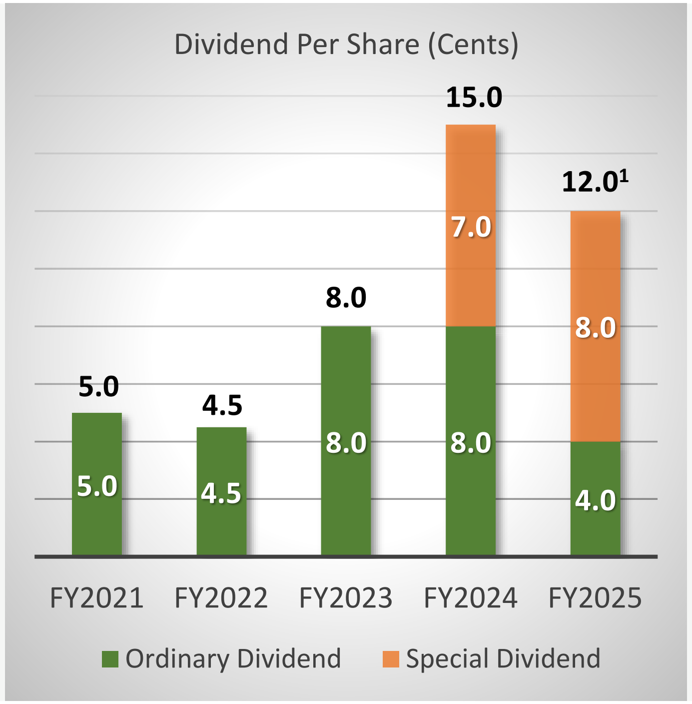
  -a special cash dividend of 8 cents per share (totalling $61.7 million),

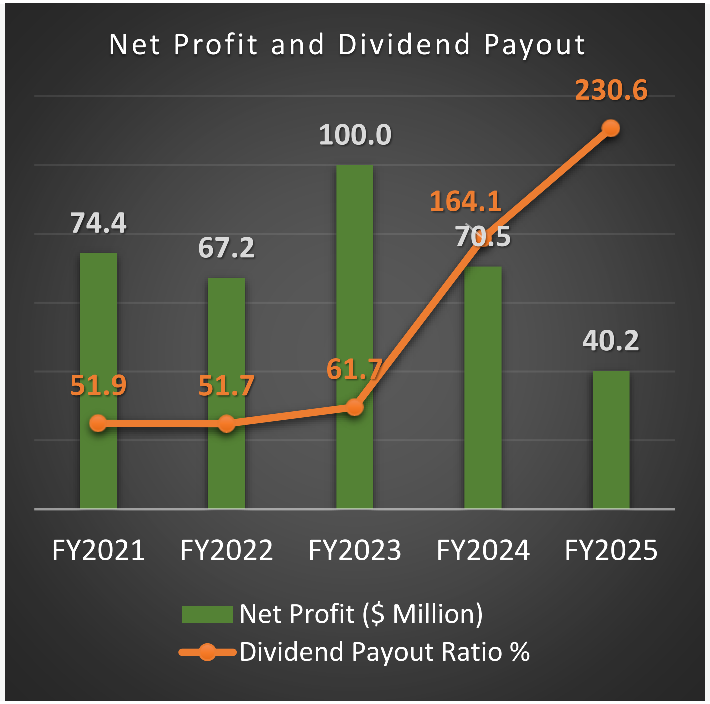
  subject to shareholder approval at the AGM on 20 April 2026.
- The proposed special dividend reflects the Group's continued commitment to enhancing shareholder value as it celebrates 40 years of Aztech.



1. *Cash reserves include cash at bank of $123.3 million and short-term investment of $146.2 million as of 31 December 2025.*

Proposed Final & Special One-Tier Tax-Exempt Cash Dividends





- Including the first half interim dividend of 1 cent a share, ordinary dividend payout will be 4 cents per share for financial year 2025.
- With the special dividend, the total dividends for FY2025 will be 12 cents per share (Dividend payout 230.6%).
- If approved at the upcoming AGM, the final and special dividends amounting to **11 cents per share** will be paid on **30 April 2026**.

1. *Includes interim dividend of 1 cent per share and was paid on 6 August 2025.The proposed final and special dividends of 12 cents per share are pending shareholder approval at the upcoming AGM*

All currencies are in Singapore dollars unless otherwise specified.

Key Developments

Optimisation of Operational Footprint

- Divested Gelang Patah property in Johor, Malaysia and optimised Dongguan manufacturing capacity through sale and partial leaseback[1] to improve cost and operational efficiency.

- The Group now operates approximately **500,000** sq ft of manufacturing built-up area namely:
  -a 300,000 sq ft manufacturing facility in Malaysia, and
  -a 194,000 sq ft facility in China.

1. The sale and leaseback arrangement was completed in January 2026. Please refer to SGXNet announcement dated 12 January 2026.

Key Developments

Enhanced MedTech Manufacturing with FDA Approval

- The **ISO 13485 certified** manufacturing facility in Pasir Gudang, Johor, Malaysia obtained **U.S. Food and Drug Administration ("FDA") 21 CFR Part 807 Establishment Registration and Device Listing** in January 2026.

- This significantly strengthens the Group's ability to **support MedTech customers** seeking entry into the U.S. market[1] with its quality, scalable, and regulatory-compliant manufacturing processes that is complemented by Malaysia's high-tech manufacturing ecosystem.

1. The US remains the world's largest medical device market (over 40% of the global MedTech demand). Valued at US$188.68 billion in 2024, the U.S. medical device market is estimated to grow at a CAGR of 6.8% from US$199.06 billion in 2025 to US$314.96 billion in 2032. (*Source: U.S. Medical Devices Market Size, Share & Forecasts 2024–2032, Fortune Business Insights*)

Project Wins & Customer Expansion

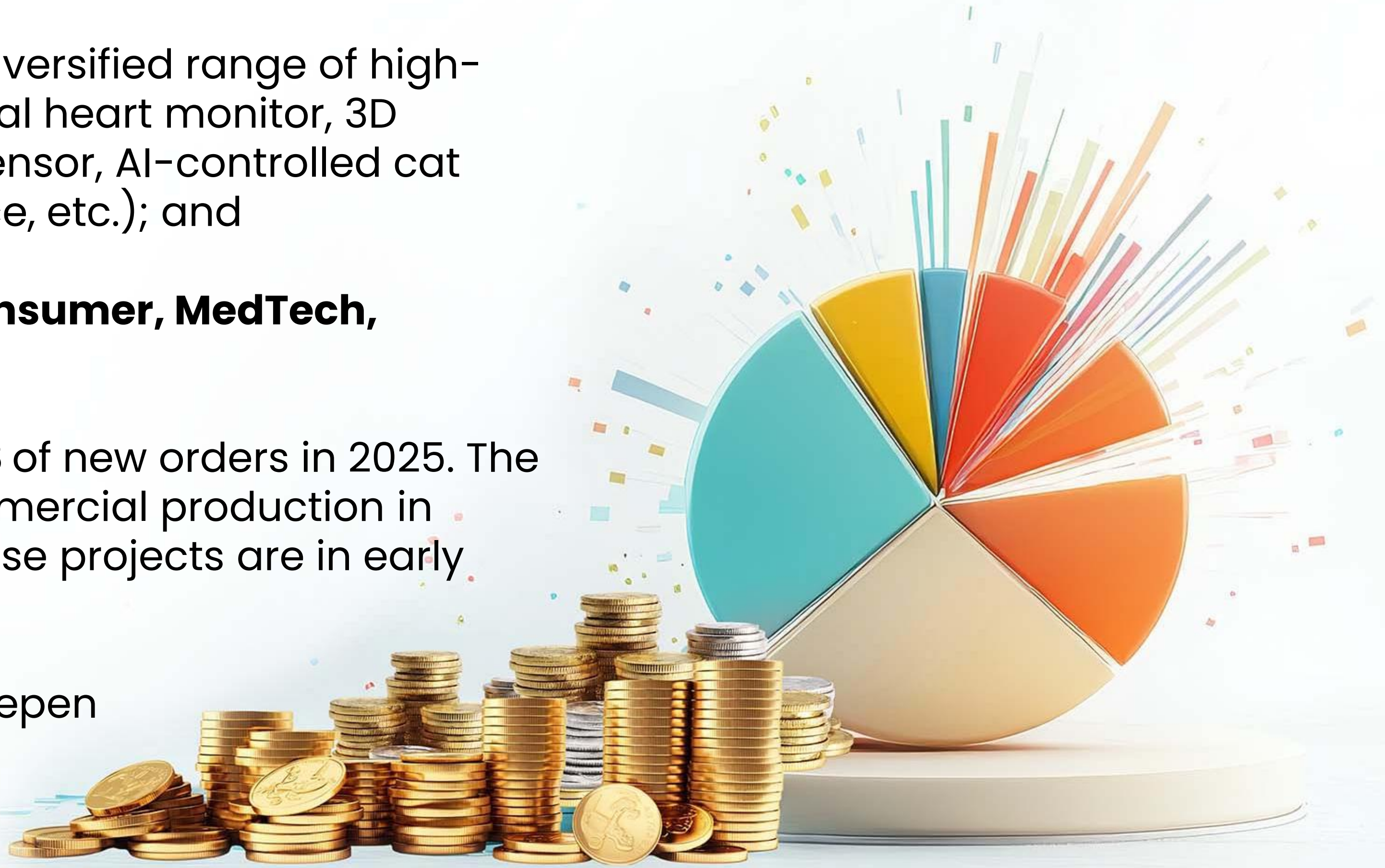
- In financial year 2025, the Group:

  -secured **27 new project orders**[1] across a diversified range of high-value technology-driven products (e.g. foetal heart monitor, 3D medical navigation device, AI occupancy sensor, AI-controlled cat flap, smart air purifier and emergency device, etc.); and

  -added **10 new customers** spanning the **consumer, MedTech, security and industrial** segments.

- Commenced the commercial production of **8** of new orders in 2025. The remaining new orders are scheduled for commercial production in **2026**. Initial contribution will be modest as these projects are in early stages of development.

- Continued to diversify customer base and deepen engagement with existing customers to build **revenue resilience.**



1. New project order refers to new product secured from existing and new customers.

Customer Diversification Plan

- The Group is leveraging enhanced capabilities and dual-site manufacturing footprint to serve customers in emerging and traditional markets.

- **Customer Diversification Plan:**
  - To grow presence in the **Medtech** segment following the U.S. FDA approval for its Pasir Gudang plant.

  - To enter the **Renewable Energy** segment as it expands its manufacturing capabilities to capture the rising demand of renewable energy hardware.

- Continue to enhance its design and manufacturing capabilities to build diversified customer portfolio, supporting long-term revenue stability across different sectors.

Outlook

FY2026 Outlook & Strategic Priorities

- The business environment remains challenging amidst macroeconomic and geopolitical uncertainties and a softening in customer demand.
- To strengthen its position as a trusted and future-ready electronics manufacturing services partner, the Group will focus on **6 key priorities** that will guide its long-term growth and operational direction:

Strengthening Customer Base

Expanding customer base across diverse markets to drive product and customer pipelines.

Diversifying Supplier Network

Establishing a more resilient, localised and diversified supplier network to mitigate risks from tariffs and geopolitical developments.

Dual-site Manufacturing Footprint

Leveraging dual-site manufacturing footprint to support customers' requirements for various markets.

Capabilities Building

Enhancing manufacturing, design and R&D capabilities to produce better products, improve production yield and efficiency.

Disciplined Resource Management

Maintaining a disciplined approach to asset, capital, cost, and foreign exchange risk management.

Sustainability

Advancing net-zero goals to be the business partner of choice, driving long-term business value.

Thank You