

# Natural Cool Holdings Limited

22 October 2025

## Initiation (Non-rated)

<b>BBG</b>	NATC SP	
<b>Market Cap (S\$m)</b>	11.5	
<b>Price (S\$)</b>	0.046	
<b>52-week range (S\$)</b>	0.024 - 0.06	
<b>Shares Outstanding (m)</b>	250.4	
<b>Free Float</b>	44.8%	
<b>Major Shareholder</b>	Khwaja Asif Rahman	14.8%
	Ong Mun Wah	11.0%
	Ng Quek Peng	10.8%
	Wong Leon Keat	9.3%
	Tsng Joo Peng	6.9%

Source: Company data, Bloomberg, SAC Capital



Source: Company data, Bloomberg, SAC Capital

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## From Cooling to Smart Solutions

**Natural Cool Holdings Limited (NatCool)** is a Singapore-based investment holding company incorporated in 2005 and listed on SGX Catalist board in 2006. The Group's roots date back to 1989 with the establishment of its air-conditioning servicing business. The Aircon and Engineering (A&E) division serves as the Group's foundation. NatCool is a major player in Singapore's air-conditioning and mechanical ventilation (ACMV) market. Over the years, NatCool has diversified beyond its core air-conditioning business through strategic acquisitions and new ventures. The Group operates through four segments: Aircon and Engineering (A&E), Paint and Coatings (P&C), Food and Beverages (F&B), and Technology.

**NatCool reported mixed financial results for 1H2025.** The Group's 1HFY25 revenue declined slightly by 0.9% YoY to S\$67.2 million, while gross profit improved 1.9% YoY to S\$14.2 million. The Group's overall gross margin increased from 20.5% in 1HFY24 to 21.1% in 1HFY25. The Group's net profit increased 610% to 1.0 million.

**Technology division (iFocus) is a promising growth engine.** As of August 2025, NatCool now owns 100% of iFocus Pte Ltd, up from 51% previously. By taking full ownership of iFocus, NatCool can fully consolidate its earnings and leverage iFocus's expertise in IoT and smart infrastructure. NatCool could integrate IoT solutions into its ACMV offerings and position itself in the growing smart infrastructure market and benefit from smart city and digitalisation trends.

**Robust construction demand.** According to the Building and Construction Authority (BCA), the total value of construction contracts awarded is expected to reach S\$47–53 billion in 2025, while annual construction demand is projected to remain robust at S\$39–46 billion per year from 2026 through 2029. Public housing continues to be a core driver of demand, with projected spending between S\$9.0 billion and S\$9.7 billion as the Housing and Development Board (HDB) ramps up new Build-to-Order (BTO) projects and renewal programmes. According to the Ministry of National Development (MND), they will be "putting out a strong supply of new homes, including increasing the BTO supply by 10 per cent" to about 55,000 units to ensure housing affordability and accessibility. As a registered M&E contractor, NatCool stands to benefit from the increase in tenders and subcontracts in the coming years.

**Cool Coatings Technology.** NatCool's Paint & Coatings division embarked on a pilot project in 2024 to implement SolCold Ltd's innovative Anti-Stokes Fluorescence cooling coatings technology on the building's assets. This advanced coating essentially aims to reduce surface temperatures, which could be revolutionary for the Built Environment sector. A successful pilot and subsequent commercialisation of the technology could be a game-changer for this partnership that P&C division has with SolCold Ltd, potentially opening up new high-value markets in green building solutions and retrofitting projects aligned with Singapore's Green Plan 2030.

FY ended 31 Dec (S\$m)	FY22	FY23	FY24	1HFY25
Revenue	149.7	144.2	140.7	67.2
EBIT	2.2	1.9	2.7	2.1
Net profit	0.9	0.4	0.7	1.0
EPS (S\$ cents)	0.6	0.2	0.6	0.4
Dividend per share (S\$ cents)	0.1	0.0	0.0	0.0
Net cash / (debt)	(33.9)	(29.6)	(26.2)	(25.1)
<b>Valuation</b>				
Gross profit margin (%)	17.0%	19.0%	19.8%	21.1%
Net profit margin (%)	0.6%	0.3%	0.5%	1.4%
EV/EBITDA (x)	5.3	6.3	5.1	9.4
P/E (x)	8.4	19.2	7.5	12.1
P/B (x)	0.8	0.7	0.7	0.7
Dividend yield (%)	3.0%	0.0%	0.0%	0.0%
ROE (%)	8.9%	3.8%	9.3%	6.9%

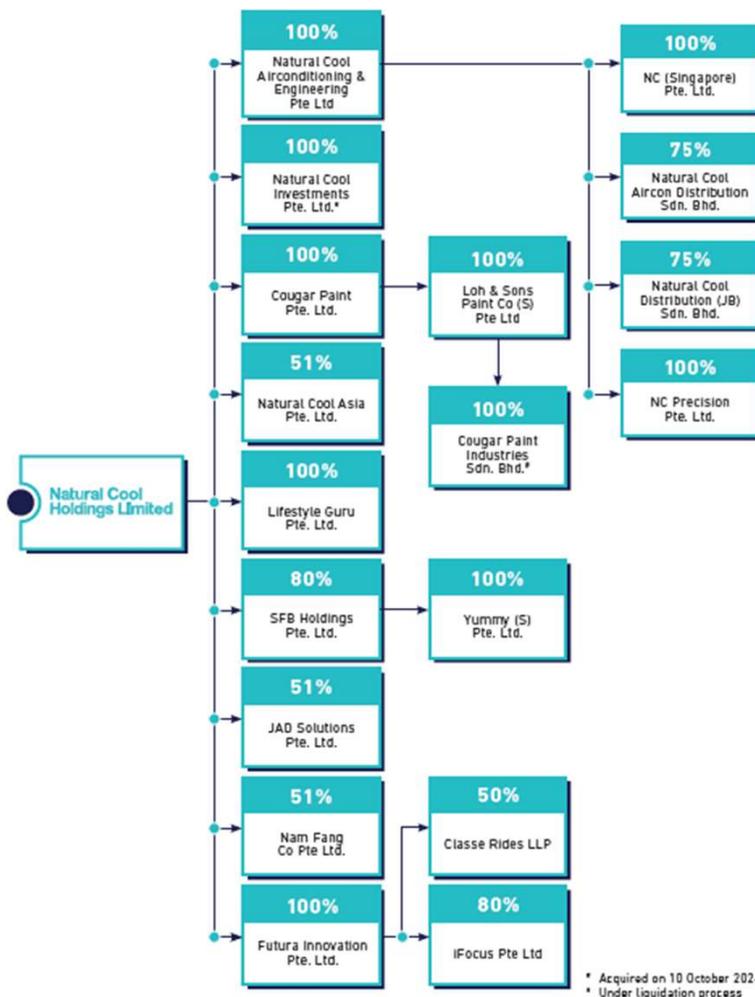
# Natural Cool Holdings Limited

**Potential turnaround of F&B division.** NatCool ceased the operations of non-performing food stalls and streamlined the production team, to focus resources in extending the collaboration with supermarket chains to sell cooked snack foods. F&B losses may narrow considerably or turn into profits, boosting overall net income.

**Key risks ahead** include competitive pressures in the various sectors, project delays, and execution risk in new ventures. Persistent geopolitical tensions, evolving trade regulations, global supply chain disruptions, and inflationary pressures also continue to pose challenges.

**Valuation.** Natural Cool is currently trading at 5.8 P/E, relative to the Catalyst average of 14.0 P/E.

## Corporate Structure as of 31 March 2025



Source: Company

## Company Background

Natural Cool Holdings Limited (NatCool) is a Singapore-based investment holding company incorporated in 2005 and listed on SGX Catalist board in 2006. The Group's roots date back to 1989 with the establishment of its air-conditioning servicing business. Over the years, NatCool expanded beyond its core air-conditioning and engineering roots through strategic milestones. The Group operates through four segments: Aircon and Engineering (A&E), Paint and Coatings (P&C), Food and Beverages (F&B), and Technology.

In 2015, it acquired Loh & Sons Paint Co (S) Pte Ltd to form its Paint and Coatings division, while in the same year exiting its legacy switchgear manufacturing business as part of a refocus of operations. The Group also ventured into the Food & Beverage sector in 2019 by establishing new subsidiaries (SFB Holdings Pte. Ltd. and Yummy (S) Pte. Ltd.) to build a fresh revenue stream in F&B. More recently, in January 2022, NatCool acquired a majority stake in iFocus Pte Ltd, a communications engineering and IoT solutions firm, marking its entry into the Technology sector and a pivot toward higher-value engineering and tech services. These developments reflect the company's evolution from a niche aircon contractor into a diversified business group.



AIRCON AND ENGINEERING



TECHNOLOGY



PAINT AND COATINGS



FOOD AND BEVERAGES

*Source: Company*

## Business Segments

### Aircon & Engineering

The A&E division serves as the Group's foundation and is a major player in Singapore's air-conditioning and mechanical ventilation market. NatCool provides a comprehensive suite of services spanning ACMV project management, mechanical and electrical (M&E) engineering, fire protection, facilities management, and critical environment solutions. The division serves diverse clients across residential, commercial, and industrial sectors, underpinning the Group's strong reputation for technical capability, reliability, and service quality.

The division's operations are supported by three main departments. The Commercial Installation Department undertakes large-scale ACMV installations for schools, offices, malls, hotels, and residential projects, while the Trading Department acts as a one-stop ACMV equipment and materials distribution hub representing major brands like Mitsubishi Electric, Daikin, and Panasonic. The M&E Department provides maintenance and repair services for both residential and commercial clients through its Service & Installation, Commercial Service, and Chiller Service teams. Backed by digital tools such as the CoolWorkFlo workflow management system, the division enhances productivity, responsiveness, and service delivery through digitalisation.

Complementing its core capabilities are subsidiaries JAD Solutions Pte. Ltd. and Nam Fang Co Pte. Ltd. JAD specialises in laboratory systems and critical environment solutions for industries such as pharmaceuticals and biotechnology, while Nam Fang focuses on plumbing, sanitary, gas, and sewerage works. Together, they strengthen the division's ability to deliver integrated, end-to-end engineering solutions, positioning NatCool as a one-stop service provider in Singapore's ACMV and M&E sectors.



Residential maintenance servicing in progress



Commercial maintenance servicing in progress

Source: Company

**Business Segments**

**Painting & Coating**

NatCool’s P&C division operates through its subsidiary, Loh & Sons Paint Co (S) Pte Ltd. NatCool manufactures and sell industrial paints, coatings, and solvents under the in-house “Cougar” brand, as well as distributes third-party paint products.

Cougar Paint Industries Sdn. Bhd., the manufacturing arm of the division, has been fully brought under control of the Group in October 2024. This enables greater control over production, formulation, and quality assurance and also strengthens NatCool’s competitive edge in both domestic and regional markets.

**Food & Beverages**

NatCool’s initial approach in F&B, through SFB Holdings and Yummy (S), was to own its central kitchen to produce its own line of food products as well as operate food outlets across the islands.

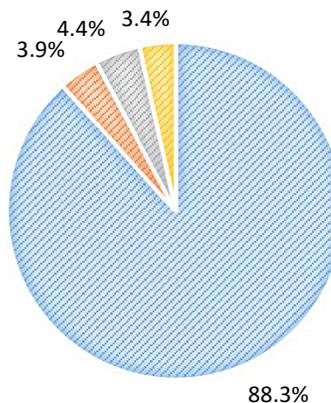
However, operating physical F&B outlets in Singapore’s highly competitive market proved capital intensive and fraught with high fixed costs such as rents and manpower. NatCool has shifted to focus on manufacturing and distribution of food products. NatCool ceased the operations of non-performing food stalls and streamlined the production team to better allocate resources. This allowed NatCool to strengthen its collaboration with supermarket chains for the retail of cooked snack foods under the "Just Nanyang" brand. In 2025, the F&B Division expanded its collaboration with the nation’s largest supermarket chain to have the products selling in more than 60 stores nationwide, reaching a much larger customer base.

**Technology**

Provision of engineering and Internet of Things (IoT) solutions through its subsidiary iFocus Pte Ltd, which specialises in communications systems, such as train-borne communication, video surveillance and lift monitoring devices. NatCool initially acquired 51% of iFocus in January 2022 as part of a strategic pivot toward technology and sustainable solutions, and by August 2025 it completed a staged acquisition to own 100% of iFocus. The Technology segment focuses on smart building systems and has been growing in importance given rising demand for IoT and automation.

**1H2025 REVENUE BY SEGMENTS (%)**

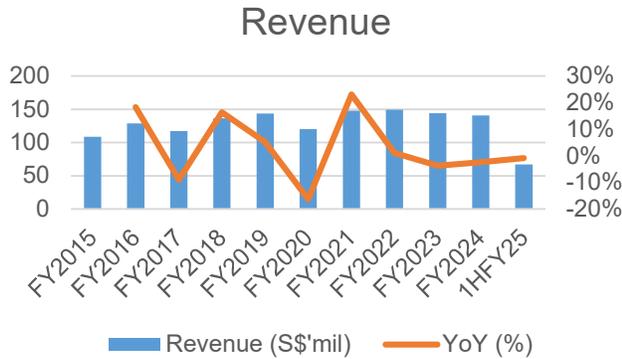
■ Aircon and Engineering ■ Paint and Coatings ■ Food and Beverages ■ Technology



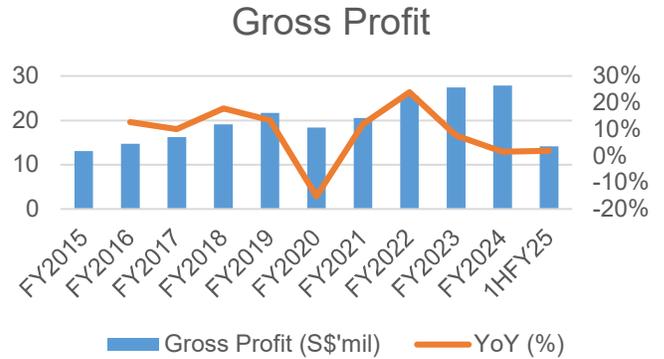
Source: Company data, SAC Capital

**Financials**

NatCool's topline has been declining in recent years, decreasing from S\$149.7 million in FY22 to S\$144.2 million in FY23 and S\$140.7 million in FY24, with a CAGR of -3.1%. After the pandemic-induced contraction in FY20, the Group's gross profit has recovered steadily from S\$20.6 million in FY21 to S\$27.9 million in FY24, with a CAGR of 10.7%. The Group's 1HFY25 revenue declined slightly by 0.9% YoY to S\$67.2 million, while gross profit improved 1.9% YoY to S\$14.2 million.

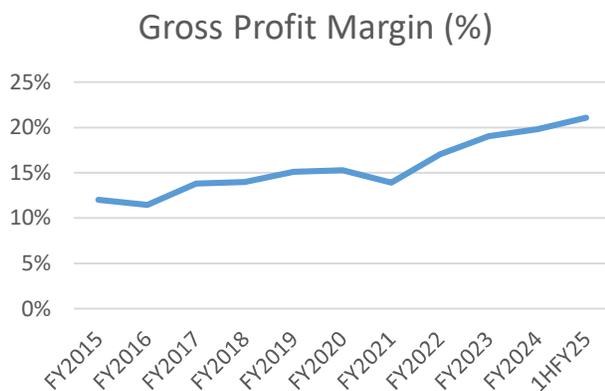


Source: Company data, Bloomberg, SAC Capital

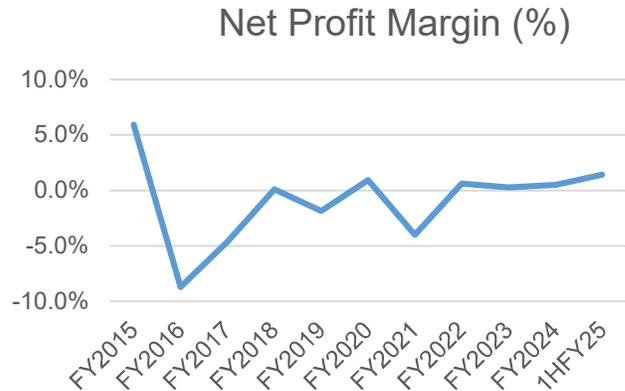


Source: Company data, Bloomberg, SAC Capital

NatCool's gross profit margin has nearly doubled since FY15, rising from 12.0% in FY15 to 19.8% in FY24, reflecting its successful diversification and disciplined cost management. The 21.1% gross profit margin in 1HFY25 highlights a leaner, more efficient operation with potential to sustain profitability at higher levels. After several loss-making periods between FY16 and FY21, the Group has steadily returned to profitability, with net profit margins remaining positive since FY2022 and reaching 1.4% in 1HFY2025. In particular, the Technology division (iFocus) has emerged as a key catalyst for long-term margin expansion. Following NatCool's full acquisition of iFocus Pte Ltd in August 2025, the Group can fully consolidate its earnings.



Source: Company data, Bloomberg, SAC Capital



Source: Company data, Bloomberg, SAC Capital

## Industry Overview

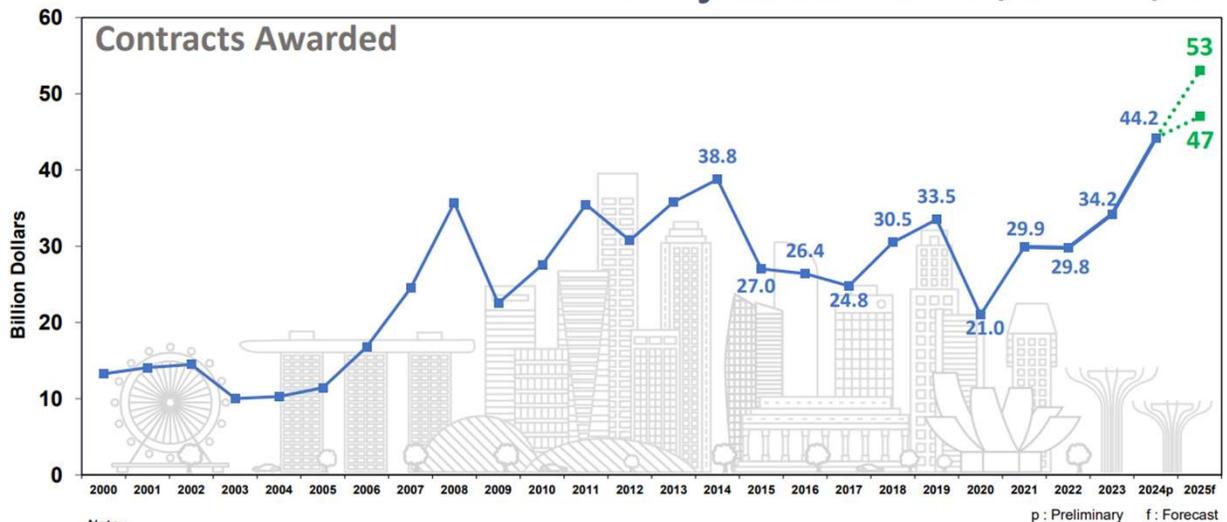
### Construction Sector in Singapore

The Aircon & Engineering segment is tied closely to the building and construction sector in Singapore. Singapore’s construction sector is set to maintain strong and stable momentum through 2025. The Building and Construction Authority (BCA) projects total construction demand in 2025 to range between S\$47 billion and S\$53 billion, up from S\$44.2 billion in 2024. This increase reflects both ongoing and new project commencements across public and private sectors. In real terms, construction output, the actual value of works done, is expected to improve to between S\$39 billion and S\$42 billion. Over the medium term from 2026 to 2029, BCA expects annual demand to stabilise within S\$39 billion to S\$46 billion, indicating a steady and sustainable level of activity. This outlook demonstrates confidence in Singapore’s long-term development plans, which are anchored by infrastructural expansion, housing needs, and industrial upgrading initiatives.

Pump priming through the construction sector continues to anchor resilience as economic headwinds intensify. The Ministry of Trade and Industry (MTI) cautioned that “significant uncertainties remain in the global economy due in part to the continued unpredictability of the US’ trade policies”, adding that “Singapore’s economic outlook for the rest of the year remains clouded by uncertainty, with the risks tilted to the downside”. While frontloading of demand provided only a “temporary boost to production and exports”, structural risks of a slowdown persist. Against this backdrop, ongoing public sector investments, particularly in HDB and industrial projects, are expected to drive activity. Growth for the third quarter was supported by “an increase in both public and private sector construction output”.

## • 2025 Construction Demand

Projected 2025: \$47b - \$53b



Note :  
Construction demand excludes reclamation projects

p : Preliminary f : Forecast



Source: BCA

## Industry Overview

### Construction Sector in Singapore

A breakdown of the 2025 sector composition shows that public housing continues to be a core driver of demand, with projected spending between S\$9.0 billion and S\$9.7 billion as the Housing and Development Board (HDB) ramps up new Build-to-Order (BTO) projects and renewal programmes. The private residential segment is expected to contribute between S\$4.7 billion and S\$5.8 billion, supported by several high-end condominium and mixed-use developments at sites such as Zion Road, Plantation Close, and Robertson Walk. The commercial segment is projected to reach S\$2.7 billion to S\$3.5 billion, driven by key projects including the Marina Bay Sands Integrated Resort expansion and the Tanglin Shopping Centre redevelopment.

Industrial developments are forecast to contribute between S\$6.4 billion and S\$7.2 billion, reflecting demand from high-specification facilities such as semiconductor and biomedical manufacturing plants, data centres, and water reclamation facilities like Changi NEWater Factory 3. Institutional and other building construction represent the largest category, with S\$14.6 billion to S\$15.7 billion expected from projects such as Changi Airport Terminal 5, the Alexandra Integrated Hospital, and the Toa Payoh Integrated Development. Civil engineering works, which include major transportation and infrastructure projects such as the Cross Island MRT Line and Woodlands Checkpoint expansion, are estimated at S\$ 9.6 billion to SGD 11.1 billion.

Many of these projects require extensive mechanical and electrical (M&E) works, including air-conditioning, ventilation, electrical systems, fire safety and etc.

#### FORECAST AND ACTUAL CONSTRUCTION DEMAND (TO DATE)

2024	Residential		Commercial		Industrial		Institutional & Others		Civil Engineering <sup>1</sup>		Total		Total for Both Sectors
	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	
Actual (\$bil)	7.3	8.0	0.3	5.1	0.3	4.6	10.6	1.2	6.3	0.8	24.8	19.8	44.6

2025	Public Residential	Private Residential	Commercial	Industrial	Institutional & Others	Civil Engineering <sup>1</sup>	Total
Forecast <sup>2</sup> (\$bil)	9.0 - 9.7	4.7 - 5.8	2.7 - 3.5	6.4 - 7.2	14.6 - 15.7	9.6 - 11.1	47.0 - 53.0
Jan-Jul 2025 (\$bil)	6.28	2.50	1.41	4.58	9.10	6.21	30.08

<sup>P</sup> - preliminary

Period	Forecast <sup>3</sup> (Average Annual Demand in \$bil) Total for Both Sectors
2026 – 2029 <sup>3</sup>	39.0 - 46.0

<sup>1</sup> Excludes reclamation contracts

<sup>2</sup> Based on BCA's mid-year review on construction demand forecast released in August 2025.

<sup>3</sup> Based on BCA's medium term construction demand forecast released on 23 January 2025.

Source: BCA

## Valuation

NatCool is currently trading at a 12-months trailing P/E of 5.8x. Using the Catalist board valuation as a reference, the mean P/E of Catalist board is 14.0x.

Company Name		Last Traded Price (S\$)	Mkt Cap	Free Float (%)	Current PER (X)
NATURAL COOL HOLDINGS LTD	NATC SP	0.046	11.5	44.8	5.8
PROGEN HOLDINGS LTD*	PHL SP	0.034	13.3	34.5	N/A
KOYO INTERNATIONAL LTD	KOYO SP	0.048	9.1	35.0	31.0
*PROGEN HOLDINGS LTD is loss making where the Trailing 12M EPS is negative.					

Source: Company data, Bloomberg, SAC Capital

**Board of Directors and Management Profile**

<b>Board of Directors</b>		
<b>Name</b>	<b>Designation</b>	<b>Background</b>
Mr Choy Bing Choong	Executive Chairman	Mr Choy joined the Company as Chief Investment Officer in July 2014 and assumed the position of Group Chief Operating Officer in March 2020 while joining the Board at the same time. He was redesignated as Executive Chairman on 11 August 2023. Mr Choy has more than 30 years of work experience in a variety of roles in multiple industries and countries. Prior to joining the Company, he spent 8 years with the Corporate Finance Department at CIMB Bank Berhad, Singapore Branch, where he last held the position of Director, Corporate Finance. Before his stint at CIMB Bank Berhad, Singapore Branch, Mr Choy served 3 years in the Corporate and Capital Markets Group at Rajah & Tann. Apart from his home base in Singapore, he has also worked in China, the United Kingdom and Indonesia.
Mr Tsng Joo Peng	Executive Director and Group Chief Executive Officer	Mr Tsng was appointed to the Board on 1 August 2005 and he was appointed as the Group Chief Executive Officer ("CEO") on 31 October 2013. Mr Tsng has been a Director of Natural Cool Airconditioning & Engineering Pte Ltd, a subsidiary of the Company since 1993. Prior to joining the Group, Mr Tsng was a Director and Shareholder of Aircon Designs Pte. Ltd., Aircon Designs Services Pte. Ltd., QPA Pte. Ltd., Quality Perfect Assurance Pte. Ltd. and NC Airconditioning Pte. Ltd..
Mr Tran Phuoc (Lucas)	Lead Independent Director	Mr Tran was appointed as an Independent Non-Executive Director of the Company on 11 November 2022 and he is the Lead Independent Non-Executive Director and the Chairman of the Audit and Risk Committee and a member of the Nominating and Remuneration Committees. Mr Tran is a qualified Chartered Accountant with over thirty-five years of public accounting experience. He was a partner with KPMG Singapore from 2000 to 2020. He has extensive experience in public accounting which includes auditing, advising on financial reporting matters as well as regulatory compliance matters relating to the Companies Act and SGX-ST listing rules, initial public offerings, restructuring exercises, due diligence and merger and acquisitions. Mr Tran is a Chartered Accountant of Singapore and holds a Bachelor of Commerce degree from the University of New South Wales, Australia. He is a member of the Singapore Institute of Directors.
Ms Lau Lee Hua	Independent Director	Ms Lau was appointed as an Independent Non-Executive Director of the Company on 8 February 2017 and she is the Chairman of the Remuneration Committee and a member of the Audit and Risk and Nominating Committees. Ms Lau is the Managing Partner of Lau Lee Hua & Co., a public accounting firm she founded in 1995. She was a partner at Wong, Lee & Associates LLP, another public accounting firm from 2018 to 2021. She is a practicing member of Institute of Singapore Chartered Accountants having been admitted in 1995 and upgraded to a Fellow of the Association of Chartered Certified Accountants in 1997. She is a Public Accountant of Singapore registered with the Accounting and Corporate Regulatory Authority. She was appointed as Honorary Treasurer of the Movement for the Intellectually Disabled of Singapore ("MINDS"), a voluntary welfare organisation, on 28 September 2013 and on 30 September 2017, she was appointed as Honorary Auditor. Ms Lau was awarded the "Long Service Award" by the People's Association in 2001 and the "MINDS Meritorious Service Award" by Movement for the Intellectually Disabled of Singapore in 2009 and the "Dedicated Service Award" when she retired from MINDS board in 2019. In 2017, National Council of Social Services awarded Ms Lau with its 15 years "Long Service Award" for her invaluable service to MINDS.
Mr Tan Siew Bin Ronnie	Independent Director	Mr Tan was appointed an Independent Non-Executive Director of the Company on 28 July 2021. He is the Chairman of our Nominating Committee and a member of the Company's Audit and Risk and Remuneration Committees. Mr Tan is one of the founding Directors of Central Chambers Law Corporation in Singapore with more than 30 years of post-qualification experience. He is a Notary Public, Commissioner for Oaths and heads of the Civil and Criminal practice. Mr Tan began his legal practice as a litigator and moved into areas of corporate and commercial advice. Mr Tan holds a Bachelor of Laws from University of London and admitted to the English and Singapore Bar in 1989 and 1991 respectively.

Source: Company data, SAC Capital

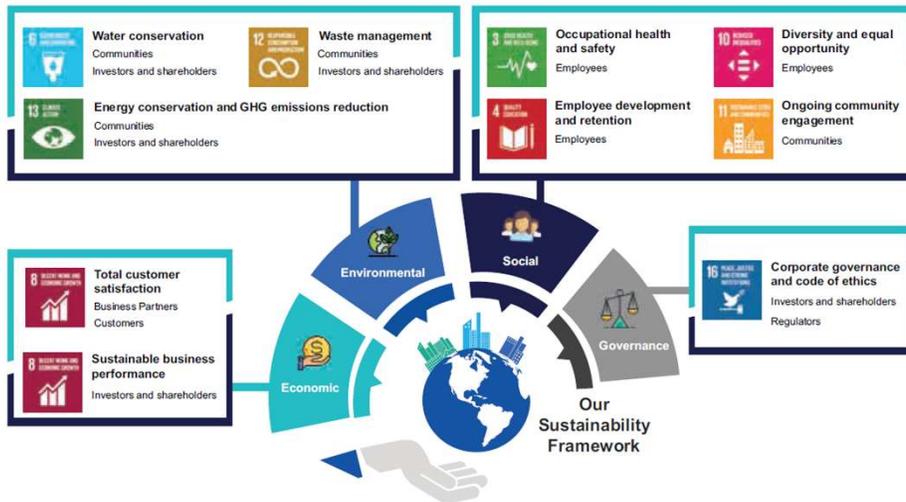
**Board of Directors and Management Profile**

<b>Management Team</b>		
<b>Name</b>	<b>Designation</b>	<b>Background</b>
Mr Jeffrey Kan Kai Hi	Group Chief Financial Officer	Mr Kan joined the Company in December 2022. Mr Kan has more than 26 years of relevant experience. Prior to joining the Company, Mr Kan was the Chief Financial Officer at Zhongmin Baihui Retail Group Ltd, a company listed on the Mainboard of the SGX-ST, from 2010 to 2022. In addition, Mr Kan had also held senior financial roles in various private and listed companies across several industries, including water purification and treatment, cultivation and manufacturing of plant fiber, food and beverages, textile and apparel. He started his career in public accounting with several audit firms from 1998. Mr Kan holds a Bachelor of Commerce (Accounting) degree from Curtin University of Technology, Australia and is a fellow member of CPA Australia.
Mr Neo Han Cheng	Director And Chief Operating Officer, Natural Cool Airconditioning & Engineering Pte Ltd	Mr Neo was appointed to his current position on 19 July 2007. Mr Neo joined the Group in 1997 and was promoted to an Assistant General Manager in 2005 where he was responsible for the implementation and evaluation of marketing strategies for Natural Cool Airconditioning & Engineering Pte Ltd ("NCAE"). Prior to his appointment as Assistant General Manager, Mr Neo was a Project Manager of NCAE for seven years. From 1994 to 1997, he worked as a Technical Officer in the Port of Singapore Authority, where he was responsible for the supervision of the maintenance and servicing of mechanical and electrical building services. Mr Neo graduated with a Diploma in Manufacture Engineering from Singapore Polytechnic in 1990.
Mr Lee Wan Kah	Director, Natural Cool Airconditioning & Engineering Pte Ltd	Mr Lee joined the Group in 15 April 2006 as a Manager in one of the Group's former subsidiaries. In early 2009, he was transferred to Natural Cool Investments Pte. Ltd. to be Personal Assistant to Director (Special Project) and left the Group at the end of 2009 to pursue his own interests. Mr Lee returned to the Group in 2012 as a Director of the Trading Department and was appointed as a Director of NCAE on 15 February 2017. He spearheaded the expansion of Natural Cool's brand name into Malaysia, and set up outlets in Johor Bahru in 2015.
Mr Suradi Bin Abdul Samat	General Manager, Natural Cool Airconditioning & Engineering Pte Ltd Commercial Service Department	Mr Suradi joined the Group in December 2002 as Senior Technician in the Commercial Service Department. He left the Group in May 2004 to pursue his own interests but remained active in the air-conditioning industry. He returned to the Group in July 2012 as Service Manager and was promoted to General Manager in July 2019. Mr Suradi has over 30 years of experience in the air-conditioning industry. Prior to rejoining the Group, he spent eight years as Service Manager at another air-conditioning company, where he was instrumental in expanding the customer base, growing the business, and improving service standards.
Mr Terence Lum Weng Keong	Director, Futura Innovation Pte. Ltd., iFocus Pte Ltd, Cougar Paint Pte. Ltd., Loh & Sons Paint Co (S) Pte Ltd And Cougar Paint Industries Sdn. Bhd.	Mr Lum joined the Group in August 2017 and assumed the role of Director of the Paint and Coatings Division in April 2018, overseeing its overall management, business planning, and development. In January 2022, he was additionally appointed Director of Futura Innovation Pte. Ltd. and iFocus Pte. Ltd., leading the Group's strategic transformation and new business growth in innovation and sustainability solutions. With over 18 years of diverse experience in corporate strategy, project management, and engineering, Mr Lum previously spent 13 years at Keppel FELSA, a subsidiary of Keppel Corporation's offshore & marine arm, where he successfully secured and managed multiple multi-million-dollar turnkey project assets. He holds a Bachelor of Engineering (Upper Class Honours) from the National University of Singapore and is a member of the Institution of Engineers, Singapore.
Mr Leong Yew Meng	Director Of SFB Holdings Pte. Ltd. And Yummy (S) Pte. Ltd.	Mr Leong joined the Group on 18 February 2019 to lead the newly established Food and Beverages Division, with full responsibility for overall management, business planning, development, expansion, and daily operations.  A seasoned entrepreneur, Mr Leong brings over 20 years of experience in the food and beverage industry. Prior to joining the Group, he founded a well-established local restaurant specializing in fine Chinese cuisine curated from various regions of China. He is also the founder of the popular local brand Just Nanyang, known for its authentic traditional favorites.

Source: Company data, SAC Capital

## Sustainability

The Board of Directors oversees NatCool’s sustainability strategy across four key pillars, economic, environmental, social, and governance, ensuring that these factors are reviewed annually and integrated into the Group’s strategic direction. In response to rising climate risks and global decarbonisation efforts, the Group has refined its climate transition plan with a goal of achieving carbon neutrality by FY2050. Following the introduction of the ISSB’s IFRS S1 and S2 standards, NatCool conducted a gap analysis against its existing TCFD framework and is aligning its disclosures accordingly. The Group’s sustainability framework, developed by its Sustainability Reporting Committee and approved by the Board, also underscores its commitment to advancing the United Nations Sustainable Development Goals (SDGs).



Source: Company

### SUSTAINABILITY PERFORMANCE HIGHLIGHTS

Sustainability Pillar	Sustainability Metric	FY2024	FY2023
<b>Economic</b>	Positive customer feedback rate	More than 80%	More than 80%
	Revenue (S\$ million)	140.7	144.2
<b>Environment</b>	Scope 1 <sup>1</sup> & 2 <sup>2</sup> Greenhouse Gas emissions intensity (tCO <sub>2</sub> e/S\$ million revenue)	10.9	10.8 <sup>3</sup>
<b>Social</b>	Number of incidents of unlawful discrimination against employees	-	-
	Average training hours per employee	5.0	4.0
	Number of workplace fatalities	-	-
	Number of high consequence work-related injuries <sup>4</sup>	-	-
<b>Governance</b>	Number of incidents of corruption <sup>5</sup>	-	-
	Number of incidents of non-compliance with any applicable laws and regulations that resulted in significant fines <sup>6</sup> or non-monetary sanctions	-	-
	Singapore Governance and Transparency Index ("SGTI")	75	89

Source: Company

## Income Statement

FY ended 31 Dec (\$m)	FY22	FY23	FY24	1HFY25
<b>Revenue</b>	<b>149.7</b>	<b>144.2</b>	<b>140.7</b>	<b>67.2</b>
Cost of sales	(124.1)	(116.7)	(112.8)	(53.1)
<b>Gross profit</b>	<b>25.5</b>	<b>27.5</b>	<b>27.9</b>	<b>14.2</b>
Other income	5.8	1.3	2.7	0.6
Distribution expenses	(2.8)	(3.0)	(2.8)	(1.3)
Administrative expenses	(23.2)	(23.5)	(24.2)	(11.3)
Impairment losses on trade receivables and contract assets, including bad debts written-off	(0.1)	(0.1)	(0.1)	(0.0)
Share of losses of joint venture, net of tax	-	-	(0.0)	-
Other expenses	(3.0)	(0.3)	(0.8)	(0.1)
<b>Results from operating activities</b>	<b>2.2</b>	<b>1.9</b>	<b>2.7</b>	<b>2.1</b>
Finance costs	(1.0)	(1.2)	(1.8)	(0.8)
<b>Profit before tax</b>	<b>1.2</b>	<b>0.7</b>	<b>0.9</b>	<b>1.3</b>
Tax expense	(0.3)	(0.3)	(0.2)	(0.3)
<b>Profit for the year</b>	<b>0.9</b>	<b>0.4</b>	<b>0.7</b>	<b>1.0</b>

## Balance Sheet

FY ended 31 Dec (\$m)	FY22	FY23	FY24	1HFY25
<b>ASSETS</b>				
<b>Non-current assets</b>				
Property, plant and equipment	38.6	36.3	34.7	33.2
Intangible assets and goodwill	5.5	5.0	4.3	4.3
Investment property	0.9	0.9	-	-
Joint venture	-	0.0	0.0	0.0
Other investments	0.1	-	-	-
Trade and other receivables	0.8	0.8	1.0	0.9
<b>Total non-current assets</b>	<b>45.8</b>	<b>42.9</b>	<b>40.0</b>	<b>38.4</b>
<b>Current assets</b>				
Asset held for sale	0.6	0.6	0.9	-
Inventories	10.2	9.7	8.9	8.5
Contract assets	6.4	5.0	6.0	5.6
Trade and other receivables	21.8	21.6	23.5	23.1
Other investments	1.0	0.8	0.0	0.0
Cash and cash equivalents	8.2	8.1	9.5	8.5
<b>Total current assets</b>	<b>48.2</b>	<b>45.7</b>	<b>48.8</b>	<b>45.6</b>
<b>Total assets</b>	<b>94.1</b>	<b>88.6</b>	<b>88.8</b>	<b>84.0</b>
<b>LIABILITIES</b>				
<b>Non-current liabilities</b>				
Loans and borrowings	32.0	28.0	24.1	23.0
Deferred tax liabilities	0.4	0.3	0.1	0.1
Provision	0.1	0.1	0.1	0.1
<b>Total non-current liabilities</b>	<b>32.6</b>	<b>28.4</b>	<b>24.3</b>	<b>23.2</b>
<b>Current liabilities</b>				
Liabilities directly associated with the assets held for sale	-	-	0.7	-
Loans and borrowings	10.0	9.7	11.6	10.5
Contract liabilities	9.3	9.4	9.3	8.7
Dividend payables	-	-	0.3	0.7
Trade and other payables	26.1	24.5	25.7	26.5
Provision	-	-	-	0.0
Current tax liabilities	0.5	0.6	0.6	0.7
<b>Total current liabilities</b>	<b>45.9</b>	<b>44.2</b>	<b>48.2</b>	<b>47.0</b>
<b>Total liabilities</b>	<b>78.5</b>	<b>72.6</b>	<b>72.5</b>	<b>70.3</b>
<b>Equity</b>				
Share capital	36.4	36.4	36.4	36.4
Reserves	(3.0)	(3.0)	(3.0)	(5.4)
Accumulated losses	(18.1)	(17.5)	(16.0)	(15.1)
<b>Equity attributable to equity holders of the Company</b>	<b>15.3</b>	<b>15.9</b>	<b>17.4</b>	<b>16.0</b>
Non-controlling interests	0.3	0.1	(1.1)	(2.3)
<b>Total equity</b>	<b>15.5</b>	<b>16.0</b>	<b>16.3</b>	<b>13.7</b>
<b>Total equity and liabilities</b>	<b>94.1</b>	<b>88.6</b>	<b>88.8</b>	<b>84.0</b>

## Cash Flow Statement

FY ended 31 Dec (\$m)	FY22	FY23	FY24	1HFY25
<b>Cash flows from operating activities</b>				
<b>Profit for the year</b>	<b>0.9</b>	<b>0.4</b>	<b>0.7</b>	<b>1.0</b>
Adjustments for:				
Amortisation of intangible assets	0.6	0.6	0.6	0.1
Change in fair value of financial asset at fair value through profit or loss ("FVTPL")	-	0.1	(0.0)	-
Depreciation of property, plant and equipment	5.7	4.0	4.1	1.7
Depreciation of investment property	0.0	0.0	0.0	-
Gain on debt settlement	-	-	(1.5)	-
Gain on disposal of assets held for sale	-	-	-	(0.2)
Gain on disposal of property, plant and equipment	(0.3)	(0.0)	(0.2)	(0.0)
Gain on termination of lease	(4.0)	-	-	-
Impairment loss on asset held for sale	-	0.1	0.0	-
Impairment loss on goodwill	0.1	-	-	-
Impairment losses on property, plant and equipment	0.9	-	0.6	-
Impairment losses on trade receivables and contract assets, including bad debts written-off	0.1	0.1	0.1	0.0
Impairment losses/(Reversal of impairment loss) on inventories	-	-	0.0	-
Intangible assets written off	-	-	0.0	-
Interest expenses	1.0	1.2	1.8	0.8
Interest income	(0.0)	(0.0)	(0.0)	(0.0)
Loss on deconsolidation	1.2	-	-	-
Property, plant and equipment written-off	0.6	0.0	0.1	-
Share of losses of joint venture, net of tax	-	-	0.0	-
Tax expense	0.3	0.3	0.2	0.3
Changes in:				
Inventories	(1.9)	0.5	1.2	0.4
Trade and other receivables	(4.4)	0.1	(2.6)	0.5
Contract assets	(2.0)	1.4	(1.1)	0.4
Trade and other payables	9.7	(1.6)	2.8	(0.4)
Contract liabilities	(2.5)	0.1	(0.2)	(0.6)
Provisions	-	-	-	0.0
<b>Cash generated from operations</b>	<b>6.0</b>	<b>7.5</b>	<b>6.7</b>	<b>4.0</b>
Tax paid	(0.2)	(0.4)	(0.4)	(0.2)
<b>Net cash from operating activities</b>	<b>5.8</b>	<b>7.0</b>	<b>6.3</b>	<b>3.8</b>
<b>Cash flows from investing activities</b>				
Acquisition of subsidiaries, net of cash acquired	(2.8)	-	0.2	-
Interest received	0.0	0.0	0.0	0.0
Investment in joint venture	-	(0.0)	-	-
Proceeds from assets held for sale	(0.1)	-	0.1	1.1
Proceeds from other investments	-	0.2	0.8	-
Proceeds from disposal of property, plant and equipment	1.3	0.1	0.3	0.0
Purchase of intangible assets	(0.2)	(0.0)	(0.0)	(0.0)
Purchase of property, plant and equipment	(2.6)	(0.4)	(0.7)	(0.1)
<b>Net cash from/(used in) investing activities</b>	<b>(4.5)</b>	<b>(0.1)</b>	<b>0.8</b>	<b>1.0</b>
<b>Cash flows from financing activities</b>				
Acquisition of non-controlling interests	-	-	-	(1.7)
Dividend paid	(0.4)	-	-	(0.3)
Interest paid	(1.0)	(1.2)	(1.8)	(0.8)
Change in bills payable	1.6	(1.3)	2.5	(0.8)
Repayment of bank loans	(3.6)	(3.9)	(4.6)	(3.0)
Repayment of lease liabilities	(3.3)	(1.7)	(1.9)	(1.0)
Proceeds from bank loans	1.8	1.1	0.2	1.7
<b>Net cash used in financing activities</b>	<b>(4.9)</b>	<b>(7.0)</b>	<b>(5.6)</b>	<b>(5.8)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(3.5)</b>	<b>(0.1)</b>	<b>1.5</b>	<b>(1.1)</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>11.6</b>	<b>8.2</b>	<b>8.1</b>	<b>9.5</b>
<b>Effect of foreign exchange fluctuations on cash held</b>	<b>0.1</b>	<b>0.1</b>	<b>(0.1)</b>	<b>0.0</b>
<b>Cash and cash equivalents at end of year</b>	<b>8.2</b>	<b>8.1</b>	<b>9.5</b>	<b>8.5</b>

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