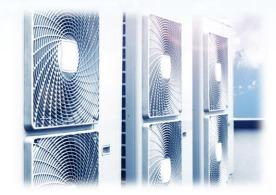


GROUP'S BUSINESS





AIRCON AND ENGINEERING



PAINT AND COATINGS



TECHNOLOGY



FOOD AND BEVERAGES

Key Developments:

- Global Settlement with Natural Cool Investments Pte Ltd ("NCI")
- Reacquisition of Cougar Paint Industries Sdn Bhd ("CPISB")
- Sale of Woodlands property
- Closure of one central kitchen unit
- Closure of non-performing food outlet

GROUP FINANCIAL HIGHLIGHTS



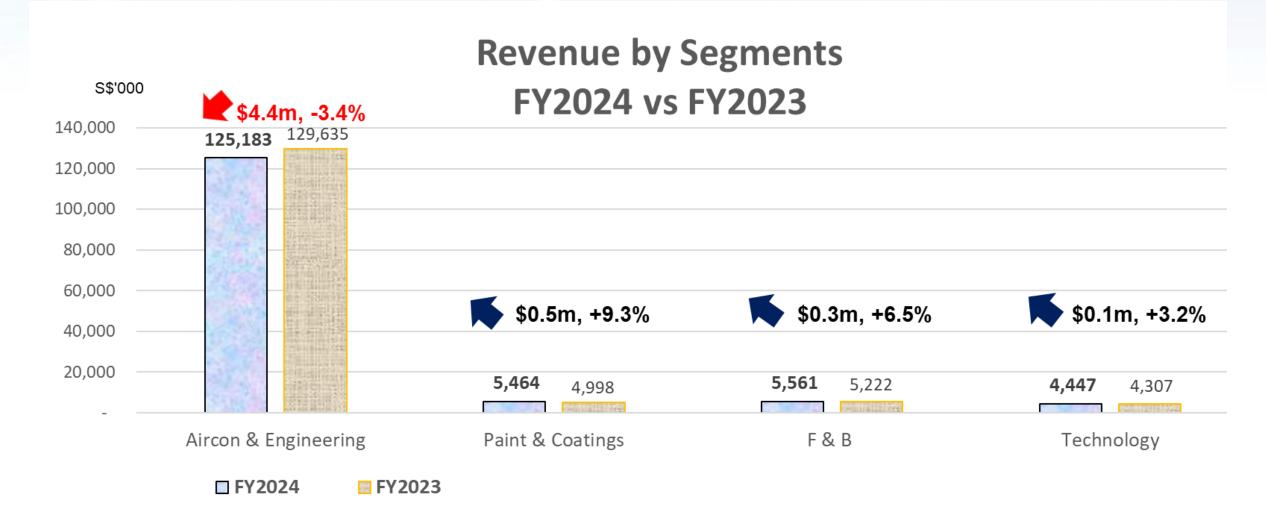
Profit and Loss	FY2024	FY2023	Variance	
1 TOTAL AND LOGO	S\$'000	S\$'000	S\$'000	%
Revenue	140,655	144,162	(3,507)	-2.4%
Gross profit	27,904	27,460	444	+1.6%
Gross profit margin (%)	19.8%	19.0%	0.8 PP	
Profit for the year	697	403	294	+73.0%
Adjusted EBITDA#	6,509	6,819	(310)	-4.5%

NM denotes not meaningful

EBITDA adjusted for non-cash one-time items such as impairment loss, gain on debt settlement and bargain purchase and etc.

GROUP SEGMENTAL PERFORMANCE





GROUP FINANCIAL INDICATORS



EPS	FY2024	FY2023
Net profit attributable to shareholders (\$\$'000)	1,525	607
Earnings per share (Singapore cents)	0.61	0.24
NAV	FY2024	FY2023
Net assets attributable to shareholders (\$\$'000)	17,395	15,930

GROUP FINANCIAL INDICATORS



Net Gearing Ratio	31-Dec-24	31-Dec-23	Increase/ (Decrease)
Total Loans and Borrowings (1) (\$\$'000)	27,172	29,271	(2,099)
Cash and Cash Equivalents (\$\$'000)	9,510	8,118	1,392
Total Equity (s\$'000)	16,321	15,987	334
Net Gearing Ratio	1.1	1.3	(0.2)

⁽¹⁾ Total loans and borrowings, excluding lease liabilities related to property lease recognised under SFRS(I) 16.



THANK YOU