

FY2025

FINANCIAL HIGHLIGHTS

29 April 2026

Marking the 20th ANNIVERSARY of Natural Cool's listing on the Singapore Exchange

A milestone of growth, resilience and commitment

GROUP'S BUSINESS



AIRCON AND ENGINEERING



TECHNOLOGY



PAINT AND COATINGS



FOOD AND BEVERAGES

Key Developments:

- Increase our stake in IFOCUS to become wholly owned subsidiary
- Proceed from Liquidation of NCI

KEY HIGHLIGHTS

- Revenue grew by \$8.7 million to \$149.4 million.
(FY2024: \$140.7 million)
- Net profit increased by \$1.1 million to \$1.8 million.
(FY2024: \$0.7 million)
- Adjusted EBITDA[#] improved by \$2.2 million to \$8.7 million.
(FY2024: \$6.5 million)
- Net gearing ratio strengthened to 0.8 times from 1.1 times.
- A dividend of 0.4 Singapore cents per share has been proposed for FY2025.

EBITDA adjusted for non-cash one-time items such as impairment loss, gain on disposal of PPE and etc.

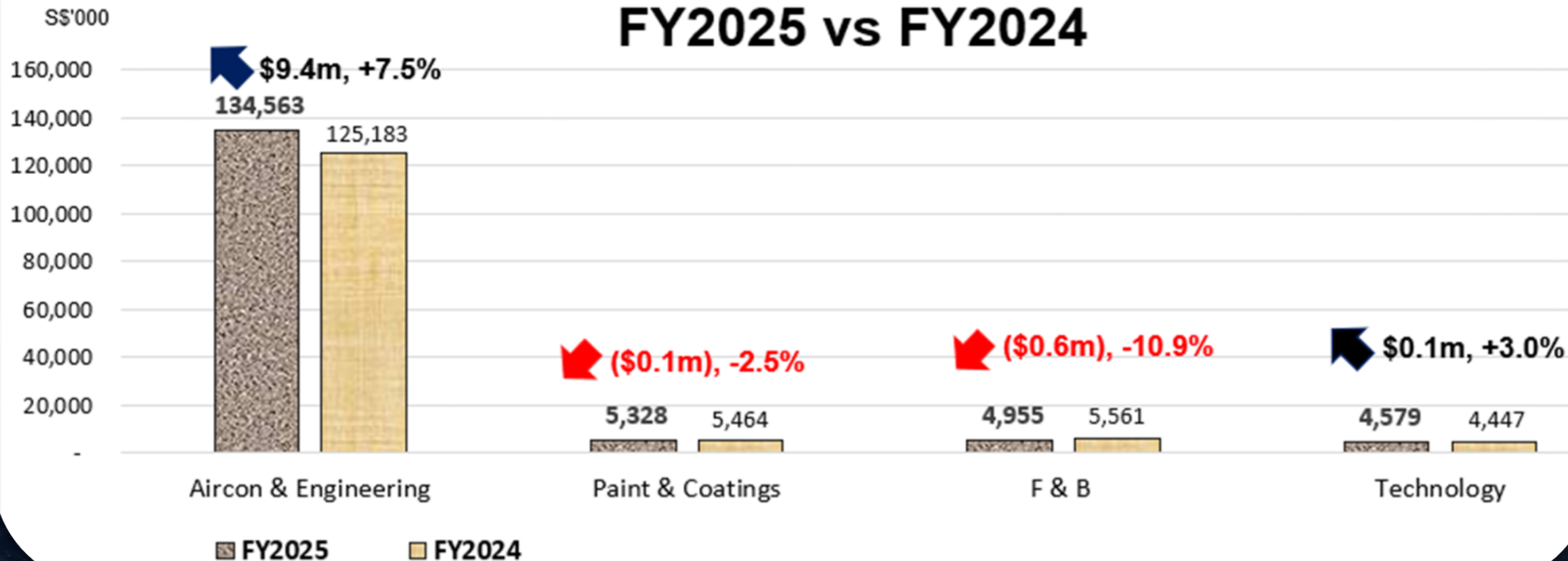
GROUP FINANCIAL HIGHLIGHTS

Profit & Loss	FY2025	FY2024	Variance	
	(S\$'000)	(S\$'000)	(S\$'000)	%
Revenue	149,425	140,655	8,770	+6.2%
Gross Profit	30,289	27,904	2,385	+8.5%
Gross Profit Margin (%)	20.3%	19.8%	+0.5 pp	
Profit for the year	1,771	697	1,074	+154.1%
Adjusted EBITDA [#]	8,742	6,509	2,233	+34.3%

[#] EBITDA adjusted for non-cash one-time items such as impairment loss, gain on disposal of PPE and etc.

GROUP SEGMENTAL PERFORMANCE

Revenue by Segments FY2025 vs FY2024



GROUP FINANCIAL INDICATORS

EPS	FY2025	FY2024
Net profit attributable to shareholders (S\$'000)	1,628	1,525
Earnings per share (Singapore cents)	0.65	0.61

NAV	FY2025	FY2024
Net assets attributable to shareholders (S\$'000)	16,611	17,395
NAV per share (Singapore cents)	6.63	6.95

GROUP FINANCIAL INDICATORS

Net Gearing Ratio	31-Dec-25 (S\$'000)	31-Dec-24 (S\$'000)	Increase/ (Decrease)
Total Loans & Borrowings ⁽¹⁾	22,272	27,172	(4,900)
Cash & Cash Equivalents	10,823	9,510	1,313
Total Equity	14,461	16,321	(1,860)
Net Gearing Ratio	0.8	1.1	(0.3)

(1) Total loans and borrowings exclude lease liabilities related to property leases recognized under SFRS(I) 16.

THANK YOU



**Natural Cool
Holdings Limited**