Natural Cool Holdings Limited

Company Registration Number: 200509967G

Announcement of Unaudited Condensed Interim Financial Statements for the Six Months Ended 30 June 2026

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PART I – INFORMATION REQUIRED FOR ANNOUNCEMENTS OF HALF YEAR RESULT

1(a)(i) An income statement and statement of comprehensive income, or a statement of comprehensive income (for the group) together with a comparative statement for the corresponding period of the immediately preceding financial year.

Condensed Interim Consolidated Statement of Profit or Loss and Other Comprehensive Income

	Note	Group 6 months ended 30 June 2026	Group 6 months ended 30 June 2025	Variance	
		$'000	$'000	$'000	%
Revenue	5	73,497	67,248	6,249	9.3
Cost of sales		(57,940)	(53,081)	4,859	9.2
Gross profit		**15,557**	**14,167**	1,390	9.8
Other income	6	406	562	(156)	(27.8)
Distribution expenses		(1,333)	(1,282)	51	4.0
Administrative expenses		(11,128)	(11,306)	(178)	(1.6)
Impairment loss on trade receivables and contract assets, including bad debts written-off		(42)	(6)	NM	
Other expenses		(54)	(75)	(21)	(28.0)
Results from operating activities		**3,406**	**2,060**	1,346	65.3
Finance costs	7	(501)	(759)	(258)	(34.0)
Profit before tax		**2,905**	**1,301**	NM	
Tax expense	8	(543)	(332)	211	63.6
Profit for the period	9	**2,362**	**969**	NM	
Profit attributable to:					
Owners of the Company		2,271	952	NM	
Non-controlling interests		91	17	NM	
Profit for the period		**2,362**	**969**	NM	
Other comprehensive (loss)/income					
Items that are or may be reclassified subsequently to profit or loss:					
Foreign currency translation differences from translation of foreign operations		(9)	33	NM	
Other comprehensive (loss)/income for the period		**(9)**	**33**	NM	
Total comprehensive income for the period		**2,353**	**1,002**	NM	
Total comprehensive income attributable to:					
Owners of the Company		2,265	970	NM	
Non-controlling interests		88	32	NM	
Total comprehensive income for the period		**2,353**	**1,002**	NM	

NM: denotes not meaningful

1(b)(i) A statement of financial position (for the issuer and group), together with a comparative statement as at the end of the immediately preceding financial year.

Condensed Interim Consolidated Statement of Financial Position

		Group		Company	
	Note	30 June 2026 Unaudited	31 December 2025 Audited	30 June 2026 Unaudited	31 December 2025 Audited
		$'000	$'000	$'000	$'000
Assets					
Property, plant and equipment	10	34,127	34,708	9	9
Intangible assets and goodwill	11	2,706	2,758	–	–
Subsidiaries		–	–	12,699	12,699
Joint venture		–	5	–	–
Trade and other receivables	12	741	818	838	962
Non-current assets		**37,574**	**38,289**	**13,546**	**13,670**
Inventories	13	8,411	7,175	–	–
Contract assets		5,512	6,279	–	–
Trade and other receivables	12	22,797	20,922	2,302	2,723
Other investments		45	24	45	24
Cash and cash equivalents		11,520	10,823	150	734
Current assets		**48,285**	**45,223**	**2,497**	**3,481**
Total assets		**85,859**	**83,512**	**16,043**	**17,151**
Equity					
Share capital	14	36,412	36,412	36,412	36,412
Reserves		(5,433)	(5,427)	300	300
Accumulated losses		(13,105)	(14,374)	(33,700)	(32,248)
Equity attributable to owners of the Company		**17,874**	**16,611**	**3,012**	**4,464**
Non-controlling interests		(2,062)	(2,150)	–	–
Total equity		**15,812**	**14,461**	**3,012**	**4,464**
Liabilities					
Loans and borrowings	15	23,483	24,696	1,617	1,911
Deferred tax liabilities		72	79	–	–
Provisions		120	120	–	–
Non-current liabilities		**23,675**	**24,895**	**1,617**	**1,911**
Loans and borrowings	15	10,733	7,818	588	588
Contract liabilities		7,868	5,439	–	–
Trade and other payables	16	26,832	30,162	10,826	10,188
Provisions		–	25	–	–
Current tax liabilities		939	712	–	–
Current liabilities		**46,372**	**44,156**	**11,414**	**10,776**
Total liabilities		**70,047**	**69,051**	**13,031**	**12,687**
Total equity and liabilities		**85,859**	**83,512**	**16,043**	**17,151**

1(c) A statement of cash flow (for the group), together with a comparative statement for the corresponding period of the immediately preceding financial year.

Condensed Interim Consolidated Statement of Cash Flows

	Group	
	6 months ended 30 June 2026	**6 months ended 30 June 2025**
	$'000	**$'000**
Cash flows from operating activities		
Profit for the period	2,362	969
Adjustments for:		
Amortisation of intangible assets	52	100
Change in fair value of financial asset at fair value through profit or loss	(2)	–
Depreciation of property, plant and equipment	1,768	1,721
Gain on disposal of assets held for sale	–	(231)
Gain on disposal of property, plant and equipment	(59)	(2)
Interest expenses	501	759
Interest income	(7)	(13)
Impairment loss on trade receivables and contract assets, including bad debts written-off	42	6
Property, plant and equipment written-off	1	–
Tax expense	543	332
	5,201	3,641
Changes in:		
Inventories	(1,236)	417
Trade and other receivables	(1,840)	471
Contract assets	767	413
Trade and other payables	(3,330)	(372)
Contract liabilities	2,429	(608)
Provisions	(25)	21
Cash generated from operations	1,966	3,983
Tax paid	(323)	(230)
Net cash from operating activities	1,643	3,753
Cash flows from investing activities		
Interest received	7	13
Investment in other investments	(19)	–
Proceeds from disposal of assets held for sale	–	1,098
Proceeds from disposal of investment in joint venture	5	–
Proceeds from disposal of property, plant and equipment	78	7
Purchase of intangible assets	–	(4)
Purchase of property, plant and equipment	(194)	(113)
Net cash generated (used in)/from investing activities	(123)	1,001

	Group	
	6 months ended 30 June 2026	6 months ended 30 June 2025
	$'000	$'000
Cash flows from financing activities		
Acquisition of non-controlling interests	–	(1,740)
Interest paid	(501)	(759)
Dividend paid to the owners of the Company	(1,002)	–
Dividend paid to non-controlling interest	–	(305)
Proceeds from:		
- bills payable	11,816	11,414
- borrowings	–	1,740
Repayment of:		
- bills payable	(8,145)	(12,179)
- borrowings	(1,904)	(2,297)
- liabilities directly associated with the assets held for sale	–	(749)
- lease liabilities	(1,079)	(970)
Net cash used in financing activities	(815)	(5,845)
Net increase/(decrease) in cash and cash equivalents	705	(1,091)
Cash and cash equivalents at beginning of period	10,823	9,510
Effect of foreign exchange fluctuations on cash held	(8)	33
Cash and cash equivalents at end of period	11,520	8,452

1(d)(i) A statement (for issuer and group) showing either (i) all changes in equity or (ii) changes in equity other than those arising from capitalisation issues and distributions to shareholders, together with a comparative statement for the corresponding period of the immediately preceding financial year.

Condensed Interim Consolidated Statement of Changes in Equity

	Share capital	Capital reserve	Equity reserve	Translation reserve	Accumulated losses	Total attributable to owners of the Company	Non-controlling interests	Total equity
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
<u>**Group**</u>								
At 1 January 2026	**36,412**	**(3,078)**	**(2,378)**	**29**	**(14,374)**	**16,611**	**(2,150)**	**14,461**
Total comprehensive income for the period								
Profit for the period	–	–	–	–	2,271	2,271	91	2,362
Other comprehensive loss								
Foreign currency translation differences from translation of foreign operations	–	–	–	(6)	–	(6)	(3)	(9)
Total comprehensive (loss)/income for the period	–	–	–	**(6)**	**2,271**	**2,265**	**88**	**2,353**
Transaction with owners, recognised directly in equity								
Dividend paid	–	–	–	–	(1,002)	(1,002)	–	(1,002)
Total transaction with owners	–	–	–	–	(1,002)	(1,002)	–	(1,002)
At 30 June 2026	**36,412**	**(3,078)**	**(2,378)**	**23**	**(13,105)**	**17,874**	**(2,062)**	**15,812**

	Share capital	Capital reserve	Equity reserve	Translation reserve	Accumulated losses	Total attributable to owners of the Company	Non-controlling interests	Total equity
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Group								
At 1 January 2025	**36,412**	**(3,078)**	**–**	**63**	**(16,002)**	**17,395**	**(1,074)**	**16,321**
Total comprehensive income for the period								
Profit for the period	–	–	–	–	952	952	17	969
Other comprehensive income								
Foreign currency translation differences from translation of foreign operations	–	–	–	18	–	18	15	33
Total comprehensive income for the period	**–**	**–**	**–**	**18**	**952**	**970**	**32**	**1,002**
Transactions with non-controlling interests, recognised directly in equity								
Acquisition of non-controlling interests without a change in control	–	–	(2,378)	–	–	(2,378)	(562)	(2,940)
Dividend paid	–	–	–	–	–	–	(679)	(679)
Total transactions with non-controlling interests	–	–	(2,378)	–	–	(2,378)	(1,241)	(3,619)
At 30 June 2025	**36,412**	**(3,078)**	**(2,378)**	**81**	**(15,050)**	**15,987**	**(2,283)**	**13,704**

Condensed Interim Statement of Changes in Equity

	Share capital	Capital reserve	Accumulated losses	Total equity
	$'000	$'000	$'000	$'000
Company				
At 1 January 2026	**36,412**	**300**	**(32,248)**	**4,464**
Total comprehensive loss for the period				
Loss for the period	–	–	(450)	(450)
Transaction with owners, recognised directly in equity				
Dividend paid	–	–	(1,002)	(1,002)
At 30 June 2026	**36,412**	**300**	**(33,700)**	**3,012**
At 1 January 2025	**36,412**	**300**	**(33,430)**	**3,282**
Total comprehensive loss for the period				
Loss for the period	–	–	(450)	(450)
At 30 June 2025	**36,412**	**300**	**(33,880)**	**2,832**

Notes of the Condensed Interim Financial Statements

1. Corporate information

Natural Cool Holdings Limited (the "Company") is incorporated and domiciled in Singapore and whose shares are publicly traded on the Catalist Board of the Singapore Exchange. These condensed interim financial statements as at and for the six months ended 30 June 2026 comprise the Company and its subsidiaries (collectively, the "Group").

The principal activity of the Company is that of an investment holding company. The principal activities of the subsidiaries are as follows:

a. Aircon and Engineering: trading of air-conditioning units and spare parts, installation services for commercial air-conditioning systems and mechanical ventilation, plumbing and sanitary works and maintenance services;
b. Paint and Coatings: manufacturing, and trading of paint and basic chemicals;
c. Food and Beverages ("F&B"): operator of restaurants and stalls, manufacture and wholesale of F&B products; and
d. Technology: installation of building automated systems for remote monitoring and maintenance services.

2. Basis of preparation

The condensed interim financial statements for the six months ended 30 June 2026 have been prepared in accordance with Singapore Financial Reporting Standards (International) ("SFRS(I)") 1-34 *Interim Financial Reporting* issued by the Accounting Standards Committee Singapore. The condensed interim financial statements do not include all the information required for a complete set of financial statements. However, selected explanatory notes are included to explain events and transactions that are significant to an understanding of the changes in the Group's financial position and performance of the Group since the last annual financial statements for the year ended 31 December 2025.

The accounting policies adopted are consistent with those of the previous financial year which were prepared in accordance with SFRS(I)s, except for the adoption of new and amended standards as set out in Note 2.1.

The condensed interim financial statements are presented in Singapore dollar which is the Company's functional currency.

2.1. New and amended standards adopted by the Group

On 1 January 2026, the Group adopted new and amended SFRS(I) and interpretations to SFRS(I) ("INT SFRS(I)") that are mandatory for application for the financial period. The adoption of these new or amended SFRS(I) and INT SFRS(I) did not have a material effect on the financial statements.

2.2. Use of estimates and judgements

In preparing the condensed interim financial statements, management has made judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, income and expense. Actual results may differ from these estimates.

The significant judgements made by management in applying the Group's accounting policies and the key sources of estimation uncertainty were the same as those that applied to the consolidated financial statements as at and for the year ended 31 December 2025.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next interim period are included in the following notes:

- Note 5 – revenue recognition: estimate of total contract costs to complete and allocation of the contract value to the performance obligations; and

- Notes 10 and 11 – impairment assessment of property, plant and equipment, intangible assets and goodwill: key assumptions underlying the recoverable amounts.

3. Seasonal operations

The Group's businesses are not affected significantly by seasonal or cyclical factors during the financial period.

4. Segment and revenue information

The Group has four reportable segments, as described below, which are the Group's strategic business units. The strategic business units offer different products and services, and are managed separately because they require different technology and marketing strategies. For each of the strategic business units, the Executive Chairman and Executive Director and Group Chief Executive Officer ("CEO") review internal management reports on at least a quarterly basis. The following summary describes the operations in each Group's reportable segments:

Aircon and Engineering: trading of air-conditioning units and spare parts, installation services for commercial air-conditioning systems and mechanical ventilation, plumbing and sanitary works and maintenance services.

Paint and Coatings: manufacturing, and trading of paint and basic chemicals.

F&B: operator of restaurants and stalls, manufacture and wholesale of F&B products.

Technology: installation of building automated systems for remote monitoring and maintenance services.

Information regarding the results of each reportable segment is included below. Performance is measured based on segment profit before income tax, as included in the internal management reports review by the Executive Chairman and Executive Director and Group CEO. Segment profit before income tax is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries.

Information about reportable segments

	Aircon and Engineering	Paint and Coatings	F&B	Technology	Total
	$'000	$'000	$'000	$'000	$'000
6 months ended 30 June 2026					
External revenue	66,221	3,003	2,633	1,640	73,497
Inter-segment revenue	99	17	57	–	173
Total revenue of reportable segments	66,320	3,020	2,690	1,640	73,670
Interest income	11	–	5	–	16
Finance costs	(454)	(15)	(17)	(41)	(527)
Depreciation and amortisation	(1,405)	(167)	(155)	(90)	(1,817)
Reportable segment profit before tax	2,648	281	403	25	3,357
Other material non-cash items:					
Reportable segment assets	84,534	4,179	1,971	5,228	95,912
Capital expenditure	297	5	–	11	313
Reportable segment liabilities	62,744	7,024	6,959	7,109	83,836
6 months ended 30 June 2025					
External revenue	59,385	2,606	2,939	2,318	67,248
Inter-segment revenue	121	15	49	12	197
Total revenue of reportable segments	59,506	2,621	2,988	2,330	67,445
Interest income	12	–	9	–	21
Finance costs	(731)	(8)	(24)	(3)	(766)
Depreciation and amortisation	(1,328)	(130)	(242)	(84)	(1,784)
Reportable segment profit before tax	968	198	367	218	1,751
Other material non-cash items:					
Gain on disposal of assets held for sale	231	–	–	–	231
Reportable segment assets	83,023	504	1,971	6,029	91,527
Capital expenditure	92	12	5	4	113
Reportable segment liabilities	62,763	3,793	7,131	7,696	81,383

Reconciliations of reportable segment revenues, profit or loss, assets and liabilities

	Group	
	6 months ended 30 June 2026	6 months ended 30 June 2025
	$'000	$'000
Revenue		
Total revenue for reportable segments	73,670	67,445
Elimination of inter-segment revenue	(173)	(197)
Consolidated revenue	73,497	67,248
Profit before tax		
Total profit before tax for reportable segments	3,357	1,751
Unallocated amounts	(452)	(450)
Consolidated profit before tax	2,905	1,301
Assets		
Total assets for reportable segments	95,912	91,527
Unallocated amounts	393	311
Elimination of inter-segment assets	(10,446)	(7,846)
Consolidated total assets	85,859	83,992
Liabilities		
Total liabilities for reportable segments	83,836	81,383
Unallocated amounts	2,607	2,220
Elimination of inter-segment liabilities	(16,396)	(13,315)
Consolidated total liabilities	70,047	70,288

Reconciliations of reportable segment other material items

	Reportable segment totals	Unallocated amounts	Consolidated totals
	$'000	$'000	$'000
6 months ended 30 June 2026			
Interest income	16	(9)	7
Finance costs	(527)	26	(501)
Depreciation and amortisation	(1,817)	(3)	(1,820)
Capital expenditure	313	3	316#
6 months ended 30 June 2025			
Interest income	21	(8)	13
Finance costs	(766)	7	(759)
Depreciation and amortisation	(1,784)	(37)	(1,821)
Gain on disposal of assets held for sale	231	–	231
Capital expenditure	113	4	117#

\# Exclude right-of-use properties

Geographical information

The Group operates primarily in Singapore. The reportable revenue and segment assets are primarily generated and based in Singapore.

5. Revenue

	Group	
	6 months ended 30 June 2026	6 months ended 30 June 2025
	$'000	$'000
Revenue from contracts with customers	72,894	66,673
Rental income	603	575
	73,497	67,248

Disaggregation of revenue from contracts with customers

In the following table, revenue from contracts with customers is disaggregated by revenue streams and timing of revenue recognition.

	Aircon and Engineering		Paint and Coatings		F&B		Technology		Total	
	6 months ended 30 June									
	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Group Revenue streams										
Trading	40,651	39,452	3,003	2,606	2,633	2,939	–	–	46,287	44,997
Installation	18,329	12,061	–	–	–	–	582	951	18,911	13,012
Servicing	6,638	7,297	–	–	–	–	889	1,305	7,527	8,602
System development	–	–	–	–	–	–	169	62	169	62
	65,618	58,810	3,003	2,606	2,633	2,939	1,640	2,318	72,894	66,673
Timing of revenue recognition										
Products transferred at a point in time	47,289	46,749	3,003	2,606	2,633	2,939	1,045	1,559	53,970	53,853
Products and services transferred over time	18,329	12,061	–	–	–	–	595	759	18,924	12,820
	65,618	58,810	3,003	2,606	2,633	2,939	1,640	2,318	72,894	66,673

Sources of estimation uncertainty

Revenue recognition on installation is dependent on estimating the total completion cost of the installation contract. Actual total costs may be higher or lower than estimated at the reporting date, which would affect the revenue recognised in future years. As at the reporting date, management considered that all costs to complete and revenue can be reliably estimated.

6. Other income

	Group	
	6 months ended 30 June 2026	**6 months ended 30 June 2025**
	$'000	**$'000**
Interest income	7	13
Gain on disposal of assets held for sale	–	231
Gain on disposal of property, plant and equipment	59	2
Government grants	163	91
Others	177	225
	406	562

7. Finance costs

	Group	
	6 months ended 30 June 2026	**6 months ended 30 June 2025**
	$'000	**$'000**
Interest expenses:		
- Bank loans and bills payable	304	505
- Lease liability interests	197	254
	501	759

8. Tax expense

The Group calculates the period income tax expense using the tax rate that would be applicable to the expected total annual earnings. The major components of income tax expense in the condensed interim consolidated statement of profit or loss are:

	Group	
	6 months ended 30 June 2026	6 months ended 30 June 2025
	$'000	$'000
Current tax expense		
Current year	549	338
Deferred tax credit		
Origination and reversal of temporary differences	(6)	(6)
Tax expense	543	332

9. Profit for the period

The following items have been included in arriving at profit for the period:

	Group	
	6 months ended 30 June 2026	6 months ended 30 June 2025
	$'000	$'000
Amortisation of intangible assets	52	100
Audit fees paid/payable to:		
- Auditors of the Company and other firms affiliated with KPMG International Limited	190	164
- Other auditors	33	33
Non-audit fees paid/payable to auditors of the Company and other firms affiliated with KPMG International Limited	10	10
Depreciation of property, plant and equipment	1,768	1,721
Gain on disposal of assets held for sale	–	(231)
Gain on disposal of property, plant and equipment	(59)	(2)
Staff costs	12,026	12,370
Contributions to defined contribution plans, included in staff costs	523	536

10. Property, plant and equipment

	Leasehold properties	Computers	Furniture, fittings and office equipment	Motor vehicles	Tools and machineries	Renovation	Right-of-use – motor vehicles	Right-of-use – properties	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Group									
Cost									
At 1 January 2025	26,090	992	1,004	1,781	3,446	6,349	5,032	12,231	56,925
Additions	–	118	23	59	63	2	243	263	771
Disposals	–	–	–	(214)	(51)	–	–	–	(265)
Write-offs	–	(79)	–	(29)	–	(1,206)	–	(891)	(2,205)
Lease modification	–	–	–	–	–	–	–	2,694	2,694
Effect of movements in exchange rates	–	(1)	1	–	1	2	3	22	28
At 31 December 2025	26,090	1,030	1,028	1,597	3,459	5,147	5,278	14,319	57,948
Additions	–	57	2	–	12	102	143	328	644
Disposals	–	–	–	(56)	–	–	(250)	–	(306)
Write-offs	–	(18)	(102)	–	–	(146)	–	–	(266)
Lease modification	–	–	–	–	–	–	–	564	564
Effect of movements in exchange rates	–	–	–	–	–	–	–	2	2
At 30 June 2026	26,090	1,069	928	1,541	3,471	5,103	5,171	15,213	58,586
Accumulated depreciation and impairment losses									
At 1 January 2025	6,279	928	516	1,622	3,092	2,986	2,368	4,450	22,241
Depreciation	766	64	52	118	132	216	779	1,318	3,445
Disposals	–	–	–	(208)	(46)	–	–	–	(254)
Write-offs	–	(79)	–	(29)	–	(1,206)	–	(891)	(2,205)
Effect of movements in exchange rates	–	(1)	1	–	–	1	1	11	13
At 31 December 2025	7,045	912	569	1,503	3,178	1,997	3,148	4,888	23,240
Depreciation	273	38	24	47	43	110	413	820	1,768
Disposals	–	–	–	(56)	–	–	(231)	–	(287)
Write-offs	–	(18)	(101)	–	–	(146)	–	–	(265)
Effect of movements in exchange rates	–	–	1	–	–	–	–	2	3
At 30 June 2026	7,318	932	493	1,494	3,221	1,961	3,330	5,710	24,459
Carrying amounts									
At 1 January 2025	19,811	64	488	159	354	3,363	2,664	7,781	34,684
At 31 December 2025	19,045	118	459	94	281	3,150	2,130	9,431	34,708
At 30 June 2026	18,772	137	435	47	250	3,142	1,841	9,503	34,127

	Computers	Office equipment	Furniture and fittings	Renovations	Total
	$'000	$'000	$'000	$'000	$'000
Company					
Cost					
At 1 January 2025	40	8	16	16	80
Additions	4	–	–	–	4
At 31 December 2025	44	8	16	16	84
Additions	3	–	–	–	3
At 30 June 2026	47	8	16	16	87
Accumulated depreciation					
At 1 January 2025	40	8	10	8	66
Depreciation	1	–	3	5	9
At 31 December 2025	41	8	13	13	75
Depreciation	1	–	1	1	3
At 30 June 2026	42	8	14	14	78
Carrying amounts					
At 1 January 2025	–	–	6	8	14
At 31 December 2025	3	–	3	3	9
At 30 June 2026	5	–	2	2	9

Depreciation

The depreciation charge of the Group is recognised in the following line items of the statement of profit or loss:

	Group	
	6 months ended 30 June 2026	6 months ended 30 June 2025
	$'000	$'000
Cost of sales	463	437
Administrative expenses	1,305	1,284
	1,768	1,721

Securities

At 30 June 2026, several leasehold properties are pledged as security to secure bank loans (see Note 15).

Sources of estimation uncertainty

In estimating the recoverable amounts of the cash generating units ("CGUs") using value in use from the respective cash flow forecasts or its fair value less costs to sell, the Group assumed revenue growth rates and gross profit margins throughout the cash flow forecast periods, and discount rate applied to the cash flow projections. The determination requires judgment. The Group evaluates, amongst other factors, the near-term business outlook, including factors such as industry and sector performance, and changes in competitive landscape.

11. Intangible assets and goodwill

	Goodwill	Order backlogs	Customer relationships	Trademark	Computer software	Total
	$'000	$'000	$'000	$'000	$'000	$'000
<u>**Group**</u>						
Cost						
At 1 January 2025	5,452	1,189	668	383	1,086	8,778
Additions	–	–	–	–	11	11
At 31 December 2025 and 30 June 2026	5,452	1,189	668	383	1,097	8,789
Accumulated amortisation and impairment losses						
At 1 January 2025	1,758	1,189	246	260	979	4,432
Amortisation	–	–	61	19	92	172
Impairment loss	1,427	–	–	–	–	1,427
At 31 December 2025	3,185	1,189	307	279	1,071	6,031
Amortisation	–	–	30	10	12	52
At 30 June 2026	3,185	1,189	337	289	1,083	6,083
Carrying amounts						
At 1 January 2025	3,694	–	422	123	107	4,346
At 31 December 2025	2,267	–	361	104	26	2,758
At 30 June 2026	2,267	–	331	94	14	2,706

	Computer software
	$'000
<u>**Company**</u>	
Cost	
At 1 January 2025, 31 December 2025 and 30 June 2026	516
Accumulated amortisation	
At 1 January 2025	463
Amortisation	53
At 31 December 2025 and 30 June 2026	516
Carrying amounts	
At 1 January 2025	53
At 31 December 2025	–
At 30 June 2026	–

Amortisation

The amortisation of customer relationships, trademark and computer software are included in 'administrative expenses' in profit or loss.

Sources of estimation uncertainty

In estimating the recoverable amounts of the CGUs using value in use from the respective cash flow forecasts, the Group assumed revenue growth rates and gross profit margins throughout the cash flow forecast periods, terminal values at the end of the cash flow forecast period and discount rate applied to the cash flow projections. The determination requires judgment. The Group evaluates, amongst other factors, the near-term business outlook, including factors such as industry and sector performance, and changes in technology.

12. Trade and other receivables

	Group		Company	
	30 June 2026	**31 December 2025**	**30 June 2026**	**31 December 2025**
	$'000	**$'000**	**$'000**	**$'000**
Trade receivables:				
- third parties	17,617	16,085	–	–
- subsidiaries	–	–	1,792	1,819
Unbilled trade receivables	2,643	2,235	–	–
Impairment losses	(1,044)	(1,001)	(57)	(57)
Net trade receivables	19,216	17,319	1,735	1,762
Non-trade amounts due from subsidiaries	–	–	7,589	8,136
Impairment losses	–	–	(6,360)	(6,360)
	–	–	1,229	1,776
Accrued discount receivables	1,093	1,129	–	–
Deposits	1,581	1,618	106	106
Amount due from a joint venture	–	7	–	7
Other receivables	562	647	7	6
Financial assets at amortised costs	22,452	20,720	3,077	3,657
Prepayments	1,086	1,020	63	28
	23,538	21,740	3,140	3,685
Non-current	741	818	838	962
Current	22,797	20,922	2,302	2,723
	23,538	21,740	3,140	3,685

The Group's non-current receivables consist mainly of an insurance payment of $728,000 (31 December 2025: $728,000) for its Executive Director.

Non-trade balances due from subsidiaries are unsecured, interest-free and repayable on demand. As $838,000 (31 December 2025: $962,000) of the non-trade amounts due from subsidiaries are not expected to be recalled within the next 12 months, the amounts have been classified as non-current.

Sources of estimation uncertainty

The loss allowances for financial assets are based on assumptions about risk of default and expected loss rates to be applied for the respective category of the financial assets and contract assets. The Group uses judgement in making these assumptions and selecting the inputs to the impairment calculation including evaluation of the Group's historical loss rates, existing market conditions as well as forward looking estimates at the end of each reporting period.

13. Inventories

	Group	
	30 June 2026	**31 December 2025**
	$'000	**$'000**
Raw materials	429	356
Finished goods	7,982	6,819
	8,411	7,175

As at 30 June 2026, inventories of $43,526,000 (30 June 2025: $40,378,000) were recognised as an expense during the financial period and included in 'cost of sales'.

As at 30 June 2026, the inventories are stated after allowance for inventory obsolescence of $99,000 (31 December 2025: $99,000).

14. Share capital

	Ordinary Shares			
	30 June 2026		**31 December 2025**	
	Number of shares	**Amount**	**Number of shares**	**Amount**
	'000	**$'000**	**'000**	**$'000**
Group and Company				
At beginning and end of interim period	250,448	36,412	250,448	36,412

All issued shares are fully paid, with no par value.

The holders of ordinary shares are entitled to receive dividends as declared from time to time, and are entitled to one vote per share at meetings of the Company. All shares rank equally with regard to the Company's residual assets.

15. Loans and borrowings

	Group		Company	
	30 June 2026	31 December 2025	30 June 2026	31 December 2025
	$'000	$'000	$'000	$'000
Non-current liabilities				
Bank loans (Secured)	13,449	14,396	1,617	1,911
Lease liabilities (Secured)	10,034	10,300	–	–
	23,483	24,696	1,617	1,911
Current liabilities				
Bank loans (Secured)	2,278	3,235	588	588
Lease liabilities (Secured)	2,073	1,872	–	–
Bills payable (Secured)	6,382	2,711	–	–
	10,733	7,818	588	588
Total loans and borrowings	34,216	32,514	2,205	2,499

Details of collateral:

(a) Bank loans and bills payable are secured by:
i) Leasehold properties amounted to $18,772,000 as at 30 June 2026 (31 December 2025: $19,045,000); and
ii) Corporate guarantees by Natural Cool Holdings Limited and Natural Cool Airconditioning & Engineering Pte Ltd.

(b) Lease liabilities are secured by:
i) Motor vehicles amounted to $1,841,000 as at 30 June 2026 (31 December 2025: $2,130,000);
ii) Security deposits amounted to $224,000 as at 30 June 2026 (31 December 2025: $194,000); and
iii) Corporate guarantees by Natural Cool Holdings Limited.

16. Trade and other payables

	Group		Company	
	30 June 2026	31 December 2025	30 June 2026	31 December 2025
	$'000	$'000	$'000	$'000
Trade payables	12,645	13,709	162	27
Amount due to subsidiaries:				
- trade	–	–	2,824	2,540
- non-trade	–	–	7,600	6,930
Deposits received	811	831	1	1
Accrued expenses	11,350	13,989	213	660
Other payables	810	825	20	10
Financial liabilities	25,616	29,354	10,820	10,168
GST payable	1,216	808	6	20
	26,832	30,162	10,826	10,188

Non-trade balances due to subsidiaries and other payables are unsecured, interest-free and repayable on demand. Notwithstanding this, the timing of settlement of the amount due to subsidiaries is within the control of the Company.

17. Related party transactions

Key management personnel compensation

Key management personnel of the Group and the Company are those persons having the authority and responsibility for planning, directing and controlling the activities of the Group and the Company. The Directors and senior management of the Group and the Company are considered as key management personnel.

Key management personnel compensation comprised:

	Group	
	6 months ended 30 June 2026	6 months ended 30 June 2025
	$'000	$'000
Short-term employee benefits	1,288	1,389
Post-employment benefits (including CPF)	70	64
	1,358	1,453

Included in the above is the total compensation to the Directors of the Company which amount to $631,000 (30 June 2025: $644,000).

18. Financial assets and financial liabilities

		Carrying amount				Fair value			
	Note	Mandatorily at fair value through profit or loss	Financial assets at amortised cost	Other financial liabilities	Total	Level 1	Level 2	Level 3	Total
Group		**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
30 June 2026									
Financial assets measured at fair value									
Other investments		45	–	–	45	–	45	–	45
Financial assets not measured at fair value									
Trade and other receivables#	12	–	22,452	–	22,452				
Cash and cash equivalents		–	11,520	–	11,520				
		–	33,972	–	33,972				
Financial liabilities not measured at fair value									
Variable interest rate loans		–	–	15,126	15,126				
Fixed interest rate loans		–	–	601	601	–	575	–	575
Bills payable		–	–	6,382	6,382				
Trade and other payables*	16	–	–	25,616	25,616				
		–	–	47,725	47,725				
31 December 2025									
Financial assets measured at fair value									
Other investments		24	–	–	24	–	24	–	24
Financial assets not measured at fair value									
Trade and other receivables#	12	–	20,720	–	20,720				
Cash and cash equivalents		–	10,823	–	10,823				
		–	31,543	–	31,543				
Financial liabilities not measured at fair value									
Variable interest rate loans		–	–	16,281	16,281				
Fixed interest rate loans		–	–	1,350	1,350	–	1,304	–	1,304
Bills payable		–	–	2,711	2,711				
Trade and other payables*	16	–	–	29,354	29,354				
		–	–	49,696	49,696				

\# *Exclude prepayments*
* *Exclude GST payable*

		Carrying amount				Fair value			
	Note	Mandatorily at fair value through profit or loss	Financial assets at amortised cost	Other financial liabilities	Total	Level 1	Level 2	Level 3	Total
<u>Company</u>		$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
30 June 2026									
Financial assets measured at fair value									
Other investments		45	–	–	45	–	45	–	45
Financial assets not measured at fair value									
Trade and other receivables#	12	–	3,077	–	3,077				
Cash and cash equivalents		–	150	–	150				
		–	3,227	–	3,227				
Financial liabilities not measured at fair value									
Variable interest rate loans	15	–	–	2,205	2,205				
Trade and other payables^	16	–	–	10,820	10,820				
		–	–	13,025	13,025				
31 December 2025									
Financial assets measured at fair value									
Other investments		24	–	–	24	–	24	–	24
Financial assets not measured at fair value									
Trade and other receivables#	12	–	3,657	–	3,657				
Cash and cash equivalents		–	734	–	734				
		–	4,391	–	4,391				
Financial liabilities not measured at fair value									
Variable interest rate loans	15	–	–	2,499	2,499				
Trade and other payables^	16	–	–	10,168	10,168				
		–	–	12,667	12,667				

Exclude prepayments
^ *Exclude GST payable*

Other Information Required by Listing Rule Appendix 7C

1. **1(d)(ii) Details of any changes in the company's share capital arising from rights issue, bonus issue, subdivision, consolidation, share buy-backs, exercise of share options or warrants, conversion of other issues of equity securities, issue of shares for cash or as consideration for acquisition or for any other purpose since the end of the previous period reported on. State the number of shares that may be issued on conversion of all the outstanding convertibles, if any, against the total number of issued shares excluding treasury shares and subsidiary holdings of the issuer, as at the end of the current financial period reported on and as at the end of the corresponding period of the immediately preceding financial year. State also the number of shares held as treasury shares and the number of subsidiary holdings, if any, and the percentage of the aggregate number of treasury shares and subsidiary holdings held against the total number of shares outstanding in a class that is listed as at the end of the current financial period reported on and as at the end of the corresponding period of the immediately preceding financial year.**

   There was no change in the Company's share capital from 31 December 2025 to 30 June 2026.

   The Company did not have any outstanding options or convertibles as at 30 June 2026 and 30 June 2025.

   There were also no treasury shares or subsidiary holdings as at 30 June 2026 and 30 June 2025.

   1(d)(iii) To show the total number of issued shares excluding treasury shares as at the end of current financial period and as at end of immediately preceding year.

   The total numbers of issued shares (excluding treasury shares) were 250,447,985 as at 30 June 2026 and 31 December 2025.

   There were no treasury shares as at 30 June 2026 and 31 December 2025.

   1(d)(iv) A statement showing all sales, transfers, cancellation and/or use of treasury shares as at the end of the current financial period reported on.

   Not applicable. The Company did not have any treasury shares during and as at the end of the current financial period reported on.

   1(d)(v) A statement showing all sales, transfers, cancellation and/or use of subsidiary holdings as at the end of the current financial period reported on.

   Not applicable. There were no subsidiary holdings during and as at the end of the current financial period reported on.

2. **Whether the figures have been audited or reviewed and in accordance with which auditing standard or practice.**

   The condensed consolidated statement of financial position of Natural Cool Holdings Limited and its subsidiaries as at 30 June 2026 and the related condensed consolidated profit or loss and other comprehensive income, condensed consolidated statement of changes in equity and condensed consolidated statement of cash flows for the six months period then ended and certain explanatory notes have not been audited or reviewed.

3. **Where the figures have been audited or reviewed, the auditors' report (including any modifications or emphasis of a matter).**

   Not applicable.

3A. Where the latest financial statements are subject to an adverse opinion, qualified opinion or disclaimer of opinion:

(a) Updates on the efforts taken to resolve each outstanding audit issue.

(b) Confirmation from the Board that the impact of all outstanding audit issues on the financial statements have been adequately disclosed.

This is not required for any audit issue that is a material uncertainty relating to going concern.

Not applicable. The latest financial statements as at 31 December 2025 have an unmodified opinion.

4. Whether the same accounting policies and methods of computation as in the issuer's most recently audited annual financial statements have been applied.

Except as disclosed in Paragraph 5 below, the Group has applied the same accounting policies and methods of computation adopted in the financial statements for the current reporting period as those of the most recent audited financial statements for the financial year ended 31 December 2025.

5. If there are any changes in the accounting policies and methods of computation, including any required by an accounting standard, what has changed, as well as the reasons for, and the effect of, the change.

The Group has adopted all the applicable new and revised Singapore Financial Reporting Standards (International) ("SFRS(I)") and Interpretations of SFRS(I) ("INT SFRS(I)") that are relevant to its operations and effective for annual periods beginning on 1 January 2026. The adoption of these new and revised SFRS(I) and INT SFRS(I) did not result in any substantial change to the Group's accounting policies and has no material impact on the financial statements for the current financial reporting period.

6. Earnings per ordinary share of the group for the current financial period reported on and the corresponding period of the immediately preceding financial year, after deducting any provision for preference dividends:

(a) Based on the weighted average number of ordinary shares on issue; and

(b) On a fully diluted basis (detailing any adjustments made to the earnings).

	Group	
	6 months ended 30 June 2026	**6 months ended 30 June 2025**
Net profit attributable to shareholders	2,271,000	952,000
Weighted average number of ordinary shares in issue (No. of shares)	250,447,985	250,447,985
Earnings per share (Singapore cents) – basic and diluted	0.91	0.38

The Company does not have any potential dilutive ordinary shares in existence for HY2026 and HY2025.

7. Net asset value (for the issuer and group) per ordinary share based on issued share capital of the issuer at the end of the (a) current financial period reported on and (b) immediately preceding financial year.

	Group		Company	
	30 June 2026	**31 December 2025**	**30 June 2026**	**31 December 2025**
Net assets attributable to shareholders ($'000)	17,874	16,611	3,012	4,464
Net asset value per share as at the end of the financial period/year (Singapore cents)	7.14	6.63	1.20	1.78

The total numbers of issued shares (excluding treasury shares) were 250,447,985 as at 30 June 2026 and 31 December 2025.

8. A review of the performance of the Group, to the extent necessary for a reasonable understanding of the Group's business. It must include a discussion of the following:

(a) Any significant factors that affected the turnover, cost, and earnings of the group for the current financial period reported on including (where applicable) seasonal or cyclical factors; and

(b) Any material factors that affected the cash flow, working capital, assets or liabilities of the group during the current financial reported on.

Review of Income Statement

The Group generated revenue of $73.5 million for the half year ended 30 June 2026 ("**HY2026**"), an increase of $6.2 million, or 9.3% compared to $67.2 million for the half year ended 30 June 2025 ("**HY2025**") due to the following:

- Our Aircon and Engineering Division's revenue in HY2026 reported a revenue increase of $6.8 million or 11.5% compared to HY2025. The growth was mainly driven by a higher volume of project activities, particularly within the Commercial Installation and Builder businesses, and sales growth in our Trading Department;

- Our Paint and Coatings Division recorded an increase in revenue of $0.4 million or 15.2% mainly driven by higher sales to its retail store customers. The division benefitted from stronger demand during HY2026;

- Our Food and Beverages Division's revenue decreased by $0.3 million or 10.4% compared to HY2025. This was mainly caused by the closure of a low-performing restaurant in January 2026, undertaken as part of the division's re-organisation.

- Our Technology Division's revenue declined by $0.7 million or 29.3% compared to HY2025 as we completed a major lift monitoring device installation project last year.

Gross profit margin in HY2026 remained largely unchanged at 21.2% (HY2025: 21.1%).

The distribution and administrative expenses in HY2026 remained largely unchanged compared to HY2025.

Finance costs decreased by $0.3 million or 34% primarily due to lower bank interest rates.

The income tax expense increased by $0.2 million or 63.6% mainly due to higher taxable profit.

Resulting from the above factors, the Group reported a profit after tax of approximately $2.4 million in HY2026, up $1.4 million compared to HY2025.

Review of Statement of Financial Position

Property, plant and equipment decreased by $0.6 million in HY2026 mainly due to the depreciation expenses for the period amounting to $1.8 million. This was partially offset by the additions of plant and equipment totaling $0.3 million and new and renewal of the lease of properties amounting to $0.9 million.

Inventories increased by $1.2 million, primarily attributable to higher sales activity during HY2026.

Trade and other receivables (current and non-current) increased by $1.8 million mainly attributable to higher project billings recorded towards the end of HY2026. This has also led to a decline in contract assets.

Loans and borrowings (current and non-current) increased by $1.7 million mainly attributable to the utilisation of invoice financing liabilities amounting to $3.7 million. In addition, we recognised lease liabilities of $0.9 million relating to new and renewed lease contracts. These increases were partially offset by repayment of loans and lease liabilities totaling to $3.0 million.

Contract liabilities increased by $2.4 million primarily due to advances received, and faster progress billing towards the end of HY2026.

Trade and other payables decreased by $3.3 million mainly due to payments made for bonuses. In addition, the reduction in trade payables was attributable to the utilisation of invoice financing liabilities.

Review of Statement of Cash Flows

In HY2026, we generated a net operating cash inflow of approximately $1.6 million.

We recorded net cash used in financing activities of $0.8 million in HY2026 primarily attributable to payments for bills payable, loans, lease liabilities and interest expenses totaling $11.6 million. These outflows were largely offset by $11.8 million in proceeds from invoice financing. In addition, the Company paid dividends of $1.0 million to its shareholders in respect of the financial year ended 31 December 2025.

9. Where a forecast, or a prospect statement, has been previously disclosed to shareholders, any variance between it and the actual results.

Not applicable. No forecast or prospect statement has been previously disclosed to shareholders.

10. A commentary at the date of the announcement of the significant trends and competitive conditions of the industry in which the group operates and any known factors or events that may affect the group in the next reporting period and the next 12 months.

Despite the ongoing geopolitical tensions and the on-again, off-again conflict in the Middle East, Singapore's economy stayed resilient in the first half. Notwithstanding, Ministry of Trade and Industry has announced Singapore's GDP growth forecast for 2026 to be maintained between 2% to 4%, but has warned that downside risk has risen significantly as a result of the Middle East conflict. However, given the open nature of its economy and expected higher energy prices, we also expect that inflationary pressures to remain heightened in the coming 12 months.

A number of previously underperforming business units at our Aircon and Engineering Division continues to improve and has started to meaningfully contribute to the division's profitability. We look forward to the division delivering on its strong order book while continuing to maintain cost discipline.

Our Paint and Coatings Division continue to perform well, clocking double digit revenue growth in HY2026. However, as our manufacturing process is highly dependent on solvents and pigments that are a derivative of oil and gas, we remain vigilant over the price volatility of these raw materials.

The Food and Beverages Division performed admirably in HY2026 with good festive sales revenues and profitability. We also continue to rationalise our non-performing store and closed one outlet in early 2026. The absence of any significant festive events in the second half of the year will weigh on us as we continue to grow the supermarket and wholesale channels.

Revenues and profits for HY2026 at our Technology Division dipped as the division's new project orders are expected to start delivery only from the second half of the year. New project wins include those for customers in Singapore and overseas.

11. Dividend information.

If a decision regarding dividend has been made:

a. Whether an interim (final) dividend has been declared (recommended) for current financial period reported on;

No.

b. Amount per share;

Not applicable.

c. Previous corresponding period;

Not applicable.

d. Whether the dividend is before tax, net of tax or tax exempted. If before tax or net of tax, state the tax and the country where the dividend is derived. (If the dividend is not taxable in the hands of the shareholders, this must be stated);

Not applicable.

e. The date the dividend is payable; and

Not applicable.

f. **The date on which Registrable Transfers received by the Company (up to 5:00 PM) will be registered before entitlement to the dividend are determined.**

Not applicable.

12. **If no dividend has been declared/recommended, a statement to that effect and the reason(s) for the decision.**

No dividend has been declared for HY2026 as the profits were retained for business use.

13. **If the Group has obtained a general mandate from shareholders for Interested Party Transactions ("IPT"), the aggregated value of such transactions as required under Rule 920(1)(a)(ii) of Catalist Rules. If no IPT mandate has been obtained, a statement to that effect.**

Name of interested person	Nature of relationship	Aggregate value of all interested person transactions during the financial period under review (excluding transactions less than $100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920) (SGD '000)	Aggregate value of all interested person transactions conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than $100,000) (SGD '000)
QPA Pte Ltd ("QPA")	Controlling shareholder of QPA is the brother of the Group CEO	Sales of aircon equipment – 527	–

The Company has not obtained a general mandate from shareholders for IPTs.

14. **Confirmation that the Issuer has procured undertakings from all its Directors and executive officers under Rule 720(1) of the Catalist Rules.**

The Company confirms that it has procured all the required undertaking from all its Directors and executive officers in the format set out in Appendix 7H under Rule 720(1) of the Catalist Rules.

15. **Disclosures on Incorporation, Acquisition and Realisation of Shares pursuant to Rule 706A of the Catalist Rules.**

In January 2026, the partners of Classe Rides LLP ("Classe Rides"), an indirectly 50% owned limited liability partnership of the Company, applied to the Accounting and Corporate Regulatory Authority for the striking off of Classe Rides from the Register of Limited Liability Partnerships. The Classe Rides LLP was subsequently struck off in April 2026.

The striking off did not have any material financial impact on the Group.

Confirmation by the Board pursuant to Catalist Rule 705 (5)

On behalf of the Board of Directors of the Company, we, the undersigned, hereby confirm to the best of our knowledge that nothing has come to the attention of the Board of Directors of the Company which may render the Group's unaudited condensed interim financial statements for the six-month period ended 30 June 2026 to be false or misleading in any material aspect.

On behalf of the Board of Directors

By Order of the Board

Choy Bing Choong Executive Chairman	Tsng Joo Peng Executive Director and Group CEO

Singapore
7 August 2026

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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