

Results Presentation

For the year ended 31 Dec 2025

26 February 2026



4Q 2025 performance

Revenue

S\$645.4 million

+2.9% QoQ

Earnings per share

20.2 Singapore cents

+5.2% QoQ

Net margin

9.0%

Net profit S\$58.4 million

Group revenue rose sequentially as our strategic initiatives continued to gain traction.

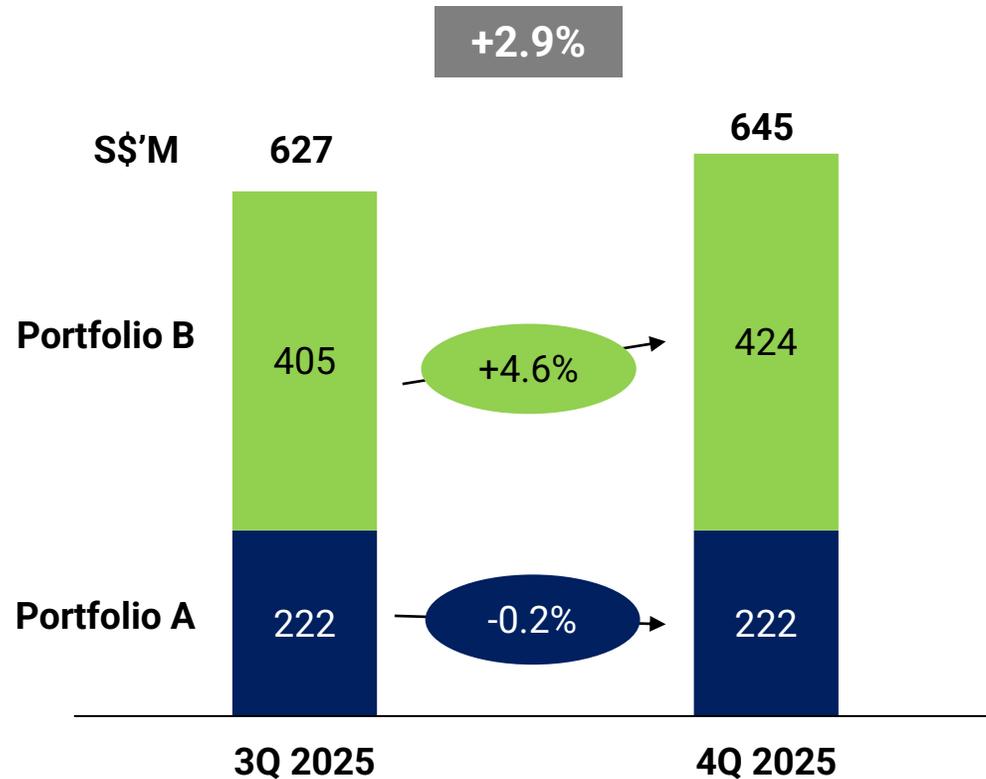
There is continued momentum as we ramped up production for wins secured during the year in the Test & Measurement Instrumentation and Networking & Communications technology domains.

Net profit margin improved marginally QoQ to 9.0%, reflecting the disciplined execution of growth strategies alongside continued cost and productivity focus.

Consequently, earnings per share expanded 5.2% on a sequential quarter basis.

Revenue performance by portfolios

4Q 2025 QoQ Revenue Change



Portfolio B

- We drove growth in the Test & Measurement Instrumentation technology domain through increased market share, as well as ramping up delivery of network connectivity solutions for hyperscale data-centers in the Network & Communications technology domain.

Portfolio A

- Revenue held stable quarter-on-quarter, supported by resilient demand across the Life Science and Lifestyle Consumer technology domains.

Portfolio A comprises Life Science, Medtech and Lifestyle Consumer

Portfolio B comprises Test & Measurement Instrumentation, Networking & Communications, Advanced Payment Systems, Advanced Industrial, Semiconductor Related Equipment and others

Note: Numbers may not add up due to rounding.

FY2025 performance

Revenue

S\$2,534.5 million

-7.4% YoY

FY2025 Group revenue reflects expected softness in the Lifestyle Consumer technology domain. Our R&D and design contribution helped improve the reliability and longevity of a customer's key product, which led to lower product replacements and lower volumes.

Earnings per share

78.7 Singapore cents

-6.8% YoY

In our other technology domains, we have made progress throughout 2025, with successful initiatives including wins relating to hyperscale data-centers.

With a continued focus on high value-add solutions, the Group maintained a strong net profit margin of 9.0%.

Net margin

9.0%

Net profit S\$227.0 million

Cash Flow and Balance Sheet

Robust cash flow, strong balance sheet

**Net cash generated from
operating activities**

S\$251.5 million
for FY2025

Venture continued to generate positive operating cash flow through the strength and resilience of our business model.

**Working capital position
as at 31 Dec 2025**

**Improved by
S\$79.7 million**

We drove an improvement in working capital position from 31 December 2024 to 31 December 2025, through proactive management in optimising trade receivables and payables.

**Net cash position
as at 31 Dec 2025**

S\$1.28 billion

We maintained a strong net cash position as at 31 December 2025, even after the payment of the interim and special dividends on 12 September 2025, as well as share buybacks during the year.

Improvement in working capital position

Through proactive efforts optimising trade receivables and payables, the working capital position improved by S\$79.7 million from 31 December 2024 to 31 December 2025.

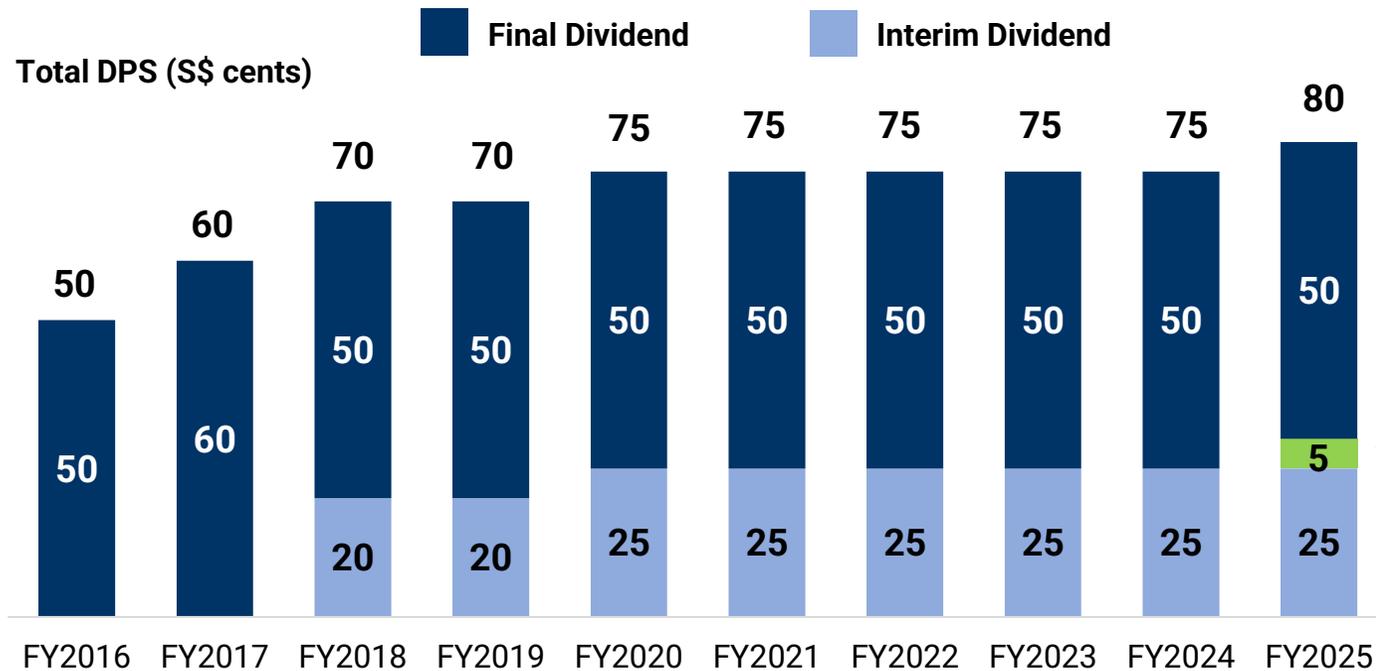
S\$m	31 Dec 2025	31 Dec 2024	Change
Inventories	695.8	686.4	(9.4)
Trade receivables	608.8	667.6	58.8
Trade payables	(473.8)	(443.5)	30.3
AR – AP	135.0	224.1	89.1
Working capital	830.8	910.5	79.7

Note: Numbers may not add up due to rounding.

Proposed Final Dividend

Strong dividend track record

- Proposed final dividend of **50 cents per share** for FY2025.
- With the special dividend of **5 cents per share** for 1H 2025, total dividend stands at **80 cents per share** for FY2025.



Special dividend of 5 cents paid out for 1H25

Dividend per share has grown **>100 times** since listing.

1992	>100X	2025
0.75 cent	→	80 cents

Cumulatively, Venture has paid S\$3.8 billion in dividends since listing.

Final Dividend Book Closure Date: 6 May 2026 Payment Date: 19 May 2026

Outlook

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In 4Q 2025, Venture captured opportunities across our diverse technology domains.

Heading into 2026, Venture is executing on several pathways to accelerate our growth momentum and we are seeing positive traction with our customers:

- In the Networking & Communications, Test & Measurement Instrumentation and Semiconductor Related Equipment technology domains, demand is underpinned by strong growth in hyperscale data-centers.
- In the Lifestyle Consumer domain, Venture is deepening our collaboration with a key customer through co-developing next generation products and technologies.
- In the Life Science domain, we continue to strengthen our role as a trusted partner for technology development, high-value design and advanced manufacturing with several leading life science companies.
- Amid a challenging geopolitical environment, customers increasingly rely on their trust and confidence in Venture's strong support.

For long-term sustainable growth, Venture continues to strengthen our technologies and capabilities in strategic areas, and is forging more partnerships to drive greater impact going forward.

Thank you

Disclaimer

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 Venture 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.

Appendix

FY2025 financials

Venture continues to achieve strong net profit margin, driven by our differentiated capabilities.

S\$m	FY2025	FY2024	Change (%)
Revenue	2,534.5	2,735.9	(7.4)
Profit before tax	284.4	306.6	(7.2)
PBT Margin (%)	11.2	11.2	
Income tax expense	56.8	60.8	(6.7)
Effective Tax Rate (%)	20.0	19.8	
Net profit	227.0	245.0	(7.4)
Net Profit Margin (%)	9.0	9.0	
Diluted EPS (cents)	78.7	84.4	(6.8)

Balance sheet as at 31 Dec 2025

The Group balance sheet remained robust with zero debt.

S\$m	31 Dec 2025	31 Dec 2024
Cash & Bank Balances	1,283.6	1,316.7
Net Current Assets	1,850.1	1,941.4
Net Non-Current Assets	947.7	952.9
Total Net Assets	2,797.8	2,894.3
Accumulated Profits	2,171.3	2,175.2
Share Capital & Reserves	621.5	714.6
Non-Controlling Interests	5.1	4.5
Total Equity	2,797.8	2,894.3
Net Asset Value per share (S\$)	9.71	10.00