

VENTURE

# INTO THE FUTURE

Seizing Opportunities in  
an Ever Changing World

# CORPORATE DIRECTORY

## REGISTERED OFFICE

### **Venture Corporation Limited**

5006 Ang Mo Kio Avenue 5  
#05-01/12 TECHplace II  
Singapore 569873  
T : +65 6482 1755  
F : +65 6482 0122  
Email : contact-us@venture.com.sg

## COMPANY SECRETARY

### **Angeline Khoo Cheng Nee**

## SHARE REGISTRAR

### **M & C Services Private Limited**

112 Robinson Road  
#05-01  
Singapore 068902  
T : +65 6227 6660  
F : +65 6225 1452

## AUDITORS

### **Deloitte & Touche LLP**

6 Shenton Way  
OUE Downtown 2 #33-00  
Singapore 068809  
T : +65 6224 8288  
F : +65 6538 6166

Partner-in-charge

### **John Tan Hon Chye**

(Appointed with effect from the  
financial year ended 31 December 2015)

## BANKERS

Citibank N.A.  
DBS Bank Ltd  
JPMorgan Chase Bank  
Oversea-Chinese Banking Corporation Limited  
Standard Chartered Bank  
RHB Bank Bhd  
CIMB Bank Bhd  
Malayan Banking Berhad  
The Hongkong and Shanghai Banking Corporation

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# ENVISIONING A BETTER TOMORROW





VISION

- SHOW BUSINESS
- NETWORK
- MUSIC
- CINEMA
- BUSINESS & FINANCE
- WORLD NEWS

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INNOVATION



DRIVING INGENUITY  
AND INNOVATION



EMBRACING  
DIVERSITY, SYNERGY  
AND CREATIVITY





DIVERSITY

# MESSAGE TO SHAREHOLDERS

## DEAR SHAREHOLDERS

It gives me great pleasure to report another year of excellent progress across the Group. For FY 2016, the Venture Group has expanded in profit, revenue and market capitalisation; strengthened and broadened its core competencies and knowhow; as well as augmented its solid customer-base. All these including many operational and customers' related accomplishments were achieved notwithstanding challenges in the industry and the wider economy.

The Group registered 8.2% year-on-year increase in revenue to S\$2,874.2 million for the financial year ended 31 December 2016. This is the fourth successive year the Group has been able to register year-on-year revenue growth, largely attributable to strong execution on its customers' programmes and projects, including new product introduction by its customers during the year. Revenue growth from customers won in recent years continued to contribute to the improvement in revenue for the year.

Crucial as the Group's growing revenue is, it's critically essential that this growth comes with attendant growth in profitability, anchored on improving operational efficiency, substantial value creation and capture, stronger vendor management performance and better cost control and management. I am pleased to report for the twelve months ended 31 December 2016, the Group recorded profit before tax ("PBT") of S\$215.9 million, an increase of 18.8% year-on-year, while profit attributable to owners of the Company rose 17.3% to S\$180.7 million for the financial year ended 31 December 2016. This translates to diluted earnings per share of 64.8 cents for FY 2016. This is the fourth year, consecutively, that the Group's profitability improved year-on-year.

The Group ended the year with a much stronger balance sheet with equity attributable to owners of the Company of S\$1,960.1 million (FY 2015 : S\$1,893.2 million) and net asset value per share of S\$7.03 (FY 2015 : S\$6.85). During the year, the Group generated cash from operations of S\$265.7 million (FY 2015 : S\$260.1 million) and recorded cash and bank balances of S\$499.7 million (FY 2015 : S\$459.3 million). The Group remained net cash positive at S\$407.1 million (FY 2015 : S\$324.2 million).

#### **PROPOSED DIVIDEND**

The Board of Directors has recommended a final dividend of 50 cents per share on a one-tier tax-exempt basis for the financial year ended 31 December 2016.

Subject to the approval of shareholders at the Annual General Meeting to be held on 27 April 2017, the proposed dividend will be paid on 25 May 2017.

As the Group closed a productive year, it is intensely focused on what lies ahead. Both the Board and Management of the Group are keenly aware that the industry will continue to undergo rapid change and transformation in a dynamic, highly competitive and globalised world. This frenzied pace of change is the new “normal”.

“ ”

**FOR FY 2016, THE VENTURE GROUP HAS EXPANDED IN PROFIT, REVENUE AND MARKET CAPITALISATION; STRENGTHENED AND BROADENED ITS CORE COMPETENCIES AND KNOW-HOW; AS WELL AS AUGMENTED ITS SOLID CUSTOMER-BASE.**

# MESSAGE TO SHAREHOLDERS

The Group has maneuvered through rather tumultuous periods and has demonstrated a strong ability to respond quickly and decisively to market and business conditions. In this constantly changing and evolving environment, the Group has to be even more agile and flexible. I take pride in Venture's spirit of grit and determination that has helped the Group to emerge from each challenging season – much stronger and even more resilient.

Stepping into 2017, Venture remains energised by the exciting possibilities offered by the changes. The Group shall venture into the future, seizing opportunities in an ever changing world!

## ENVISIONING A BETTER TOMORROW

As Venture's pioneers articulated a vision for Venture then, the journey taken by the Group over the last three decades has been an inspiring story of strategic intent, purpose and evolution, nothing short of pioneering innovation, as well as operational and engineering excellence.

Today, as the Group set its sight to be a leading global provider of technology services, products and solutions, it has to be even bolder and more creative in its quest forward.

“ ”

VENTURE'S ABILITY TO DELIVER DIFFERENTIATING VALUE PROPOSITIONS HAS ALLOWED THE GROUP TO DEEPEN ITS PARTNERSHIPS FOR VALUE CREATION WITH LEADING OEMs AND MANY OTHER TECHNOLOGY LEADERS. IT HAS ALSO POSITIVELY SHAPED THE ORGANISATION'S IDENTITY AND STANDING IN THE INDUSTRY.

The Group is mindful that it has to create compelling differentiation and enduring competitive advantage. It is cognizant it has to leverage across its services, industry verticals and even its customers to create strategic capabilities that are hard to imitate because they rely on a brilliant mix of resources, skills, people, process, technology and even its corporate culture and track record.

This ability to deliver differentiating value propositions has allowed the Group to deepen its partnerships for value creation with leading OEMs (Original Equipment Manufacturers) and many other technology leaders. It has also positively shaped the organisation's identity and standing in the industry.

The Group has thus built a solid, diversified portfolio of customers and partners. As the Group continues to evolve to stay immensely relevant, together with its partners, it shall also be a catalyst of change - to shape, to influence the forces at play for sustainable growth, performance and success for its partners and for Venture.

With insights and lessons from its own transformation over the years, the Group will continue to leverage existing capabilities and know-how to seize opportunities ripe for the taking; to grow and nurture new capabilities and competencies to position itself for emerging and potential opportunities; as well as tap capabilities that exist in the open market through collaborative alliances or partnerships.

Even in the face of change which is accelerating, the Group will sharpen its vision, its goals and its relentless pursuit of excellence. It shall remain steadfast in its unceasing quest for superior outcome in every area of its operations and business.

As the Group envisions a better tomorrow, this visualisation provides a purpose and impetus to its people to move collectively and decisively forward, to seize the day and make the best of every opportunity.



# MESSAGE TO SHAREHOLDERS

## DRIVING INGENUITY & INNOVATION

Though the Venture Group was formed only in the early eighties, in a short span of 30 years, the body of knowledge, know-how, skills and ingenuities in Venture has reached a very high level. Today, many global technology industry leaders have selected Venture as their strategic partner and as a preferred provider of technology services, products and solutions in domain areas such as life science and healthcare, electronic measurements and instruments, optical communications, power and energy solutions, industrial and environmental devices, enterprise and home technology, as well as in many other fields of interest.

The Group's medtech, healthcare and life science-related business goes back many years and in recent years, have more than doubled in terms of customer-base and product diversity. Working in close collaboration with many tier-1 OEMs, Venture has been instrumental in the development of a broad range of products and systems for application in acute care, test and analysis, imaging and diagnostics.

The Group has also been delivering high value-add content and core technology components, including complete solution development to its partners in life science.

Venture continues to expand into new product categories through these partnerships. Since 2012, the Group has worked in close collaboration with a global leader in next-generation sequencing equipment. In late 2015, the Group was once again selected to work alongside this customer on a ground-up development project which has since been launched in early 2017. The introduction of this latest sequencer by the customer is expected to disrupt the current user-base given its superior sequencing architecture, offering unrivalled throughput, ease of use, low per sample costs and unmatched flexibility.

The Group has been designing and manufacturing optical modules, subsystems and systems for its customers in the broadband and specialty fiber optics market. On the quest for better performance, many OEMs have pioneered fiber optic transmission technology and introduced 100G and beyond portfolio of high-speed optical products. Venture is privileged to support many of these OEMs as they build, introduce and deploy their optical connectivity and integrated technology into the global market.

To continue to deepen its partnerships for value creation with leaders in technology domains of interest, Venture must continue to augment its well-regarded engineering and manufacturing capabilities, strengthen its clusters of excellence and forge new and complementary engineering alliances.

The Group must be flexible, adaptable and innovative to keep up with the constantly evolving landscape of the electronics industry. It has to continue to invest in growing its core groups of management, technical and professional talents, as well as nurture a team with forward-thinking mindset who is able to evolve along with the shifting trends and technology. It must be plugged-in and remain at the centre of innovation.

### **EMBRACING DIVERSITY, SYNERGY & CREATIVITY**

The source of the Group's growth and progress remains its 12,000-strong workforce who continues to render their dedicated service to Venture. It reflects the efforts of the Venture Board, executive management team and employees, who bring the Group's core values to life every day.

“ ”

**TODAY, MANY GLOBAL  
TECHNOLOGY INDUSTRY  
LEADERS HAVE SELECTED  
VENTURE AS THEIR  
STRATEGIC PARTNER AND  
AS A PREFERRED PROVIDER  
OF TECHNOLOGY SERVICES,  
PRODUCTS AND SOLUTIONS.**

# MESSAGE TO SHAREHOLDERS

“ ”

THE GROUP HAS BEEN ABLE TO DRAW UPON PROFESSIONALS AND TECHNICAL SPECIALISTS FROM VARIED BACKGROUNDS TO PROVIDE A RANGE OF SKILLS AND EXPERIENCE. THIS DIVERSITY HAS ENABLED THE GROUP TO MEET THE NEEDS OF A DIVERSE CUSTOMER-BASE.

While the people of Venture are unified by its mission and its enviable core values and culture, the Group is made up of a diverse workforce. The Group has been able to draw upon professionals and technical specialists from varied backgrounds to provide a range of skills and experience. This diversity has enabled the Group to meet the needs of a diverse customer-base. It also means a greater variety of viewpoints, ideas and solutions the Group can draw from.

The successful management of diversity within the Group has nurtured an attitude of openness and warded off change resistance. This has made the Group more flexible and adaptable, attributes that are critical in an industry that evolves and changes ever so fast to the advent of technology.

Cognizant that diverse abilities and perspectives are critical tenets for success, the Group has to continue to embrace diversity in its workplace and to harness the synergy of its human capital. Leaders of the Group have to recognize the evolving needs of the industry and continue to assemble a dynamic and competent team with relevant competencies and experiences.

At the same time, these employees and talents from diverse backgrounds and experiences must come together as a cohesive corporate body to bring the best of their skillset to the organisation. Each must be guided, as always, by the Group's vision and its value system.

I take pride that Venture's people, with their unmatched skills, dedication, passion and spirit of excellence and teamwork, collectively as Team Venture has differentiating strengths to stand apart from competition, convincingly. Diversity, synergy and creativity will remain key cornerstone of Venture's strategy for innovation, growth and development.

### APPRECIATION

The Venture Group has come a long way, yet the same pioneering spirit powers us today to evolve, to adapt and to grow from strength to strength. We have begun the year with solid momentum and I believe that all the initiatives the Group has put in place shall take Venture into the future – stronger and more resilient.

I remain most grateful to our Board of Directors who continues to unstintingly render wise counsel, guidance, support and encouragement. Thank you for your endeavours.

I would also like to express my deepest gratitude to our management and staff around the world for their hard work and commitment. I am confident that our leaders and teams have what it takes to bring greater success and accomplishments to the Venture Group.

# MESSAGE TO SHAREHOLDERS

I would also like to extend our appreciation to all our clients and partners. Thank you for giving us the opportunity to serve you. We appreciate your support and the confidence you have placed in us.

To our business associates, bankers and suppliers, thank you for your continuous support. As we step into another year, we look forward to your continued support.

We remain committed to our shareholders and driving superior shareholder value. Thank you for your continued confidence and for staying invested in Venture.

**WONG NGIT LIONG**

*Chairman & CEO*

“ ”

THE VENTURE GROUP HAS COME A LONG WAY, YET THE SAME PIONEERING SPIRIT POWERS US TODAY TO EVOLVE, TO ADAPT AND TO GROW FROM STRENGTH TO STRENGTH.



# FINANCIAL HIGHLIGHTS

## Revenue

**\$2,874.2M**  
+8.2%

2015: \$2,656.5M

## Profit Before Tax

**\$215.9M**  
+18.8%

2015: \$181.7M

## Profit Attributable to Owners of the Company

**\$180.7M**  
+17.3%

2015: \$154.0M

## Cash Generated from Operations

**\$265.7M**  
+2.2%

2015: \$260.1M

## Earnings Per Share

**64.8 cents**  
+16.5%

2015: 55.6 cents

## Net Assets

**\$1,962.5M**  
+3.5%

2015: \$1,895.8M

# BOARD OF DIRECTORS



**WONG NGIT LIONG**

*Chairman & CEO*

Mr Wong Ngit Liong is the Chairman and CEO of the Group. He is also a member of the Nominating Committee and chairs the Investment Committee. He was last re-appointed as Director of the Company on 27 April 2016. He sits on the board of the various Group subsidiaries.

Mr Wong was instrumental in the growth of the Venture Group since its inception. From its humble beginnings as a start-up in the EMS Business, Venture is today transformed into a leading global provider of technology services, products and solutions, with strong emphasis on innovative design and engineering, advanced manufacturing and order fulfilment and product marketing, field and sales distribution.

In recognition of his leadership and business acumen, Mr Wong has been accorded numerous accolades including Businessman of the Year in 1998 awarded by DHL Worldwide Express/Business Times, Ernst & Young Entrepreneur of the Year Award (Singapore) in 2002 and Asiamoney's Best CEO Award (Singapore) in 2004. In 2012, Mr Wong was awarded the Meritorious Service Medal at the National Day Awards for his contributions to Singapore in the Education, Trade & Industries and Research, Innovation and Enterprise sectors.

Mr Wong spent the first 12 years of his career with Hewlett-Packard Company (HP) holding various management positions at HP headquarters in Palo Alto, United States. He was actively engaged in the start-up of HP Singapore. He was also the founding Director and General Manager of HP Malaysia.

Mr Wong's past directorships include Singapore Exchange Limited, Royal Philips Electronics, DBS Bank Ltd, SIA Engineering Company Ltd, Economic Development Board of Singapore and International Enterprise Singapore. He was the Chairman of the Board of Trustees at the National University of Singapore. He was also appointed a member of both the Constitutional Commission and the Ministerial Salary Review Committee by the Singapore Government.

Mr Wong holds a 1st Class (Honours) degree in Electrical Engineering from the University of Malaya, and a Master's degree in Electronics Engineering from the University of California, Berkeley in the United States where he was a Fulbright Scholar. He also holds a Master of Business Administration degree with distinction from McGill University under the Canadian Commonwealth Fellowship.

Date of first appointment as a Director: 20 January 1989

Past Principal Directorships in the last three years:

- National University of Singapore Board of Trustees



**CECIL VIVIAN  
RICHARD WONG**  
*Independent  
Non-Executive Director*

Mr Cecil Vivian Richard Wong, who was last re-appointed as Director of the Company on 27 April 2016, is the Chairman of the Nominating Committee and a member of the Audit Committee and Remuneration Committee.

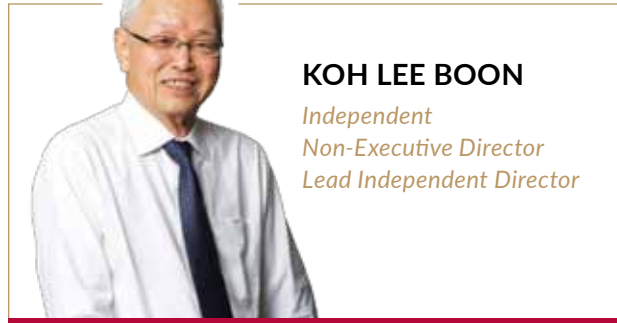
Mr Wong serves on the Boards of Pan-United Corporation Ltd, Chartered Asset Management Pte Ltd and John K Young Pte Ltd.

Mr Wong had retired as partner of Ernst & Young International after spending more than 30 years there and in its predecessor companies. He continues to be actively involved in social work, serving several non-profit organisations. In recognition of his contributions to Singapore, he was awarded the Public Service Medal and the Public Service Star by the President of Singapore in 1992 and 2000 respectively.

Mr Wong's past directorships include British & Malayan Trustees Ltd, CK Tang Ltd, Bukit Sembawang Estates Limited and other Malaysian and Singapore public companies.

Mr Wong holds a Bachelor of Arts degree from Cambridge University's Fitzwilliam College. He is a member of the Institute of Singapore Chartered Accountants.

Date of first appointment as a Director: 6 May 1992



**KOH LEE BOON**  
*Independent  
Non-Executive Director  
Lead Independent Director*

Mr Koh Lee Boon serves as Chairman of the Remuneration Committee and is also a member of the Audit Committee and the Nominating Committee. He was last re-appointed as Director of the Company on 27 April 2016 and appointed as the Lead Independent Director on 25 April 2014.

Mr Koh has more than 13 years of managerial experience in two companies within the electronics manufacturing industry, where he served as Executive Director. Until 1996, Mr Koh was Senior Vice President and Partner of SEAVI International Fund Management Pte Ltd and up to July 2012, he was a Director of SEAVI International Fund Management Pte Ltd and SEAVI Venture Management Pte Ltd.

Mr Koh holds a Bachelor of Engineering (Honours) degree in Electrical Engineering from the University of Malaya.

Date of first appointment as a Director: 1 August 1996

# BOARD OF DIRECTORS



**GOON KOK LOON**

*Independent  
Non-Executive Director*



**WONG YEW MENG**

*Independent  
Non-Executive Director*

Mr Goon Kok Loon serves as Chairman of the Audit Committee and is a member of the Investment Committee and the Remuneration Committee. He was last re-appointed as Director of the Company on 27 April 2016.

Currently, Mr Goon is the Executive Chairman of Global Maritime & Port Services Pte Ltd, a port management and design consultancy company. Mr Goon currently also sits on the Board of various companies which include Regal International Group Ltd, Yongnam Holdings Ltd and IPLaboratories Pte Ltd. Mr Goon has accumulated more than 38 years of experience in senior management with the Port of Singapore Authority and PSA Corporation Limited. For his contributions to the maritime sector, he was awarded the Silver and Gold Public Administration Medals by the Singapore Government in 1976 and 1989 respectively.

Mr Goon previously served on the Boards of Jaya Holdings Ltd, Singapore Petroleum Company Limited and Jurong Port Pte Ltd.

Mr Goon holds a 1st Class (Honours) degree in Electrical Engineering from the University of Liverpool, United Kingdom and attended the Postgraduate Study Programme at the Massachusetts Institute of Technology, United States. He is a Fellow of the Chartered Institute of Logistics & Transport.

Date of first appointment as a Director: 27 February 2004

Past Principal Directorships in the last three years:  
– Jaya Holdings Ltd

Mr Wong Yew Meng is a member of the Audit Committee. He has been appointed as a member of the Nominating Committee and Remuneration Committee on 3 January 2017. Previously, he was a member of the Investment Committee. He was last re-elected as Director of the Company on 27 April 2016.

Mr Wong currently serves in various public organisations such as the Land Transport Authority of Singapore, People's Association, Nanyang Technological University, Singapore Deposit Insurance Corporation Limited and the Kidney Dialysis Foundation Ltd. He is also an independent Director of Ascendas Funds Management (S) Ltd.

Mr Wong joined the former Price Waterhouse in 1974 and was admitted as an Audit-Partner in 1985 before retiring from PricewaterhouseCoopers in 2008. He was the audit engagement partner on a number of listed company and unlisted company audits which included major financial institutions and commercial enterprises. He was involved in several large client IPO listing exercises. He played a key role in building up the financial services practice of the accounting firm and had extensive experience auditing companies in a variety of industries such as electronics, manufacturing, trading, petrochemical and service industries. His vast audit experience included acting as reporting accountant for IPOs and the provision of accounting advice for merger exercises. In addition, he was an investigative accountant in several large-scale Singapore corporate investigations.

Mr Wong graduated from the London School of Economics and Political Science with a degree in Economics. Mr Wong is a Fellow of the Institute of Chartered Accountants in England and Wales and a member of the Institute of Singapore Chartered Accountants. He was a former practising Certified Public Accountant of the Institute of Certified Public Accountants of Singapore, as well as the Public Accountants Board of Singapore/Accounting and Corporate Regulatory Authority.

Mr Wong was previously Chairman of the Health Promotion Board, Chairman of the Singapore National Eye Centre, a Director of Singapore Eye Research Institute, and a board member of the Public Utilities Board and Competition Commission of Singapore, amongst other appointments.

Date of first appointment as a Director: 1 September 2009

Past Principal Directorships in the last three years:  
– Public Utilities Board  
– Competition Commission of Singapore



**JONATHAN S.  
HUBERMAN**

*Independent  
Non-Executive Director*

Mr Jonathan S. Huberman is a member of the Audit Committee and the Investment Committee. He was last re-elected as Director of the Company on 29 April 2015.

Mr Huberman has extensive technology industry knowledge and global operations expertise, having held positions as President and CEO of NewNet Communication Technologies, CEO of Syncplicity, President and CEO of Tiburon, Inc, Managing Director of Operations at The Gores Group and Chairman of Elo Touch Solutions, Inc. Prior to that, he was the President and CEO of Iomega Corporation (now known as LenovoEMC) and played a key role in driving the organisation towards profitability.

Mr Huberman currently serves on the Board of Aculon, Inc. He previously held directorships on the Boards of International Association of Chiefs of Police Foundation and Breitling Energy Corporation.

Mr Huberman holds a Bachelor of Arts in Computer Science from Princeton University in New Jersey and an MBA majoring in Entrepreneurial Management and Strategic Planning from The Wharton School at the University of Pennsylvania in Philadelphia.

Date of first appointment as a Director: 2 January 2015

Past Principal Directorships in the last three years:

- International Association of Chiefs of Police Foundation
- Breitling Energy Corporation



**HAN THONG  
KWANG**

*Independent  
Non-Executive Director*

Mr Han Thong Kwang is a member of the Audit Committee and the Investment Committee. He was last re-elected as Director of the Company on 27 April 2016.

Mr Han has a strong background, global experience and depth of knowledge in the technology industry. He has held various senior management roles in Operations and had worldwide product line responsibilities. He was the Vice President of the Business Printing Division of Hewlett-Packard Company for about 14 years. He was involved in the development, execution and management of the worldwide business, and product and solution strategies for the printing business.

Mr Han holds a Bachelor in Mechanical Engineering (Hons) and a Master of Science in Management of Technology from the National University of Singapore.

Date of first appointment as a Director: 1 January 2016



# KEY EXECUTIVES

## WONG NGIT LIONG\*

*Chairman & CEO*

## NG CHEE KWON

*Chief Financial Officer*

Mr Ng Chee Kwon is the Chief Financial Officer of Venture Corporation Limited. As Group CFO, Mr Ng is responsible for the Group's finance and accounting function encompassing financial and statutory reporting, corporate and financial planning, treasury, tax, risk management and investor relations. Mr Ng is also a member of the Group's Investment Committee.

Mr Ng brings with him more than 20 years of finance experience spanning from multinational corporations to SGX-listed companies. Prior to joining Venture, Mr Ng had held senior finance positions in various organisations including WBL Corporation Limited, Popular Holdings Limited, Delphi Automotive Systems, BHP Limited and the Singapore Civil Service.

Mr Ng graduated with a Bachelor's degree in Accountancy from the Nanyang Technological University, Singapore, and completed a management problem solving and decision making programme conducted by Kepner-Tregoe International, Princeton, U.S.A. Mr Ng is a Chartered Accountant with the Institute of Singapore Chartered Accountants.

## LEE GHAI KEEN

*Executive Vice President  
Technology Products & Solutions*

Mr Lee Ghai Keen joined the Group in March 1998 and was appointed to his current position in 2012. He provides key leadership to Group-wide R&D efforts and programmes and leads a large group of R&D engineers across the Group's design centres in Singapore, Malaysia, China and the United States. He is also responsible for the Group's Retail Store Solutions & Industrial Products business and operations in Singapore, Malaysia and China.

Mr Lee has amassed considerable experience in research, engineering and design development in the electronics sector. He holds seven US design patents. Prior to 1998, Mr Lee was employed by the Hewlett-Packard Company. He held various R&D positions within the company.

Mr Lee holds a Bachelor of Science degree in Mechanical Engineering from the University of Glasgow, United Kingdom and a Master of Business in IT degree from the Royal Melbourne Institute of Technology, Australia.

\*Please refer to page 18

## DHARMA NADARAJAH

*Executive Vice President*

*Advanced Manufacturing & Design Solutions*

Mr Dharma Nadarajah joined the Group in February 2001. He is responsible for the Group's Advance Manufacturing & Design Solutions businesses across the globe covering a full spectrum of high value-added services including product design and engineering, supply chain and supplier management, advanced manufacturing and test process development, order management and optimisation, product development and manufacturing, new product introduction management, as well as high-precision multi-cavity tool design and fabrication and clean room medical-grade injection moulding.

Prior to joining Venture, he gained extensive experience in the disk drive industry as an Engineering Manager and a Senior Process Engineer at Quantum and Seagate respectively, specialising in Magnetic Heads manufacturing technology and processes.

He had cross-border working exposure in Singapore, Malaysia, the United States, and Indonesia in those companies. Mr Nadarajah was also trained in the United Kingdom as a Field Engineer for Schlumberger Wireline, and was deployed on various offshore oil platforms around the world.

Mr Nadarajah holds a Bachelor of Engineering (Honours) degree in Computer Systems Engineering from the University of Bristol, United Kingdom, which he attended as a Malaysia Public Service Department scholar. He also holds an MBA from the Nanyang Business School, Nanyang Technological University, Singapore, where he was the Institute of Engineers' Gold Medallist.

## LIM SITA

*Chief Human Resource Officer*

Mr Lim Sita joined the Group in September 2014. He is responsible for the Group's human resource (HR) function and provides strategic leadership to drive Group-wide HR policies, practices, systems and processes and build employee engagement.

Mr Lim has more than 20 years of extensive experience in human resource management and industrial relations having worked with multinational corporations in the marine and offshore, advanced semiconductor manufacturing and the pharmaceutical and medical device sectors. Mr Lim has also amassed considerable cross-border experience given his previous regional roles covering Singapore, Malaysia, Indonesia, as well as Australia and the South Asian region.

Mr Lim holds a Bachelor of Arts degree from the National University of Singapore.

# LIST OF PROPERTIES



LOCATION	ADDRESSES	SITE AREA (SQ.M.)	TENURE	USAGE
HS(D) 46117 PT 5272, Daerah Seberang Perai Selatan Penang, Malaysia	Plot 318, Batu Kawan Industrial Park Penang, Malaysia	123,706	Leasehold (Expiring 2074)	Industrial
Shanghai, People's Republic of China	69 Huang Yang Road Tower 2, 6/F, Unit D, Xin He Gardens Jin Qiao, Pudong Shanghai 201206 People's Republic of China	156	Leasehold (Expiring 2063)	Residential
HS(D) 8712 PTD 3217, Bayan Lepas Penang, Malaysia	Plot 44, Bayan Lepas Industrial Park IV 11900 Bayan Lepas Penang, Malaysia	39,522	Leasehold (Expiring 2055)	Industrial
Geran 459975 Lot 44895 (formerly known as HS(D) 270912 PTD 68794) Mukim Tebrau Johor Bahru, Johor, Malaysia	2 (PLO 121), Jalan Firma 1/3 Kawasan Perindustrian Tebrau 1 81100 Johor Bahru Johor, Malaysia	15,443	Leasehold (Expiring 2054)	Office and Industrial
HS(D) 333450 PTD 97125, Mukim Tebrau Johor Bahru, Johor, Malaysia	1, Jalan Firma 1 Kawasan Perindustrian Tebrau 1 81100 Johor Bahru Johor, Malaysia	44,470	Leasehold (Expiring 2052)	Industrial
HS(D) 45801 PTD 8824, Mukim Senai Kulaijaya, Johor, Malaysia	PLO 49, Jalan Perindustrian 4 Kawasan Perindustrian 2 81400 Senai Johor, Malaysia	4,978	Leasehold (Expiring 2052)	Industrial
MK 18, Lot No. 17946 Singapore	5006 Ang Mo Kio Avenue 5 TECHplace II, Singapore 569873	8,219	Leasehold (Expiring 2052)	Office and Industrial
Lot 12368 Mukim 12, Daerah Barat Daya Penang, Malaysia	Plot 26, Hilir Sungai Kluang 3 Phase 4 11900 Bayan Lepas Penang, Malaysia	8,981	Leasehold (Expiring 2051)	Office and Industrial
Shanghai, People's Republic of China	668 Li Shi Zhen Road Zhangjiang Hi-Tech Park Pudong Shanghai 201203 People's Republic of China	20,000	Leasehold (Expiring 2050)	Office and Industrial
HS(D) 445334 PTD 100821, Mukim Senai-Kulai Johor Bahru, Johor, Malaysia	PLO 34 & 35, Fasa 2 Kawasan Perindustrian Senai 81400 Senai Johor, Malaysia	24,581	Leasehold (Expiring 2049)	Office and Industrial



LOCATION	ADDRESSES	SITE AREA (SQ.M.)	TENURE	USAGE
HS(D) 270914 PTD 68796, Mukim Tebrau Johor Bahru, Johor, Malaysia	4 & 4a (PLO 117), Jalan Firma 1 Kawasan Perindustrian Tebrau 1 81100 Johor Bahru Johor, Malaysia	16,187	Leasehold (Expiring 2025)	Office and Industrial
MK 13, Lot No. 2361 Singapore	28 Marsiling Lane Singapore 739152	10,550	Leasehold (Expiring 2021)	Office and Industrial
HS(D) 237904-237908 PTD 67770-67774, Mukim Tebrau Johor Bahru, Johor, Malaysia	2, 4, 6 & 8 Jalan Kempas 5/2 Tampoi 81200 Johor Bahru Johor, Malaysia	29,029	Freehold	Industrial
HS(D) 218290 PTD 64850, Mukim Tebrau Johor Bahru, Johor, Malaysia	5 (PLO 5), Jalan Firma 1 Kawasan Perindustrian Tebrau 1 81100 Johor Bahru Johor, Malaysia	18,763	Freehold	Industrial
HS(D) 468918 PTD 152116, Mukim Tebrau Johor Bahru, Johor, Malaysia	47 Jalan Riang 21 Taman Gembira 81200 Johor Bahru Johor, Malaysia	4,730	Freehold	Industrial
HS(D) 6220 LOT 4020 Mukim Tebrau Johor Bahru, Johor, Malaysia	49 Jalan Riang 21 Taman Gembira 81200 Johor Bahru Johor, Malaysia	3,476	Freehold	Industrial
HS(D) 6221 LOT 4021 Mukim Tebrau Johor Bahru, Johor, Malaysia	51 Jalan Riang 21 Taman Gembira 81200 Johor Bahru Johor, Malaysia	3,195	Freehold	Industrial
HS(D) 6222 LOT 4022 Mukim Tebrau Johor Bahru, Johor, Malaysia	53 Jalan Riang 21 Taman Gembira 81200 Johor Bahru Johor, Malaysia	3,111	Freehold	Industrial
HS(D) 6223 LOT 4023 Mukim Tebrau Johor Bahru, Johor, Malaysia	55 Jalan Riang 21 Taman Gembira 81200 Johor Bahru Johor, Malaysia	3,093	Freehold	Industrial

# GROUP OF COMPANIES



## AMERICA

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# INVESTOR RELATIONS CALENDAR



24 February 2017	Announcement of Full Year 2016 Results
27 February 2017	Non-Deal Road Show in Singapore Post Full Year 2016 Results
5 April 2017	Dispatch of 2016 Annual Report to Shareholders
27 April 2017	Annual General Meeting
28 April 2017	Announcement of First Quarter 2017 Results
1 May 2017	Non-Deal Road Show in Singapore Post First Quarter 2017 Results
5:00 p.m. 17 May 2017	Book Closure Date in Relation to Full Year 2016 Final Dividend
25 May 2017	Dividend Payment Date
4 August 2017	Announcement of Second Quarter 2017 Results
7 August 2017	Non-Deal Road Show in Singapore Post Second Quarter 2017 Results
3 November 2017	Announcement of Third Quarter 2017 Results
6 November 2017	Non-Deal Road Show in Singapore Post Third Quarter 2017 Results
31 December 2017	Financial Year-End

*Note: Future dates and events are indicative and subject to change.*



**VENTURE CORPORATION LIMITED**

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