



2025/26 Results Presentation

Proactive Healthy Longevity

Agenda & Presenters



Overview – A Transformational Period

Jerry Randall, Chief Executive Officer



Financial Performance

Danny Wells, Chief Financial Officer



Commercial, Marketing and Innovation Progress

Kate Bache, Chief Innovation & Marketing Officer and Gervase Fernandes, Strategic Growth Director



Strategic Update & Outlook

Jerry Randall, Chief Executive Officer

Venture Life At a Glance



Growing Categories

4 Key Categories

Targeting categories with strong structural tailwinds and headroom for growth

Strong Brand Portfolio

8 Brands

In the areas of Women's Intimate Health, Hormonal Health, Diabetes Management, Ear Care and Oncology Support

Innovation Engine

19 Product Launches

During FY2025/26

Portfolio Divide



Omnichannel Model

4 Balanced Channels

Trusted, longstanding retail and pharmacy relationships, supported by rapidly growing online and partner channels

87k Distribution Points

+40%

Entrepreneurial Team

60+ Employees

Added high-value experts across marketing, digital, operations and commercial

A Transformational Reporting Period

Simplified our portfolio, strengthened our balance sheet and repositioned the Group as a pure-play consumer healthcare business.



Financial & Operational Highlights

17.0% revenue growth delivered by our Power Brands

18.9% EBITDA growth on LTM¹ basis

£3.4m Group Profit Before Tax incl. Profit from discontinued operations

£4.7m returned to shareholders in the period

+40% growth in distribution across UK & US channels

Microsoft Dynamics 365
ERP successfully implemented

Successful Pivot to Pureplay Strategy

Simplified:

vertically integrated to a scalable, asset-light platform, following divestments

Focused:

pure-play, brand-led consumer healthcare business

Expanded:

entered higher-growth categories via acquisitions

Scaled:

US operations established post-period end – acquisition of FemiClear and CUROXEN

Growth Drivers

Innovation:

science-backed and informed by consumer insight

USA Scale:

VLG brands introduced through new US operations

Distribution:

expansion across retail, pharmacy and e-commerce

Strong Balance Sheet:

capacity for organic investment and M&A

¹LTM = Last Twelve Months



Financial Performance

FY2025/26 Financial Performance



£50.0m

Revenue

+16.0% LFL

£22.3m

Gross Profit

(2024: £12.2m)

£7.9m

Adjusted¹ EBITDA

+19% on LTM² basis

5.8 pence

Adjusted³ Diluted EPS

(2024: 3.1 pence)

£3.5m

Free Cash Flow

(2024: £3.7m)

£11.5m

Cash

(2024: Net debt £18.8m)

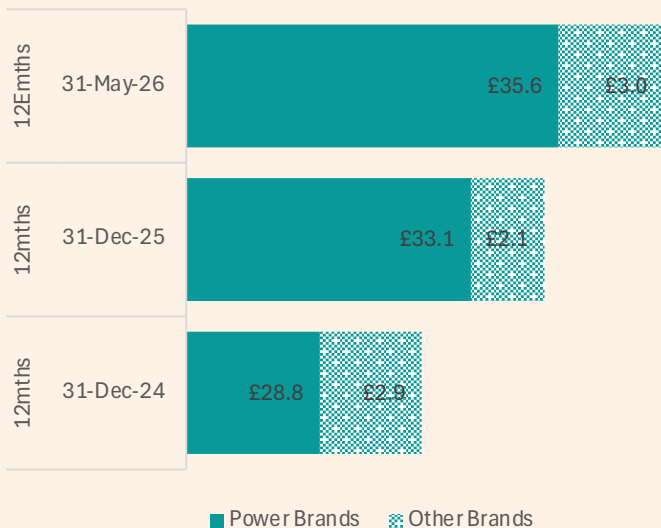
¹Adjusted EBITDA and EPS is EBITDA before deduction of exceptional items and share based payments

² LTM = Last Twelve Months versus December Interim Results

Strong Revenue Performance Across Our Power Brands

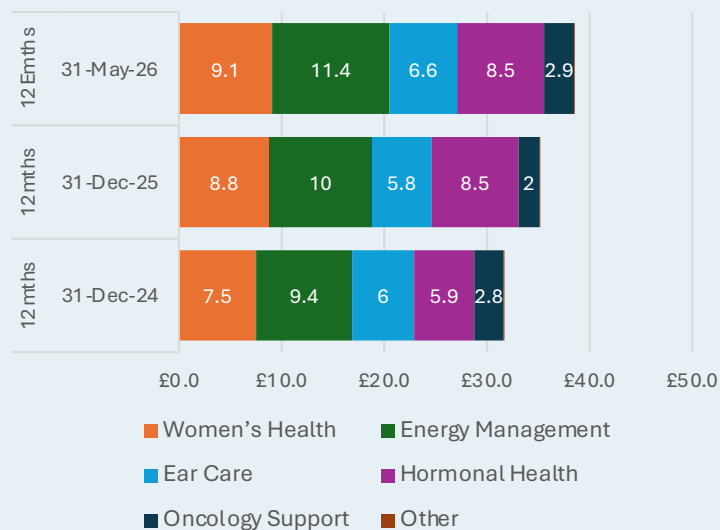


12 Month Rolling Revenue Performance



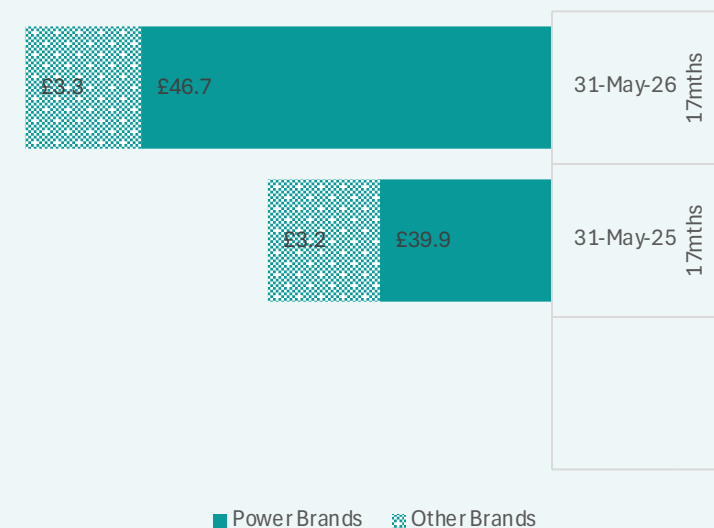
- Proforma¹ revenue growth from the Power Brands has been building over the period:
- Power Brands grew +14.9% for the 12 months to Dec'25
- Growth from both owned brands and international partners

Revenue By Therapy Area



- Diverse group of therapy areas all growing well
- Non-Core Oncology Support range delivering stable revenue and margin with longstanding customers

17 Month Revenue Performance

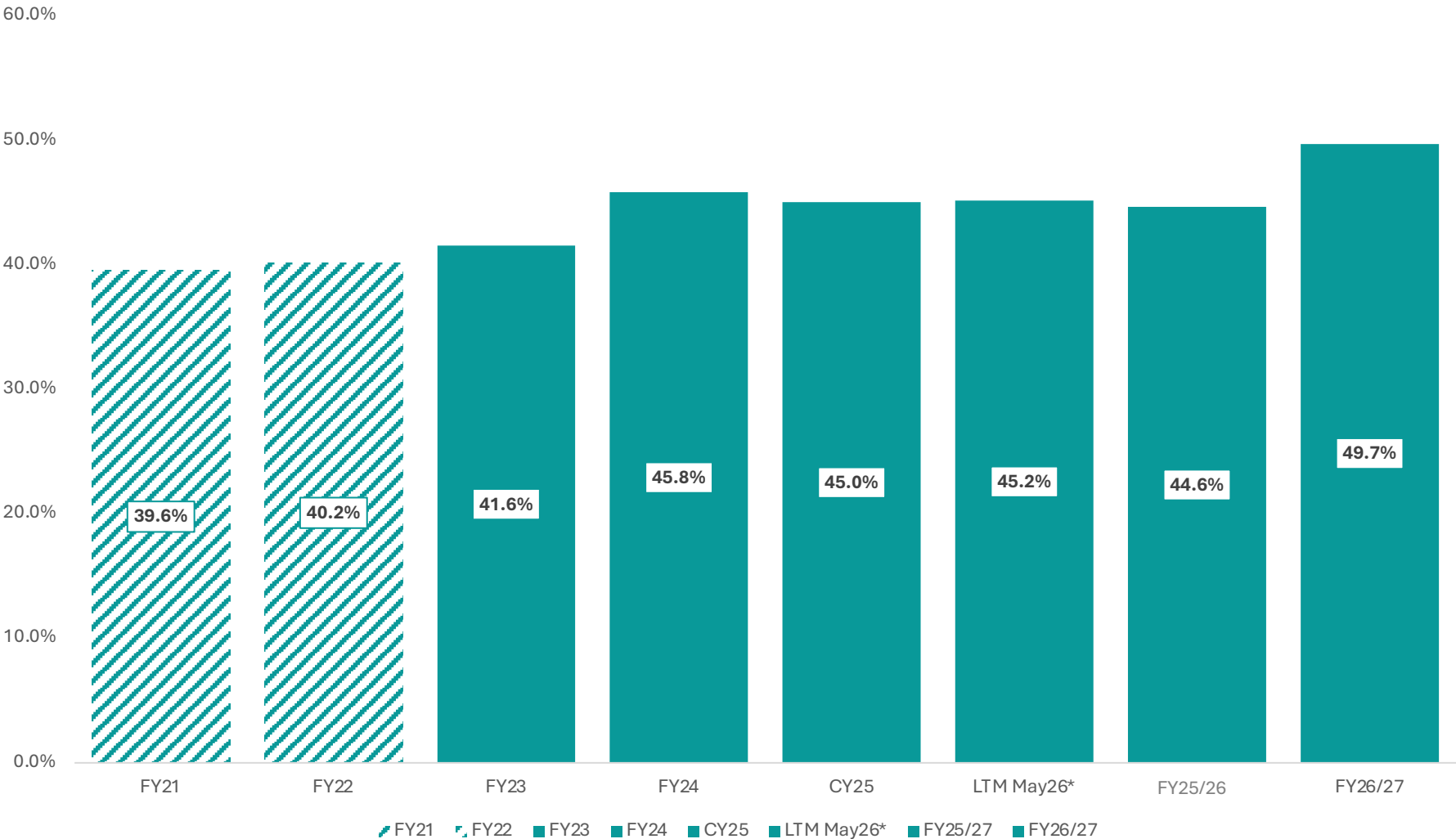


Power Brands grew 17.0% over the seventeen-month period and are gaining momentum:

- H1-25 growth +11.4%
- H2-25 growth +17.9%
- 5mths to May 2026 + 20.7%

¹Proforma basis includes acquisitions as if they had been in place for all of the comparative period

Gross Margin Improvement Through Transformation Activities



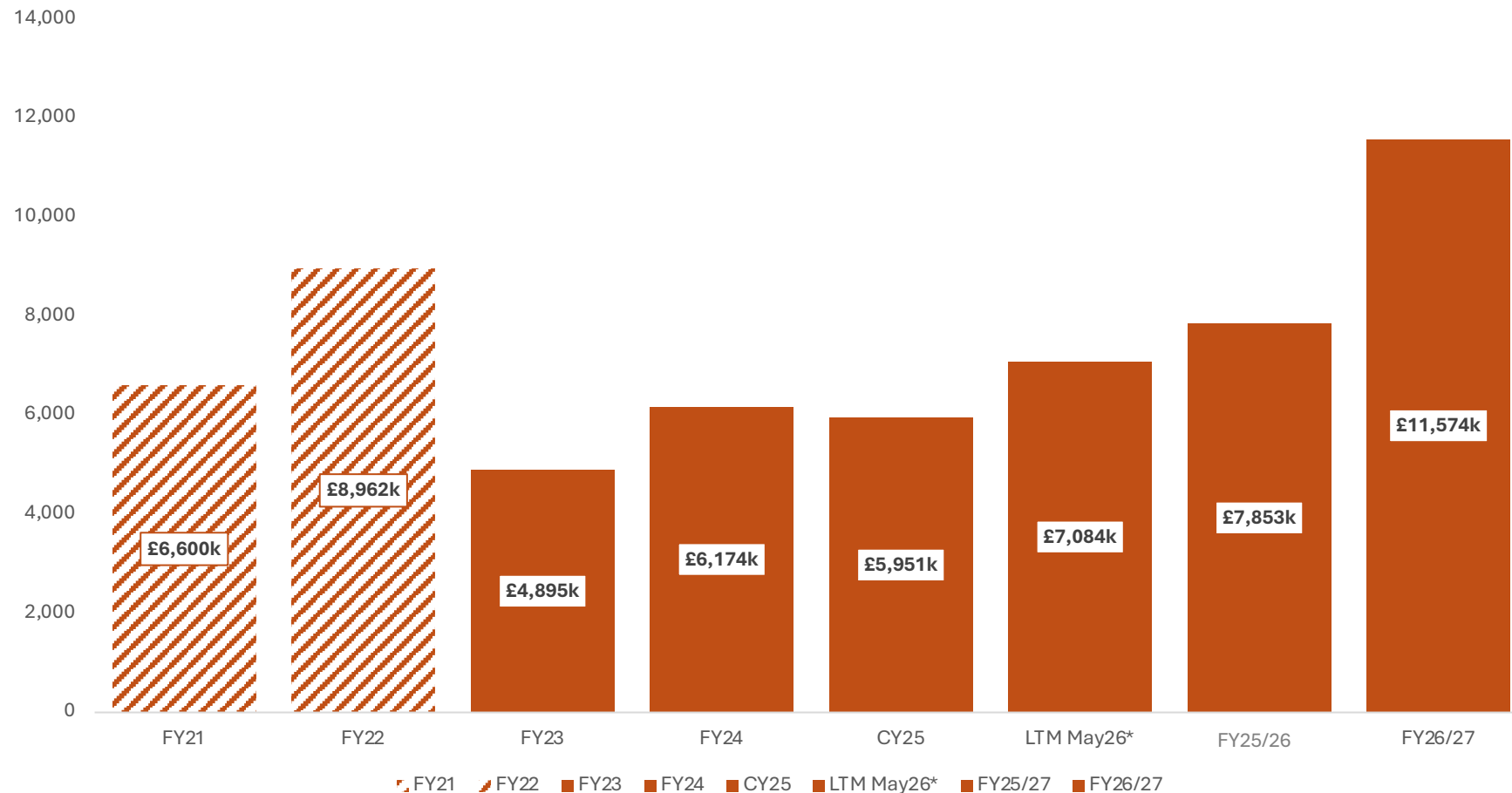
FY25/26 Gross Margin reduced slightly versus FY24 but has improved materially compared to pre-divestment levels, reflecting Power Brand focus

FY25/26 product mix adversely impacted by ordering patterns with a key UK customer in the final quarter of the Period

Successfully implemented price increases across Power Brands during the Period, largely offsetting general inflationary cost pressures

Gross margin guidance for FY26/27 step-up driven by accretive impact of FemiClear acquisition post period-end and innovation launches

LTM¹ Adjusted EBITDA gaining momentum ahead of FemiClear and CUROXEN acquisition post period-end



Operating cost base temporarily lost leverage following divestments

Operating costs increased reflecting full year impact of acquisition, increased A&P and strengthening of organisational capability

Restructuring activities undertaken during the Period to drive focus on delivering the simplified business model

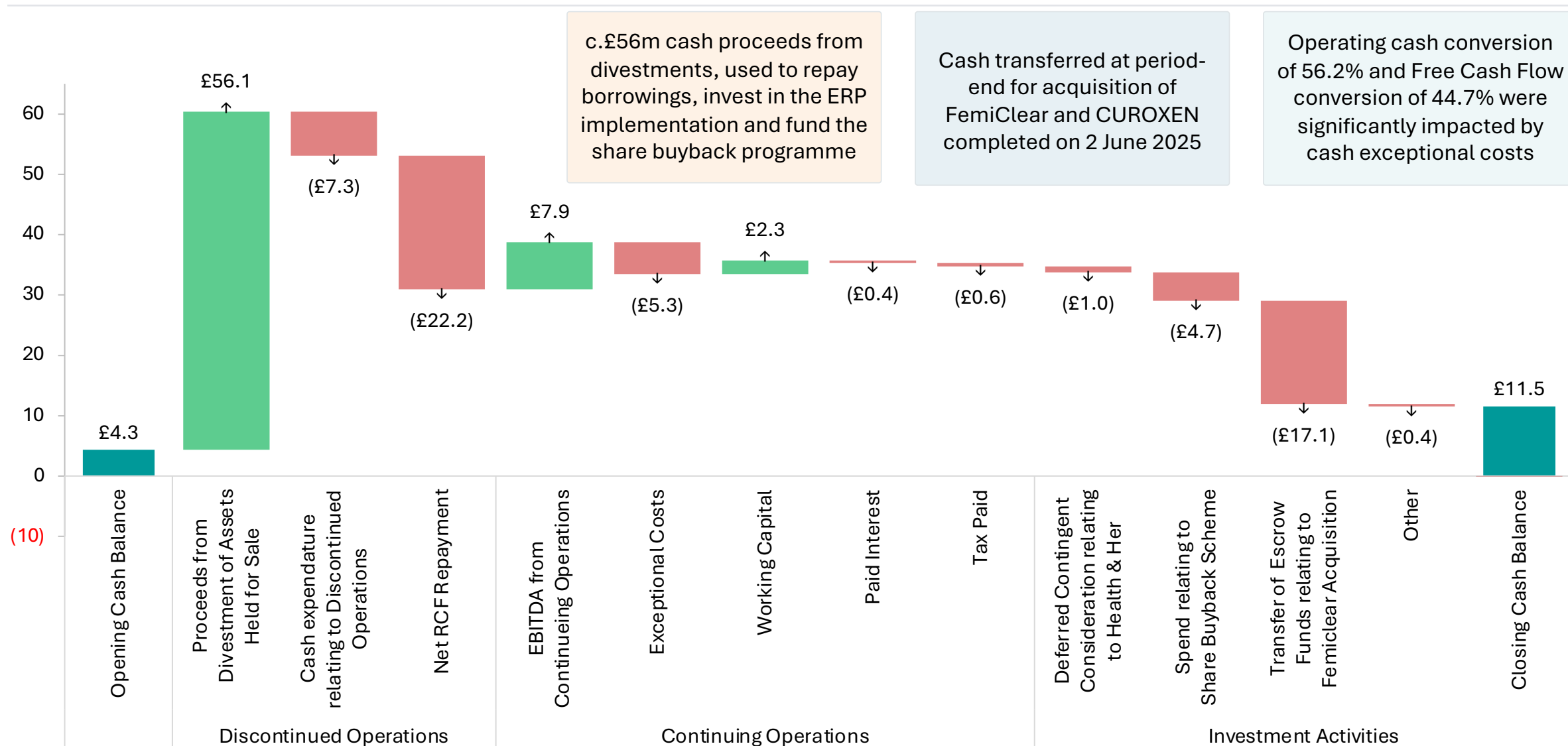
Acquisition of FemiClear on 2 June 2026 driving full year impact of EBITDA inclusion into 2026/27

¹ LTM = Last Twelve Months rolling basis

Cash Flow and Net Cash Movement



Cash balance remains strong after investment in FemiClear





**Commercial, Marketing
and Innovation Progress**

Hormonal Health

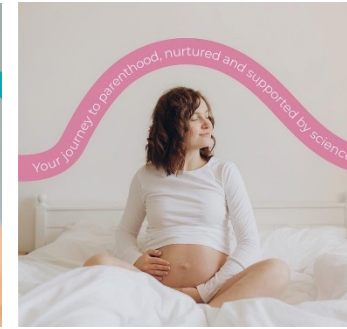
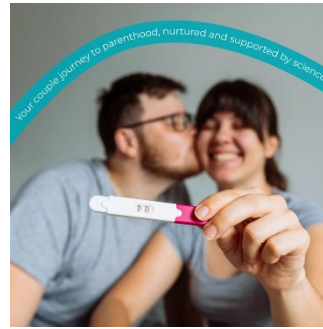


+28%

Revenue

61k(+6%)

Dist. Points



Long-Term Growth

- **UK's No.1 Menopause Brand** (Circana Value Sales Data)
- **Uniquely positioned to provide products for every stage** of the hormonal journey
- Expanding **category leadership** across into **Men's Health with Health & Him**
- Significant **international growth opportunity** especially in US
- **Strong innovation pipeline** driven by proprietary data and university partnerships

Proven Momentum

- **Distribution increases (+6%) across key strategic customers** in UK, USA, and EU
- **Cost Price increase** successfully implemented to align with rising cost pressures
- **Innovation** launched in latest 17M stretched the brands into new life-stages (12 new products*)
- **New marketing campaign** 'for every stage of you' driving momentum across life-stages
- **Excellent growth** in the recently launched **Health & Him range** (+273%)

Near-Term Growth Drivers

- **Increased focus on US retail** growth over the next 12 months both offline and online
- **New range of longevity supplements** to enter into fast-growing need-state
- **Innovation into key risk areas** associated with dropping hormones
- **Marketing to influence key educational moments** including TikTok, podcasts and HCPs



Women's Health

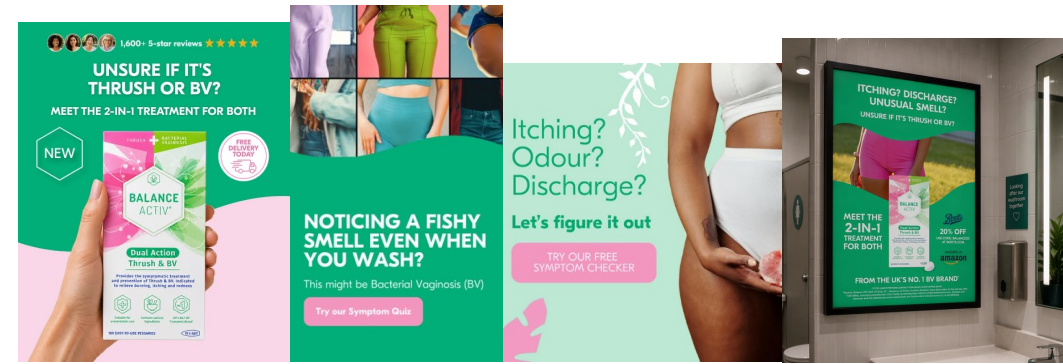


+15%

Revenue

17k(+5%)

Dist. Points



Long-Term Growth

- **UK's No.1 Bacterial Vaginosis Brand** (Circana Value Sales Data)
- **Category leadership with deep insight** from proprietary data and university partnerships
- Significant **innovation growth opportunity** into breakthrough need-states and infections
- Unique positioning in the category as the **only brand to own and combine natural credentials with clinical proof**

Proven Momentum

- **Retail distribution increases** across UK High Street chains (+5%)
- **First ever ATL campaign** targeting large Bacterial Vaginosis education opportunity
- **Cost price increases** and updated promotion strategy driving improved profitability
- **Innovation** launched to support confusion about symptoms symptoms (Dual Action – Thrush & BV and Vaginal Test Kit*)
- **International partner range extensions** with Cooper and Bayer

Near-Term Growth Drivers

- **Two new UK retailers** launching the Balance Activ range in 2026/7
- **Innovation expansion** and continued roll out of Dual Action and Test Kits
- **New medical device launch into Intimate Odour** to support consumer's shopper journey
- **Brand expansion into Balance Activ for Men** to enter significant white space
- **New HCP campaign** educating on the benefits of using of Lactic Acid alongside antibiotics for BV



Energy Management

+16%

Revenue

8k

Dist. Points



Long-Term Growth

- **NICE recommended for T1D hypo management and NHS first line treatment**
- **More than 70% of sales** driven by Healthcare Professional recommendation or prescription
- **Significant opportunity for penetration gains** vs. dietary sugars
- **UK's No.1 Glucose Shot** (Circana Value Sales Data)
- **Strong potential for geographical expansion** using UK credentials

Proven Momentum

- **Excellent growth in online sales** (+27.1%) and pharmacy channel (+10.9%)
- **Expanded Pharmacy footprint** with more pharmacy chain stores (+24% dist. pts)
- **New Lift gels launched online** with initial sales exceeding expectations
- **Marketing activities to HCPs** driving high awareness of the brand amongst T1Ds
- **Leveraging new in-house digital team to build online growth** and subscriptions

Near-Term Growth Drivers

- **USA expansion** into retail presenting a large opportunity for incremental growth
- **Accelerating UK pharmacy growth nationally** by expanding highly effective field sales team
- **Continued roll out of Gels innovation** across UK and IRE retail – capitalising on early traction
- **New paper-roll chews** and breakthrough night-time innovation launches
- **Continued HCP engagement campaign** educating on the benefits of glucose vs. dietary sugars



Ear Care

Earol®

+7.9%

Revenue

7.4k(+40%)

Dist. Points



Long-Term Growth

- **No.1 recommended by audiologists** (93% of ear care specialists*)
- Established ear-care brand with a **clinically proven proposition**
- **Unique propositions for the whole family** and need-states like swimmer's ear
- **Significant opportunity for geographical expansion** via established international partners

Proven Momentum

- **Retail Distribution increases** across UK High Street in 2k+ additional stores
- **New radio campaign has driven brand awareness** and education about wax build up and swimmer's ear
- **Usage & proposition extension for Earol SWIM** to also support Shower & Bath occasion
- **International partner relationship** which is strengthening sales in Europe

Near-Term Growth Drivers

- **New packaging look and feel** will improve standout and claims at shelf
- **Proven instore support strategies identified** to support retail growth over next 12 months
- **Increased engagement with Pharmacists and Audiologists** will drive recommendation across existing and new retailers
- **International expansion opportunities** expected with key international partner



*Source: 136 participants (Audiologists and Ear Care Specialists) interviewed via an online survey on the use of Earol, prior to ear wax removal and prophylactically.

Vaginal Health

FemiClear®

+30%

Revenue

74k(+69%)

Dist. Points

Long-Term Growth

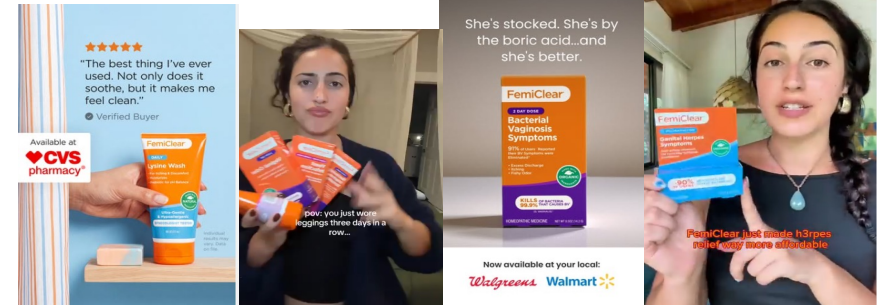
- **Proprietary, patented, clinically proven** formulas protected by 4 patents
- **Exceptional momentum and growth** with a strong point of difference vs. medicated mainstream products
- **Natural credentials** and **gynecologist approval** supporting premium positioning in range
- **Leveraging VLG's deep insights** from symptom tool, H&H app and established university partnerships

Proven Momentum

- **Step-changing distribution increases** driven by increased distribution in all major retail accounts
- **Digital marketing excellence** including shift to omnichannel focus, geolocation and creative cadence driving strong growth
- **Promotional Effectiveness** utilising digital coupon platforms to target multiple retailers
- **New innovation** Lysine Wash, Infection Protection and UTI flush are performing strongly since launch

Near-Term Growth Drivers

- **Expanding successful optimisation of retail media** networks to all strategic customers
- **Further distribution gains** in large national and regional retailers
- **New retailers landing** with regional pharmacy and grocery launching Femiclear in stores across USA
- **Opportunity to innovate** and expand into new white space infection area
- **Driving visibility of brand with HCPs** to encourage use alongside prescription products
- **Leveraging new & effective Femiclear formulations** in Europe



Innovation

VLG's unique combination of deep and varied insight with an entrepreneurial approach drives our cutting-edge innovation engine

Hormonal Health



Intimate Health



Energy Management



Extensions of core

Stretching / Breakthrough

Trends

Longevity



Pharmaceuticals + Nutrition



Couple's health



Symptom-led self-care



Chronic, recurrent conditions



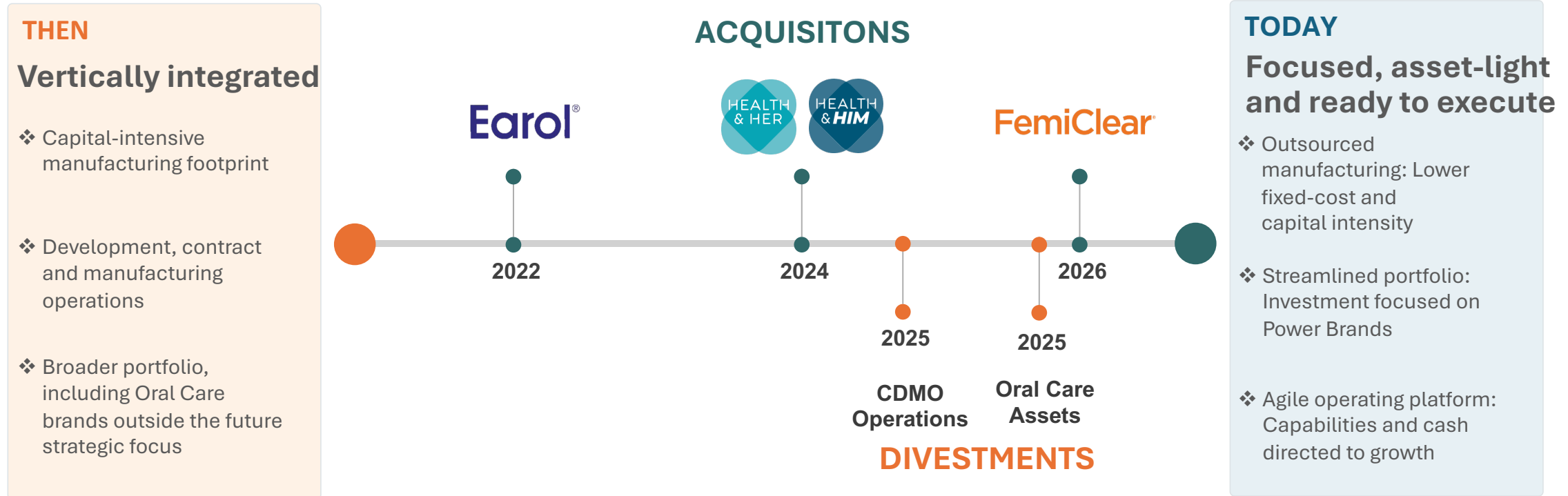


Strategic Update & Outlook

Our transformation to a growing pure-play consumer healthcare business



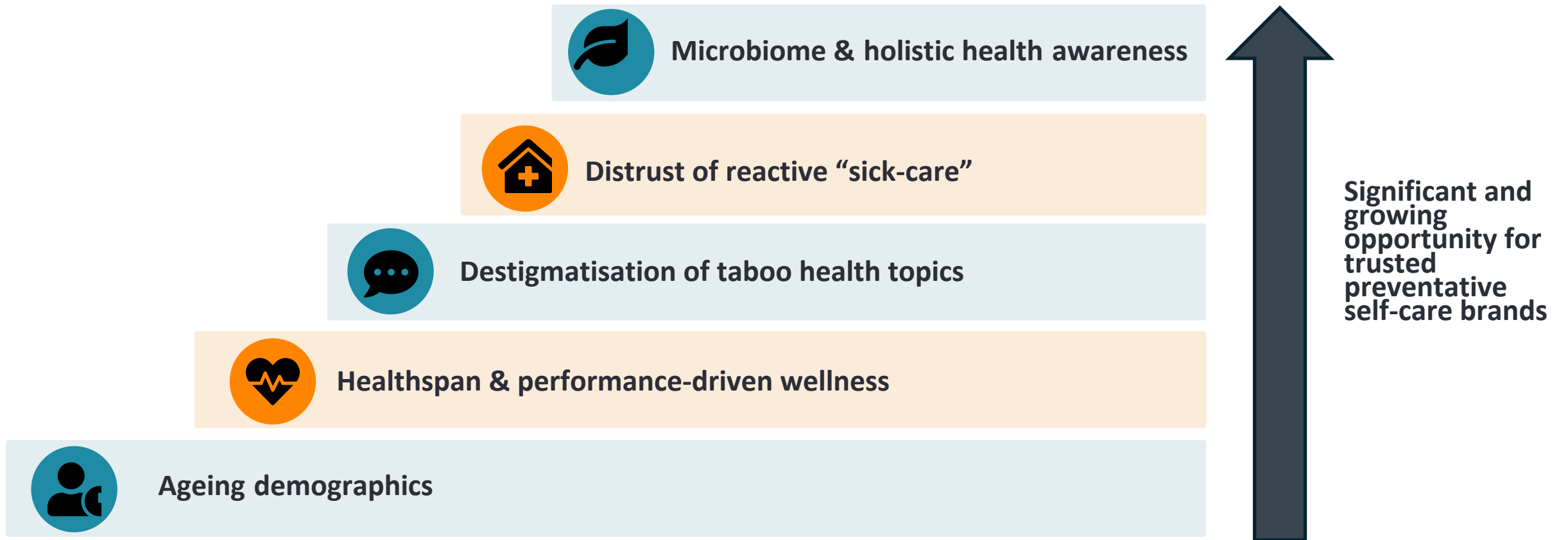
Building a portfolio of trusted, science-backed brands that support proactive healthy longevity, underpinned by our five strategic pillars



- 1 Acquiring & transforming core brands with a clear runway for profitable growth
- 2 Number 1 Brand mindset
- 3 Omnichannel go to market strategy tailored to where shoppers' shop & how they buy
- 4 Integrated digital capabilities with advanced AI & robust data to drive insights
- 5 Winning Ways of Working : Core entrepreneurial competencies

Significant market powered by long-term structural tailwinds

Structural shifts are driving sustainable demand for proactive, preventative healthcare



Unlocking new markets through considered, strategic M&A

The FemiClear acquisition opens two complementary growth platforms

Shared consumer needs across the UK and US create a repeatable opportunity to enter new geographies and expand into adjacent Women's Intimate Health need states.

Synergistic UK and US Growth Platforms

US market entry

Scale FemiClear and accelerate selected VLG brands

Need-state expansion

Extend from treatment into prevention and maintenance

Our right to win



Experienced US team and extensive retail network



Leading authority in Women's Intimate Health



Patented technology and evidence-led innovation

One acquisition expands Venture Life across markets, brands and need states.

£500m

US retail FemCare market entry

£108m

Category expansion in UK Women's Intimate Health

£200m

Estimated US category opportunity for other Venture Life brands



Our evolution and growth ambition



Four growth levers translate our ambition into delivery, targeting white space in existing and adjacent categories



Powered by our growth levers: Innovation · Distribution Expansion (core + new geographies) · HCP & consumer education · Strategic M&A

- Integrated Health & Her
- Divested CDMO and Oral Care
- Significant investment in capability
- Increased marketing spend to drive growth of Power Brands

- Strong brand momentum entering the year
- Strong balance sheet
- Completed acquisition of FemiClear, expanding US presence

- Continue to target expansion of Intimate and Hormonal Health segments
- Focus on US expansion
- Continue to invest in innovation, talented employees and building our successful omnichannel model

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