
RECONSTITUTION OF THE BOARD AND BOARD COMMITTEES

The Board of Directors (the “**Board**”) of Natural Cool Holdings Limited (the “**Company**”, and together with its subsidiaries, the “**Group**”) refers to the retirement of Ms Lau Lee Hua (“**Ms Lau**”) as Independent Non-Executive Director and the appointment of Mr Ko Chuan Aun (“**Mr Ko**”) as Independent Non-Executive Director, both of which took place at the Company’s Annual General Meeting (“**AGM**”) held on 29 April 2026. The Board wishes to announce the reconstitution of its Board and Board Committees following these changes.

The Board would like to take the opportunity to express its appreciation to Ms Lau for her invaluable contribution to the Group during her tenure with the Company. The particulars of her retirement and the appointment of Mr Ko, pursuant to Rule 704(6) of the Catalist Rules, have been released separately via SGXNet.

Following the above changes, the composition of the Board and Board Committees of the Company shall be reconstituted with effect from 29 April 2026:

Board of Directors

Choy Bing Choong	-	Executive Chairman
Tsng Joo Peng	-	Executive Director and Group Chief Executive Officer
Tran Phuoc (Lucas Tran)	-	Lead Independent Non-Executive Director
Tan Siew Bin Ronnie	-	Independent Non-Executive Director
Ko Chuan Aun	-	Independent Non-Executive Director

Audit and Risk Committee

Tran Phuoc (Lucas Tran)	-	Chairman
Tan Siew Bin Ronnie	-	Member
Ko Chuan Aun	-	Member

Remuneration Committee

Ko Chuan Aun	-	Chairman
Tran Phuoc (Lucas Tran)	-	Member
Tan Siew Bin Ronnie	-	Member

Nominating Committee

Tan Siew Bin Ronnie	-	Chairman
Tran Phuoc (Lucas Tran)	-	Member
Ko Chuan Aun	-	Member

BY ORDER OF THE BOARD

Choy Bing Choong
Executive Chairman

29 April 2026

About Natural Cool Holdings Limited

Natural Cool's principal businesses are Airconditioning and Engineering, Paints and Coatings, Technology, and Food and Beverages.

Natural Cool's Airconditioning and Engineering Division distributes, supply and installs Air-Conditioning and Mechanical Ventilation systems ("**ACMV**") and provides ACMV services to customers in the retail, commercial and industrial sectors. In addition, the Division is also involved in providing facilities management, mechanical and electrical, fire protection, critical environment, and plumbing and sanitary products and services.

The Group's Paints and Coatings Division manufactures and sells industrial paints and solvents, principally under the 'Cougar' brand. Furthermore, the Division also represents a number of leading overseas brands in Singapore.

Natural Cool's Technology Division specialises in communications engineering and Internet of Things solutions. With its core engineering capabilities located in Singapore, the Division serves the train-borne communications market and the estate management market both domestically and overseas.

In addition, the Group has a food and beverage arm which manufactures, distributes and retails cooked dim sum and dumpling in Singapore.

*This announcement has been reviewed by the Company's sponsor, PrimePartners Corporate Finance Pte. Ltd. (the "**Sponsor**"). It has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "**Exchange**") and the Exchange assumes no responsibility for the contents of this document, including the correctness of any of the statements or opinions made or reports contained in this document.*

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