

*Directors' Statement and  
Audited Financial Statements*

***R Systems Consulting Services Limited  
and its Subsidiaries***

*(Co. Reg. No. 199609109E)*

*For the year ended 31 December 2025*

**R Systems Consulting Services Limited and its Subsidiaries**  
(Co. Reg. No. 199609109E)

**General Information**

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**Directors**

Nand Lal Sardana  
Ooi Pei Hui  
Chan Amelia  
Joydeep Sen Chaudhuri (Appointed on 14 November 2025)  
Gunalan Kalairajan (Resigned on 16 October 2025)

**Secretaries**

Yio Swee Khim

**Independent Auditor**

HLB Atrede LLP

**Contents**

|                                                | <b>Page</b> |
|------------------------------------------------|-------------|
| Directors' Statement                           | 1           |
| Independent Auditor's Report                   | 3           |
| Statements of financial position               | 7           |
| Consolidated Statement of Comprehensive Income | 8           |
| Statements of Changes in Equity                | 9           |
| Consolidated Statement of Cash Flows           | 10          |
| Notes to the Financial Statements              | 11          |

**R Systems Consulting Services Limited and its Subsidiaries**  
(Co. Reg. No. 199609109E)

**Directors' Statement**

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The directors present their statement to the members together with the audited consolidated financial statements of R Systems Consulting Services Limited (the "Company") and its subsidiaries (the "Group") and statement of financial position and statement of changes in equity of the Company for financial year ended 31 December 2025.

**1. OPINION OF THE DIRECTORS**

In the opinion of the directors,

- (a) the consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025 and of the financial performance, changes in equity and cash flows of the Group and changes in equity of the Company for the year ended on that date; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

**2. DIRECTORS**

The directors of the Company in office at the date of this statement are:

Nand Lal Sardana

Ooi Pei Hui

Chan Amelia

Joydeep Sen Chaudhuri (Appointed on 14 November 2025)

**3. ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES AND DEBENTURES**

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares or debentures of the Company or any other body corporate.

**4. DIRECTORS' INTERESTS IN SHARES AND DEBENTURES**

According to the register of directors' shareholdings kept by the Company under section 164 of the Singapore Companies Act 1967 (the "Act"), particulars of interests of directors who held office at the end of the financial year (including those held by their spouses and children) in shares, debentures, warrants and share options of the Company and its related corporations (other than wholly-owned subsidiaries) are as follows:

| Name of directors                    | Holding registered in<br>names of directors    |                   | Holdings in which directors are<br>deemed to have an interest |                   |
|--------------------------------------|------------------------------------------------|-------------------|---------------------------------------------------------------|-------------------|
|                                      | At beginning<br>of year/date of<br>appointment | At end<br>of year | At beginning<br>of year/date of<br>appointment                | At end<br>of year |
| <b>Ordinary shares of Rs. 1 each</b> |                                                |                   |                                                               |                   |
| <i>The immediate holding company</i> |                                                |                   |                                                               |                   |
| <i>– R Systems International</i>     |                                                |                   |                                                               |                   |
| <i>Limited</i>                       |                                                |                   |                                                               |                   |
| Nand Lal Sardana                     | 195,790                                        | 200,695           | —                                                             | —                 |

**Directors' Statement – continued**

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**5. SHARE OPTIONS**

There were no share options granted during the financial year to subscribe for unissued shares of the Company or any corporation in the Group.

There were no shares issued during the financial year by virtue of the exercise of options to take up unissued shares of the Company or any corporation in the Group.

There were no unissued shares of the Company or any corporation in the Group under option at the end of the financial year.

**6. INDEPENDENT AUDITOR**

HLB Atrede LLP has expressed its willingness to accept re-appointment as auditor.

On behalf of the board of directors,



Ooi Pei Hui  
Director



J. S. Chaudhuri  
Joydeep Sen Chaudhuri  
Director

30 January 2026

**Independent Auditor's Report  
to the members of R Systems Consulting Services Limited  
(Co. Reg. No. 199609109E)**

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**Report on the Audit of the Financial Statements**

*Opinion*

We have audited the financial statements of R Systems Consulting Services Limited (the "Company") and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at 31 December 2025, the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group and the statement of changes in equity of the Company for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company are properly drawn up in accordance with the provision of the Companies Act 1967 (the "Act") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2025 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and of the changes in equity of the Company for the year ended on that date.

*Basis for Opinion*

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

*Other Information*

Management is responsible for the other information. The other information comprises the Directors' Statement.

**Independent Auditor's Report**  
**to the members of R Systems Consulting Services Limited – continued**  
(Co. Reg. No. 199609109E)

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*Other Information (continued)*

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

*Responsibilities of Management and Directors for the Financial Statements*

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and FRSs, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

*Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

**Independent Auditor's Report**  
**to the members of R Systems Consulting Services Limited – continued**  
(Co. Reg. No. 199609109E)

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*Auditor's Responsibilities for the Audit of the Financial Statements (continued)*

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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**Independent Auditor's Report**  
**to the members of R Systems Consulting Services Limited – continued**  
(Co. Reg. No. 199609109E)

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**Report on Other Legal and Regulatory Requirements**

In our opinion, the accounting and other records required by the Act to be kept by the Company have been properly kept in accordance with the provisions of the Act.

A handwritten signature in black ink that reads 'HLB Atrede LLP'.

HLB Atrede LLP  
Public Accountants and  
Chartered Accountants

Singapore  
30 January 2026

**R Systems Consulting Services Limited and its Subsidiaries**  
(Co. Reg. No. 199609109E)

**Statements of Financial Position as at 31 December 2025**

|                                                     |             | <b>Group</b>     |                  | <b>Company</b>   |                  |
|-----------------------------------------------------|-------------|------------------|------------------|------------------|------------------|
|                                                     | <b>Note</b> | <b>2025</b>      | <b>2024</b>      | <b>2025</b>      | <b>2024</b>      |
|                                                     |             | <b>\$</b>        | <b>\$</b>        | <b>\$</b>        | <b>\$</b>        |
| <b>Non-current assets</b>                           |             |                  |                  |                  |                  |
| Plant and equipment                                 | 4           | 67,226           | 21,667           | 40,756           | 2,110            |
| Right-of-use assets                                 | 5           | 247,816          | 293,614          | 128,977          | 123,763          |
| Investment in subsidiaries                          | 6           | –                | –                | 1,510,776        | 1,510,776        |
| Other receivables                                   | 7           | –                | 20,000           | –                | 20,000           |
|                                                     |             | <u>315,042</u>   | <u>335,281</u>   | <u>1,680,509</u> | <u>1,656,649</u> |
| <b>Current assets</b>                               |             |                  |                  |                  |                  |
| Trade receivables                                   | 8           | 1,162,394        | 1,331,513        | 256,041          | 408,261          |
| Other receivables                                   | 7           | 533,839          | 462,879          | 190,997          | 100,550          |
| Contract assets                                     | 9           | 1,168,893        | 1,083,243        | 19,824           | 149,576          |
| Amounts due from:                                   |             |                  |                  |                  |                  |
| – subsidiary companies                              | 10          | –                | –                | 524,501          | 517,119          |
| – related companies                                 | 11          | 466,700          | 660,643          | 369,368          | 660,643          |
| Cash and cash equivalents                           | 12          | 3,610,991        | 2,562,870        | 575,855          | 475,074          |
|                                                     |             | <u>6,942,817</u> | <u>6,101,148</u> | <u>1,936,586</u> | <u>2,311,223</u> |
| <b>Current liabilities</b>                          |             |                  |                  |                  |                  |
| Trade payables                                      | 13          | 83,465           | 29,402           | 14,101           | 17,078           |
| Other payables                                      | 14          | 744,417          | 799,527          | 231,443          | 409,410          |
| Contract liabilities                                | 15          | 609,137          | 263,100          | 391,574          | 216,127          |
| Lease liabilities                                   | 16          | 254,264          | 219,862          | 130,302          | 130,316          |
| Amounts due to a related company                    | 17          | 186,938          | –                | –                | –                |
| Amounts due to immediate holding company            | 18          | 495,993          | 255,360          | 468,922          | 255,360          |
| Tax payable                                         |             | 170,052          | –                | –                | –                |
|                                                     |             | <u>2,544,266</u> | <u>1,567,251</u> | <u>1,236,342</u> | <u>1,028,291</u> |
| <b>Net current assets</b>                           |             | <u>4,398,551</u> | <u>4,533,897</u> | <u>700,244</u>   | <u>1,282,932</u> |
| <b>Non-current liability</b>                        |             |                  |                  |                  |                  |
| Lease liabilities                                   | 16          | –                | 84,789           | –                | –                |
|                                                     |             | <u>–</u>         | <u>84,789</u>    | <u>–</u>         | <u>–</u>         |
| <b>Net assets</b>                                   |             | <u>4,713,593</u> | <u>4,784,389</u> | <u>2,380,753</u> | <u>2,939,581</u> |
| <b>Equity attributable to owners of the Company</b> |             |                  |                  |                  |                  |
| Share capital                                       | 19          | 86,549,523       | 86,549,523       | 86,549,523       | 86,549,523       |
| Accumulated losses                                  |             | (82,161,808)     | (81,898,250)     | (84,168,770)     | (83,609,942)     |
| Foreign currency translation adjustment reserve     | 20          | 325,878          | 133,116          | –                | –                |
| <b>Total equity</b>                                 |             | <u>4,713,593</u> | <u>4,784,389</u> | <u>2,380,753</u> | <u>2,939,581</u> |

*The accompanying accounting policies and explanatory notes form an integral part of financial statements.*

**R Systems Consulting Services Limited and its Subsidiaries**  
(Co. Reg. No. 199609109E)

**Consolidated Statement of Comprehensive Income  
for the financial year ended 31 December 2025**

|                                                                           | <b>Note</b> | <b>2025</b><br>\$   | <b>2024</b><br>\$   |
|---------------------------------------------------------------------------|-------------|---------------------|---------------------|
| <b>Revenue</b>                                                            | 21          | 14,605,975          | 14,086,253          |
| Cost of revenue                                                           |             | <u>(11,517,917)</u> | <u>(11,386,796)</u> |
| Gross profit                                                              |             | 3,088,058           | 2,699,457           |
| Other operating income                                                    | 22          | 507,216             | 519,114             |
| Distribution costs                                                        |             | –                   | (448,053)           |
| Administrative expenses                                                   |             | (3,438,950)         | (2,619,081)         |
| Impairment loss on trade receivables                                      |             | (74,223)            | (1,176)             |
| Other charge                                                              | 23          | (77,869)            | (35,004)            |
| Finance cost                                                              | 24          | <u>(13,035)</u>     | <u>(22,776)</u>     |
| <b>(Loss)/profit before tax</b>                                           | 25          | (8,803)             | 92,481              |
| Income tax expense                                                        | 26          | <u>(254,755)</u>    | <u>(119,573)</u>    |
| <b>Loss for the year</b>                                                  |             | (263,558)           | (27,092)            |
| <b>Other comprehensive income:</b>                                        |             |                     |                     |
| <i>Items that may be reclassified subsequently to<br/>profit or loss:</i> |             |                     |                     |
| Foreign currency translation                                              |             | <u>192,762</u>      | <u>162,740</u>      |
| <b>Other comprehensive income for the year,<br/>net of tax</b>            |             | <u>192,762</u>      | <u>162,740</u>      |
| <b>Total comprehensive (loss)/income for the year</b>                     |             | <u>(70,796)</u>     | <u>135,648</u>      |
| <b>Loss attributable to:</b>                                              |             |                     |                     |
| Owners of the Company                                                     |             | <u>(263,558)</u>    | <u>(27,092)</u>     |
| <b>Total comprehensive (loss)/income attributable to:</b>                 |             |                     |                     |
| Owners of the Company                                                     |             | <u>(70,796)</u>     | <u>135,648</u>      |

*The accompanying accounting policies and explanatory notes form an integral part of financial statements.*

**R Systems Consulting Services Limited and its Subsidiaries**  
(Co. Reg. No. 199609109E)

**Statements of Changes in Equity for the financial year ended 31 December 2025**

|                                            | <b>Share<br/>capital<br/>\$</b> | <b>Accumulated<br/>losses<br/>\$</b> | <b>Foreign<br/>currency<br/>translation<br/>adjustment<br/>reserve<br/>\$</b> | <b>Total<br/>\$</b> |
|--------------------------------------------|---------------------------------|--------------------------------------|-------------------------------------------------------------------------------|---------------------|
| <b>Group</b>                               |                                 |                                      |                                                                               |                     |
| Balance at 1 January 2024                  | 86,549,523                      | (81,871,158)                         | (29,624)                                                                      | 4,648,741           |
| Total comprehensive income<br>for the year | —                               | (27,092)                             | 162,740                                                                       | 135,648             |
| Balance at 31 December 2024                | 86,549,523                      | (81,898,250)                         | 133,116                                                                       | 4,784,389           |
| Total comprehensive loss for<br>the year   | —                               | (263,558)                            | 192,762                                                                       | (70,796)            |
| Balance at 31 December 2025                | <u>86,549,523</u>               | <u>(82,161,808)</u>                  | <u>325,878</u>                                                                | <u>4,713,593</u>    |
| <b>Company</b>                             |                                 |                                      |                                                                               |                     |
| Balance at 1 January 2024                  | 86,549,523                      | (84,093,983)                         | —                                                                             | 2,455,540           |
| Total comprehensive income<br>for the year | —                               | 484,041                              | —                                                                             | 484,041             |
| Balance at 31 December 2024                | 86,549,523                      | (83,609,942)                         | —                                                                             | 2,939,581           |
| Total comprehensive loss for<br>the year   | —                               | (558,828)                            | —                                                                             | (558,828)           |
| Balance at 31 December 2025                | <u>86,549,523</u>               | <u>(84,168,770)</u>                  | <u>—</u>                                                                      | <u>2,380,753</u>    |

*The accompanying accounting policies and explanatory notes form an integral part of financial statements.*

**R Systems Consulting Services Limited and its Subsidiaries**  
(Co. Reg. No. 199609109E)

**Consolidated Statement of Cash Flows for the financial year ended 31 December 2025**

|                                                                     | <b>2025</b> | <b>2024</b> |
|---------------------------------------------------------------------|-------------|-------------|
|                                                                     | \$          | \$          |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                         |             |             |
| (Loss)/profit before tax                                            | (8,803)     | 92,481      |
| Adjustments for:                                                    |             |             |
| Depreciation of plant and equipment                                 | 26,906      | 18,875      |
| Depreciation of right-of-use assets                                 | 322,793     | 340,073     |
| Interest income                                                     | (3,526)     | (5,413)     |
| Interest expenses                                                   | 13,035      | 22,776      |
| Allowance for expected credit losses                                | 75,770      | 1,486       |
| Reversal of allowance for impairment on trade receivables           | (1,547)     | (310)       |
| <b>Operating profit before working capital changes</b>              | 424,628     | 469,968     |
| Decrease/(increase) in trade and other receivables, contract assets | 9,344       | (407,838)   |
| Increase in trade and other payables, contract liabilities          | 329,922     | 229,211     |
| Decrease/(increase) in amounts due from related companies           | 358,650     | (396,788)   |
| Increase in amounts due to an immediate holding company             | 175,672     | 32,145      |
| <b>Cash generated from/(used in) operations</b>                     | 1,298,216   | (73,302)    |
| Interest received                                                   | 3,526       | 5,413       |
| Tax paid                                                            | (84,703)    | (153,940)   |
| <b>Net cash flows generated from/(used in) operating activities</b> | 1,217,039   | (221,829)   |
| <b>CASH FLOWS FROM INVESTING ACTIVITY</b>                           |             |             |
| Purchase of plant and equipment                                     | (71,594)    | (9,495)     |
| <b>Net cash flows used in investing activity</b>                    | (71,594)    | (9,495)     |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                         |             |             |
| Increase in amounts due to immediate holding company                | 64,961      | 1,636       |
| Decrease/(increase) in amounts due from related companies           | 22,231      | (106,489)   |
| Interest expenses                                                   | (13,035)    | (22,776)    |
| Repayment of principal lease liabilities                            | (327,602)   | (339,828)   |
| <b>Net cash flows used in financing activities</b>                  | (253,445)   | (467,457)   |
| Net increase/(decrease) in cash and cash equivalents                | 892,000     | (698,781)   |
| Effect of exchange rate changes on cash and cash equivalents        | 156,121     | 115,985     |
| Cash and cash equivalents at beginning of year                      | 2,562,870   | 3,145,666   |
| <b>Cash and cash equivalents at end of year (Note 12)</b>           | 3,610,991   | 2,562,870   |

*The accompanying accounting policies and explanatory notes form an integral part of financial statements.*

**Notes to the Financial Statements – 31 December 2025**

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These notes are an integral part of and should be read in conjunction with the accompanying financial statements.

**1. CORPORATE INFORMATION**

The Company is a public company limited by shares incorporated and domiciled in Singapore. The principal activities of the Company are those relating to the providers of collaborative Internet-based supply chain solutions and management services, customers technical and administrative support services and information technology consultancy services. There have been no significant changes in the nature of these activities during the financial year.

The registered office of the Company is located at 16 Jalan Kilang #04-01 Hoi Hup Building Singapore 159416.

The immediate holding company is R Systems International Limited, a company incorporated in India and listed on the National Stock Exchange of India Limited and BSE Limited.

The intermediate and ultimate holding company are BCP Asia II TopCo II Pte. Ltd. and BCP Asia II Holdco II Pte. Ltd. respectively. Both companies are incorporated in Singapore.

The principal activities of the subsidiaries are disclosed in Note 6 to the financial statements.

**2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION**

**(a) *Basis of preparation***

The consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company have been prepared in accordance with Financial Reporting Standards in Singapore (“FRS”). The financial statements have been prepared on the historical cost basis except as disclosed in the material accounting policy information below.

The financial statements are presented in Singapore Dollar (“SGD” or “\$”) and all values are rounded to the nearest one-dollar unless otherwise stated.

**(b) *Adoption of new and amended standards and interpretations***

The accounting policies adopted are consistent with those of the previous financial year except that in current financial year, the Group and the Company has adopted all the new and amended standards which are relevant to the Group and the Company and are effective for annual financial period beginning on 1 January 2025. The adoption of these standards did not have any material effect on the financial statements of the Group and the Company.

**(c) *Standards issued but not yet effective***

A number of new standards and amendments to standard that have been issued are not yet effective and have not been applied in preparing these financial statements. The directors expect that the adoption of these new and amended standards will have no material impact on the financial statements in the year of initial application.

**2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)**

**(d) *Basis of consolidation and business combination***

**(i) *Basis of consolidation***

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the end of the reporting period. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied to like transactions and events in similar circumstances.

All intra-group balances, income and expenses and unrealised gains and losses resulting from intra-group transactions and dividends are eliminated in full.

Subsidiaries are consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Losses within a subsidiary are attributed to the non-controlling interest even if that results in a deficit balance.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it:

- Derecognises the assets (including goodwill) and liabilities of the subsidiary at their carrying amounts at the date when control is lost;
- Derecognises the carrying amount of any non-controlling interest;
- Derecognises the cumulative translation differences recorded in equity;
- Recognises the fair value of the consideration received;
- Recognises the fair value of any investment retained;
- Recognises any surplus or deficit in profit or loss;
- Re-classifies the Group's share of components previously recognised in other comprehensive income to profit or loss or retained earnings, as appropriate.

**(ii) *Business combinations and goodwill***

Business combinations are accounted for by applying the acquisition method. When the acquired set of activities and assets meets the definition of a business and control is transferred to the Group. In determining whether a particular set of activities and assets is a business, the Group assesses whether the set of assets and activities acquired includes, at a minimum, an input and substantive process and whether the acquired set has the ability to produce output. Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Acquisition-related costs are recognised as expenses in the periods in which the costs are incurred and the services are received.

**2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)**

**(d) *Basis of consolidation and business combinations (continued)***

**(ii) *Business combinations and goodwill (continued)***

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is deemed to be an asset or liability, will be recognised in profit or loss.

Any excess of the sum of the fair value of the consideration transferred in the business combination, the amount of non-controlling interest in the acquiree (if any), and the fair value of the Group's previously held equity interest in the acquiree (if any), over the net fair value of the acquiree's identifiable assets and liabilities is recorded as goodwill. In instances where the latter amount exceeds the former, the excess is recognised as gain on bargain purchase in profit or loss on the acquisition date.

Goodwill is initially measured at cost and subsequently is measured at cost less any accumulated impairment losses. The goodwill is tested for impairment annually.

**(e) *Foreign currency***

The financial statements are presented in Singapore Dollars, which is also the Company's functional currency. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

**(i) *Transactions and balances***

Transactions in foreign currencies are measured in the functional currency and are recorded on initial recognition in the functional currency at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated to the functional currency at the rate of exchange ruling at the end of the reporting period. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the end of the reporting period are recognised in profit or loss except for exchange differences arising on monetary items that form part of the Group's net investment in foreign operations, which are recognised initially in other comprehensive income and accumulated under foreign currency translation reserve in equity. The foreign currency translation reserve is reclassified from equity to profit or loss of the Group on disposal of the foreign operation.

**2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)**

**(e) Foreign currency (continued)**

**(ii) Consolidated financial statements**

For consolidation purpose, the assets and liabilities of foreign operations are translated into SGD at the rate of exchange ruling at the end of the reporting period and their profit or loss are translated at the exchange rates prevailing at the date of the transactions. The exchange differences arising on the translation are recognised in other comprehensive income. On disposal of a foreign operation, the component of other comprehensive income relating to that particular foreign operation is recognised in profit or loss.

In the case of a partial disposal without loss of control of a subsidiary that includes a foreign operation, the proportionate share of the cumulative amount of the exchange differences are re-attributed to non-controlling interest and are not recognised in profit or loss. For partial disposals of associates or jointly controlled entities that are foreign operations, the proportionate share of the accumulated exchange differences is reclassified to profit or loss.

**(f) Plant and equipment**

All items of plant and equipment are initially recorded at cost. Subsequent to recognition, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses. The cost of an item of plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably.

Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets as follows:

|                       |   |              |
|-----------------------|---|--------------|
| Computer equipment    | – | 3 years      |
| Computer software     | – | 3 to 5 years |
| Furniture and fitting | – | 5 years      |
| Leasehold improvement | – | 5 years      |
| Office equipment      | – | 3 years      |

Fully depreciated assets are retained in the financial statements until they are no longer in use.

For acquisition and disposals of plant and equipment, depreciation is provided in the month of acquisition and no depreciation is provided in the month of disposal.

The carrying values of plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual value, useful life and depreciation method are reviewed at the end of each reporting period, and adjusted prospectively, if appropriate.

An item of plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset is included in the profit or loss in the year the asset is derecognised.

**2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)**

**(g) *Subsidiaries***

A subsidiary is an investee that is controlled by the Group. The Group controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less impairment losses.

**(h) *Financial instruments***

**(i) *Financial assets***

***Initial recognition and measurement***

Financial assets are recognised when, and only when the entity becomes party to the contractual provisions of the instruments.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ("FVPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Trade receivables are measured at the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

***Subsequent measurement***

***Amortised cost***

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the assets are derecognised or impaired, and through amortisation process.

***Derecognition***

A financial asset is derecognised when the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income is recognised in profit or loss.

**2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)**

(h) *Financial instruments (continued)*

(ii) *Financial liabilities*

*Initial recognition and measurement*

Financial liabilities are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at FVPL, directly attributable transaction costs.

*Subsequent measurement*

After initial recognition, financial liabilities that are not carried at FVPL are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

*Derecognition*

A financial liability is de-recognised when the obligation under the liability is discharged or cancelled or expires. On derecognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

(iii) *Offsetting of financial instruments*

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

(i) *Impairment of financial assets*

The Group recognises an allowance for expected credit losses (“ECLs”) for all debt instruments not held at fair value through profit or loss and financial guarantee contracts. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

**2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)**

**(i) *Impairment of financial assets (continued)***

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment which could affect debtors' ability to pay.

The Group considers a financial asset in default when contractual payments are 180 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

**(j) *Impairment of non-financial assets***

The Group assesses at each reporting date whether there is an indication that a non-financial asset, may be impaired. If any such an indication exists, or when annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount.

For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash inflows that are largely independent of those from other assets. If this is the case, the recoverable amount is determined for the cash generating unit to which the asset belongs.

The difference between the carrying amount and recoverable amount is recognised as an impairment loss in profit or loss, unless the asset is carried at revalued amount, in which case, such impairment loss is treated as a revaluation decrease.

**(k) *Contract balances***

**Contract assets**

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Group performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional.

**2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)**

**(k) *Contract balances (continued)***

**Contract liabilities**

A contract liability is the obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Group transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Group performs under the contract.

**(l) *Cash and cash equivalents***

Cash and cash equivalents comprise cash on hand and at banks which are subject to an insignificant risk of changes in value.

**(m) *Trade and other payables***

Trade and other payables are non-interest bearing and trade payables are normally settled on 30 to 60 days' terms while other payables have an average term of six months.

**(n) *Government grant***

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with.

Government grant shall be recognised in profit or loss on a systematic basis over the periods in which the entity recognises as expenses the related costs for which the grants are intended to compensate. Grants related to income may be presented as a credit in profit or loss, either separately or under a general heading such as "Other operating income". Alternatively, they are deducted in reporting the related expenses.

**(o) *Provisions***

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, and when it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed.

If the effect of the time value of money is material, provisions are discounted using a current pre tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

**2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)**

(p) *Employee benefits*

(i) *Defined contribution plans*

Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

The defined contribution pension scheme are recognised as an expense in the period in which the related service is performed.

(ii) *Employee leave entitlement*

Employee entitlements to annual leave are recognised as a liability when they accrue to employees. The estimated liability for leave is recognised for services rendered by employees up to the end of the reporting period.

(q) *Leases*

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Reassessment is only required when the terms and conditions of the contract are changed.

(i) *As lessee*

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities representing the obligations to make lease payments and right-of-use assets representing the right to use the underlying leased assets.

▪ *Right-of-use assets*

The Group recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

|                 |             |
|-----------------|-------------|
| Office premises | 2 - 3 years |
|-----------------|-------------|

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

**2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)**

**(q) Leases (continued)**

**(i) As lessee (continued)**

▪ *Lease liabilities*

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

The initial measurement of lease liability is measured at the present value of the lease payments discounted using the implicit rate in the lease, if the rate can be readily determined. If that rate cannot be readily determined, the Group shall use its incremental borrowing rate.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

▪ *Short term and low value leases*

The Group applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

**(r) Revenue**

Revenue is measured based on the consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

**2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)**

**(r) *Revenue (continued)***

Revenue is recognised when the Group satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

**(i) *IT Professional services***

The Group provides business IT implementation and integration services, and support services under fixed-price and variable price contracts. Revenue from providing services is recognised in the accounting period in which the services are rendered. For fixed-price contracts, revenue is recognised based on the actual service provided to the end of the reporting period as a proportion of the estimated total man days service performed to be provided because the customer receives and uses the benefits simultaneously. This is determined based on the actual man days service performed relative to the total expected man days services.

Estimates of revenues, costs or extent of progress toward completion are revised if circumstances change. Any resulting increases or decreases in estimated revenues or costs are reflected in profit or loss in the period in which the circumstances that give rise to the revision become known by management.

Some contracts include multiple deliverables, such as the sale of hardware, implementation supporting services. However, the implementation and support service are simple and could be performed by another party. It is therefore accounted for as a separate performance obligation. Where the contracts include multiple performance obligations, the transaction price will be allocated to each performance obligation based on the stand-alone selling prices. Where these are not directly observable, they are estimated based on expected cost plus margin. If contracts include the installation of hardware, revenue for the hardware is recognised at a point in time when the hardware is delivered, the legal title has passed and the customer has accepted the hardware.

**(ii) *Other contract services***

The Group also provides management services to the related companies and accounting services under fixed-price contracts. Revenue from providing services is recognised in the accounting period in which the services are rendered.

In case of fixed-price contracts, the customer pays the fixed amount based on a payment schedule. If the services rendered exceed the payment, a contract asset is recognised. If the payments exceed the services rendered, a contract liability is recognised.

If the contract includes a monthly fee, revenue is recognised in the amount to which the Group has a right to invoice. Customers are invoiced on a monthly basis and consideration is payable when invoiced.

**2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)**

**(r) Revenue (continued)**

**(iii) Rental income**

Rental income arising on operating leases on investment properties, office premises, office space, equipment, is accounted for on a straight-line basis over the lease terms. The aggregate costs of incentives provided by the lessees are recognised as a reduction of rental income over the lease term on a straight-line basis.

**(iv) Interest income**

Interest income is recognised as interest accrues (using the effective interest method) unless collectability is in doubt.

**(v) Commission income**

Commission income is recognised upon the services rendered.

**(s) Taxes**

**(i) Current income tax**

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the end of the reporting period.

Current income taxes are recognised in the profit or loss except to the extent that tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

**(ii) Deferred tax**

Deferred tax is provided using the liability method on temporary differences at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax assets and liabilities are measured using the tax rates that are expected to apply to the year when the asset is realised or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the end of the reporting period.

**2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)**

**(s) Taxes (continued)**

**(ii) Deferred tax (continued)**

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current income tax liabilities and the deferred income taxes relate to the same taxable entity and the same taxation authority.

Deferred tax liabilities are recognised for all temporary differences.

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at the end of each reporting period and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity.

**(iii) Goods and services tax**

Revenue, expenses and assets are recognised net of the amount of goods and services tax ("GST") except:

- Where the goods and services tax incurred in a purchase of assets or services is not recoverable from the taxation authority, in which case the goods and services tax is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- Receivables and payables that are stated with the amount of goods and services tax included.

The net amount of goods and services tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position.

**2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)**

**(t) *Related parties***

A related party is defined as follows:

- (a) A person or a close member of that person's family is related to the Group and the Company if that person:
  - (i) Has control or joint control over the Company;
  - (ii) Has significant influence over the Company; or
  - (iii) Is a member of the key management personnel of the Group or Company or of a parent of the Company.
- (b) An entity is related to the Group and the Company if any of the following conditions applies:
  - (i) The entity and the Company are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
  - (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
  - (iii) Both entities are joint ventures of the same third party;
  - (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity;
  - (v) The entity is a post-employment benefit plan for the benefit of employees of either the Company or an entity related to the Company. If the Company is itself such a plan, the sponsoring employers are also related to the Company;
  - (vi) The entity is controlled or jointly controlled by a person identified in (a);
  - (vii) A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

### **3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES**

The preparation of the Group's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenue, expenses, assets, liabilities, and disclosure of contingent liabilities at the end of each reporting period. However, uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in the future periods.

(i) *Judgement made in applying accounting policies*

In the process of applying the accounting policies, management has made the following judgements, apart from those involving estimations, which has the most significant effect on the amounts recognised in the financial statements:

- *Revenue from contracts with customers*

The Group applied the following judgements that significantly affect the determination of the amount and timing of revenue from contracts with customers:

For the implementation and commissioning of IT services, revenue is recognised over time based on the actual man days service performed relative to the total estimated man days to be performed. The estimated man days to be performed are based on contracted amounts and, in respect of amounts not contracted for, management relies on past experience and knowledge of the project engineers to make estimates of the amounts to be incurred. In making these estimates, management takes into consideration the historical trends of the amounts incurred in its similar implementation and commissioning IT services.

(ii) *Estimates and assumptions*

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

- *Provision for expected credit losses of trade receivables and contract assets*

The Group uses a provision matrix to calculate ECLs for trade receivables and contract assets. The provision rates are based on days past due for various customers segments that have similar loss patterns. The provision matrix is initially based on the Group's historical observed default rates

When calculating ECL, the Group uses reasonable and supportable forward-looking information, which is based on assumptions for the future movement of different economic drivers and how these drivers will affect each other.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (continued)**

(ii) *Estimates and assumptions (continued)*

- *Provision for expected credit losses of trade receivables and contract assets (continued)*

Loss given default is an estimate of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the lender would expect to receive, taking into account cash flows from collateral and integral credit enhancements.

Probability of default constitutes a key input in measuring ECL. Probability of default is an estimate of the likelihood of default over a given time horizon, the calculation of which includes historical data, assumptions and expectations of future conditions. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The information about the ECLs on the Group's trade receivables and contract assets is disclosed in Note 8 and Note 9 respectively.

- *Income tax*

The Group has exposure to income taxes in numerous jurisdictions. Significant judgment is involved in determining the wide provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for expected tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

**R Systems Consulting Services Limited and its Subsidiaries**  
(Co. Reg. No. 199609109E)

**Notes to the Financial Statements – 31 December 2025**

**4. PLANT AND EQUIPMENT**

| <b>Group</b>                           | <b>Computer<br/>equipment<br/>\$</b> | <b>Computer<br/>software<br/>\$</b> | <b>Furniture<br/>and fitting<br/>\$</b> | <b>Leasehold<br/>improvement<br/>\$</b> | <b>Office<br/>equipment<br/>\$</b> | <b>Total<br/>\$</b> |
|----------------------------------------|--------------------------------------|-------------------------------------|-----------------------------------------|-----------------------------------------|------------------------------------|---------------------|
| <b>Cost:</b>                           |                                      |                                     |                                         |                                         |                                    |                     |
| At 1 January 2024                      | 341,932                              | 452,882                             | 39,240                                  | 96,270                                  | 50,904                             | 981,228             |
| Additions                              | 8,712                                | 693                                 | –                                       | –                                       | 90                                 | 9,495               |
| Written off                            | (105,647)                            | (364,780)                           | (14,630)                                | (6,526)                                 | (8,663)                            | (500,246)           |
| Currency realignment                   | 5,372                                | 781                                 | 908                                     | 3,939                                   | 1,141                              | 12,141              |
| At 31 December 2024 and 1 January 2025 | 250,369                              | 89,576                              | 25,518                                  | 93,683                                  | 43,472                             | 502,618             |
| Additions                              | 24,004                               | 47,256                              | 334                                     | –                                       | –                                  | 71,594              |
| Written off                            | (49,310)                             | –                                   | (11,407)                                | (6,523)                                 | (21,340)                           | (88,580)            |
| Currency realignment                   | 3,963                                | 593                                 | 434                                     | 2,467                                   | 447                                | 7,904               |
| At 31 December 2025                    | 229,026                              | 137,425                             | 14,879                                  | 89,627                                  | 22,579                             | 493,536             |
| <b>Accumulated depreciation:</b>       |                                      |                                     |                                         |                                         |                                    |                     |
| At 1 January 2024                      | 314,348                              | 452,098                             | 38,322                                  | 96,270                                  | 50,038                             | 951,076             |
| Charge for the year                    | 17,447                               | 433                                 | 471                                     | –                                       | 524                                | 18,875              |
| Written off                            | (105,647)                            | (364,780)                           | (14,630)                                | (6,526)                                 | (8,663)                            | (500,246)           |
| Currency realignment                   | 4,598                                | 725                                 | 877                                     | 3,939                                   | 1,107                              | 11,246              |
| At 31 December 2024 and 1 January 2025 | 230,746                              | 88,476                              | 25,040                                  | 93,683                                  | 43,006                             | 480,951             |
| Charge for the year                    | 18,199                               | 7,791                               | 531                                     | 3                                       | 382                                | 26,906              |
| Written off                            | (49,310)                             | –                                   | (11,407)                                | (6,523)                                 | (21,340)                           | (88,580)            |
| Currency realignment                   | 3,126                                | 614                                 | 387                                     | 2,464                                   | 442                                | 7,033               |
| At 31 December 2025                    | 202,761                              | 96,881                              | 14,551                                  | 89,627                                  | 22,490                             | 426,310             |
| <b>Net carrying amount:</b>            |                                      |                                     |                                         |                                         |                                    |                     |
| At 31 December 2024                    | 19,623                               | 1,100                               | 478                                     | –                                       | 466                                | 21,667              |
| At 31 December 2025                    | 26,265                               | 40,544                              | 328                                     | –                                       | 89                                 | 67,226              |

**Notes to the Financial Statements – 31 December 2025**

**4. PLANT AND EQUIPMENT (continued)**

| <b>Company</b>                         | <b>Computer<br/>equipment<br/>\$</b> | <b>Computer<br/>software<br/>\$</b> | <b>Furniture<br/>and fitting<br/>\$</b> | <b>Leasehold<br/>improvement<br/>\$</b> | <b>Office<br/>equipment<br/>\$</b> | <b>Total<br/>\$</b> |
|----------------------------------------|--------------------------------------|-------------------------------------|-----------------------------------------|-----------------------------------------|------------------------------------|---------------------|
| <b>Cost:</b>                           |                                      |                                     |                                         |                                         |                                    |                     |
| At 1 January 2024                      | 220,086                              | 440,243                             | 19,089                                  | 8,145                                   | 19,718                             | 707,281             |
| Additions                              | 1,008                                | –                                   | –                                       | –                                       | –                                  | 1,008               |
| Written off                            | (98,119)                             | (364,780)                           | (14,630)                                | (6,526)                                 | (4,940)                            | (488,995)           |
| At 31 December 2024 and 1 January 2025 | 122,975                              | 75,463                              | 4,459                                   | 1,619                                   | 14,778                             | 219,294             |
| Additions                              | –                                    | 47,256                              | –                                       | –                                       | –                                  | 47,256              |
| Written off                            | (2,949)                              | –                                   | –                                       | –                                       | (3,250)                            | (6,199)             |
| At 31 December 2025                    | 120,026                              | 122,719                             | 4,459                                   | 1,619                                   | 11,528                             | 260,351             |
| <b>Accumulated depreciation:</b>       |                                      |                                     |                                         |                                         |                                    |                     |
| At 1 January 2024                      | 217,054                              | 440,243                             | 19,089                                  | 8,145                                   | 19,718                             | 704,249             |
| Charge for the year                    | 1,930                                | –                                   | –                                       | –                                       | –                                  | 1,930               |
| Written off                            | (98,119)                             | (364,780)                           | (14,630)                                | (6,526)                                 | (4,940)                            | (488,995)           |
| At 31 December 2024 and 1 January 2025 | 120,865                              | 75,463                              | 4,459                                   | 1,619                                   | 14,778                             | 217,184             |
| Charge for the year                    | 1,522                                | 7,088                               | –                                       | –                                       | –                                  | 8,610               |
| Written off                            | (2,949)                              | –                                   | –                                       | –                                       | (3,250)                            | (6,199)             |
| At 31 December 2025                    | 119,438                              | 82,551                              | 4,459                                   | 1,619                                   | 11,528                             | 219,595             |
| <b>Net carrying amount:</b>            |                                      |                                     |                                         |                                         |                                    |                     |
| At 31 December 2024                    | 2,110                                | –                                   | –                                       | –                                       | –                                  | 2,110               |
| At 31 December 2025                    | 588                                  | 40,168                              | –                                       | –                                       | –                                  | 40,756              |

**Notes to the Financial Statements – 31 December 2025**

**5. RIGHT-OF-USE ASSETS**

|                                        | <b>Office leases</b> |                |
|----------------------------------------|----------------------|----------------|
|                                        | <b>Group</b>         | <b>Company</b> |
|                                        | <b>\$</b>            | <b>\$</b>      |
| <b>Cost:</b>                           |                      |                |
| At 1 January 2024                      | 1,536,264            | 810,291        |
| Additions                              | 258,963              | –              |
| Currency realignment                   | 39,717               | –              |
| At 31 December 2024 and 1 January 2025 | 1,834,944            | 810,291        |
| Lease modification                     | 273,211              | 221,104        |
| Currency realignment                   | 12,300               | –              |
| At 31 December 2025                    | 2,120,455            | 1,031,395      |
| <b>Accumulated depreciations:</b>      |                      |                |
| At 1 January 2024                      | 1,167,525            | 474,363        |
| Charge for the year                    | 340,073              | 212,165        |
| Currency realignment                   | 33,732               | –              |
| At 31 December 2024 and 1 January 2025 | 1,541,330            | 686,528        |
| Charge for the year                    | 322,793              | 215,890        |
| Currency realignment                   | 8,516                | –              |
| At 31 December 2025                    | 1,872,639            | 902,418        |
| <b>Net carrying amount:</b>            |                      |                |
| At 31 December 2024                    | 293,614              | 123,763        |
| At 31 December 2025                    | 247,816              | 128,977        |

The Group and the Company leases offices primarily for their own use. The average lease terms are 1 to 3 years (2024: 2 to 3 years). During the year, the Group and the Company modified an existing lease agreement by extending the lease term by one additional year.

The maturity analysis of lease liabilities are presented in Note 16.

(i) Amounts recognised in profit or loss

|                                             | <b>Group</b> |             | <b>Company</b> |             |
|---------------------------------------------|--------------|-------------|----------------|-------------|
|                                             | <b>2025</b>  | <b>2024</b> | <b>2025</b>    | <b>2024</b> |
|                                             | <b>\$</b>    | <b>\$</b>   | <b>\$</b>      | <b>\$</b>   |
| Depreciation expense on right-of-use assets | 322,793      | 340,073     | 215,890        | 212,165     |
| Interest expense on lease liabilities       | 13,035       | 22,776      | 5,077          | 11,434      |
|                                             | 335,828      | 362,849     | 220,967        | 223,599     |

**Notes to the Financial Statements – 31 December 2025**

**5. RIGHT-OF-USE ASSETS (continued)**

(ii) Total cash outflow

The Group and the Company had total cash flow for all the leases of \$340,637 and \$226,195 (2024: \$362,604 and \$226,195), respectively.

(iii) Extension options

The leases for certain office units contain extension periods, for which the related lease payments had not been included in lease liabilities as the Group and the Company is not reasonably certain to exercise these extension option. The Group and the Company negotiates extension options to optimise operational flexibility in terms of managing the assets used in the Group and the Company's operations. The majority of the extension options are exercisable by the Group and the Company and not by the lessor.

**6. INVESTMENT IN SUBSIDIARIES**

|                              | <b>Company</b>   |                  |
|------------------------------|------------------|------------------|
|                              | <b>2025</b>      | <b>2024</b>      |
|                              | <b>\$</b>        | <b>\$</b>        |
| Unquoted shares, at cost     | 2,029,792        | 2,029,792        |
| Less: Impairment losses      | (519,016)        | (519,016)        |
|                              | <u>1,510,776</u> | <u>1,510,776</u> |
| Movement of impairment loss: |                  |                  |
| At beginning of year         | 519,016          | 1,715,032        |
| Reversal during the year     | —                | (1,196,016)      |
| At end of year               | <u>519,016</u>   | <u>519,016</u>   |

Details of the subsidiary companies at 31 December are as follows:

| <b>Name and principal activities</b>                                                                                              | <b>Country of incorporation</b> | <b>Cost of investments</b> |             | <b>Proportion of ownership interest</b> |             |
|-----------------------------------------------------------------------------------------------------------------------------------|---------------------------------|----------------------------|-------------|-----------------------------------------|-------------|
|                                                                                                                                   |                                 | <b>2025</b>                | <b>2024</b> | <b>2025</b>                             | <b>2024</b> |
|                                                                                                                                   |                                 | <b>\$</b>                  | <b>\$</b>   | <b>%</b>                                | <b>%</b>    |
| R Systems Consulting Services (M) Sdn. Bhd.<br>(Provision of internet electronic commerce and online information services)        | Malaysia                        | 1,407,460                  | 1,407,460   | 100                                     | 100         |
| R Systems Consulting Services (Thailand) Co., Ltd.<br>(Provision of internet electronic commerce and online information services) | Thailand                        | 90,000                     | 90,000      | 100                                     | 100         |

**R Systems Consulting Services Limited and its Subsidiaries**  
(Co. Reg. No. 199609109E)

**Notes to the Financial Statements – 31 December 2025**

**6. INVESTMENT IN SUBSIDIARIES (continued)**

| Name and principal activities                                                                                                     | Country of incorporation   | Cost of investments               |                                   | Proportion of ownership interest |           |
|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------------------|-----------------------------------|----------------------------------|-----------|
|                                                                                                                                   |                            | 2025<br>\$                        | 2024<br>\$                        | 2025<br>%                        | 2024<br>% |
| R Systems Consulting Services (Shanghai) Co., Ltd.<br>(Provision of internet electronic commerce and online information services) | People's Republic of China | 358,415                           | 358,415                           | 100                              | 100       |
| R Systems Consulting Services (Hong Kong) Ltd.<br>(Provision of internet electronic commerce and online information services)     | Hong Kong                  | 1                                 | 1                                 | 100                              | 100       |
| R Systems Consulting Services Kabushiki Kaisha<br>(Provision of internet electronic commerce and online information services)     | Japan                      | 160,600                           | 160,600                           | 100                              | 100       |
| R Systems Consulting Services Company Limited<br>(Provision of internet electronic commerce and online information services)      | Vietnam                    | <u>13,316</u><br><u>2,029,792</u> | <u>13,316</u><br><u>2,029,792</u> | 100                              | 100       |

**7. OTHER RECEIVABLES**

|                             | Group          |                | Company        |                |
|-----------------------------|----------------|----------------|----------------|----------------|
|                             | 2025<br>\$     | 2024<br>\$     | 2025<br>\$     | 2024<br>\$     |
| <b>Current asset:</b>       |                |                |                |                |
| <i>Financial assets</i>     |                |                |                |                |
| Deposits                    | 71,459         | 84,787         | 28,133         | 46,982         |
| Security deposits           | 20,000         | –              | 20,000         | –              |
| Sundry receivables          | <u>79,132</u>  | <u>9,560</u>   | <u>76,185</u>  | <u>7,667</u>   |
|                             | 170,591        | 94,347         | 124,318        | 54,649         |
| <i>Non-financial assets</i> |                |                |                |                |
| Prepayments                 | 202,206        | 188,935        | 66,679         | 45,901         |
| Tax recoverable             | –              | 16,406         | –              | –              |
| Withholding tax             | <u>161,042</u> | <u>163,191</u> | <u>–</u>       | <u>–</u>       |
|                             | <u>533,839</u> | <u>462,879</u> | <u>190,997</u> | <u>100,550</u> |

**Notes to the Financial Statements – 31 December 2025**

**7. OTHER RECEIVABLES (continued)**

|                           | <b>Group</b> |             | <b>Company</b> |             |
|---------------------------|--------------|-------------|----------------|-------------|
|                           | <b>2025</b>  | <b>2024</b> | <b>2025</b>    | <b>2024</b> |
|                           | <b>\$</b>    | <b>\$</b>   | <b>\$</b>      | <b>\$</b>   |
| <b>Non-current asset:</b> |              |             |                |             |
| <i>Financial asset</i>    |              |             |                |             |
| Security deposits         | —            | 20,000      | —              | 20,000      |

Security deposits relate to bankers' guarantees provided to a related company as security for employment licenses.

Other receivables are denominated in the following currencies as at 31 December:

|                  |                |                |                |               |
|------------------|----------------|----------------|----------------|---------------|
| Chinese Renminbi | 5,514          | 5,592          | —              | —             |
| Malaysia Ringgit | 22,121         | 15,370         | —              | —             |
| Singapore Dollar | 124,455        | 74,649         | 124,318        | 74,649        |
| Thai Baht        | 16,642         | 18,710         | —              | —             |
| Others           | 1,859          | 26             | —              | —             |
|                  | <u>170,591</u> | <u>114,347</u> | <u>124,318</u> | <u>74,649</u> |

**8. TRADE RECEIVABLES**

|                                                  |                  |                  |                |                |
|--------------------------------------------------|------------------|------------------|----------------|----------------|
| Trade receivables                                | 1,238,231        | 1,333,056        | 256,113        | 408,408        |
| Less: Allowance for<br>expected credit<br>losses | (75,837)         | (1,543)          | (72)           | (147)          |
|                                                  | <u>1,162,394</u> | <u>1,331,513</u> | <u>256,041</u> | <u>408,261</u> |

Trade receivables are non-interest bearing and are generally on 30 to 60 days' terms. They are recognised at their original invoice amounts which represents their fair values on initial recognition.

Trade receivables are denominated in the following currencies as at 31 December:

|                      |                  |                  |                |                |
|----------------------|------------------|------------------|----------------|----------------|
| Singapore Dollar     | 190,171          | 303,510          | 190,290        | 303,510        |
| United States Dollar | 65,751           | 104,751          | 65,751         | 104,751        |
| Malaysia Ringgit     | 416,950          | 401,405          | —              | —              |
| Thai Baht            | 487,600          | 523,189          | —              | —              |
| Chinese Renminbi     | 1,509            | —                | —              | —              |
| Others               | 413              | (1,342)          | —              | —              |
|                      | <u>1,162,394</u> | <u>1,331,513</u> | <u>256,041</u> | <u>408,261</u> |

**Notes to the Financial Statements – 31 December 2025**

**8. TRADE RECEIVABLES (continued)**

*Receivables that are impaired*

The table below shows the movement in lifetime ECL that has been recognised for trade receivables in accordance with the simplified approach.

|                                    | <b>Lifetime<br/>ECL<br/>not credit<br/>impaired<br/>collectively<br/>assessed</b> | <b>Lifetime<br/>ECL<br/>credit<br/>impaired</b> | <b>Total</b> |
|------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------|--------------|
|                                    |                                                                                   |                                                 | \$           |
| <b>Group</b>                       |                                                                                   |                                                 |              |
| At 1 January 2024                  | 309                                                                               | –                                               | 309          |
| Allowance for expected credit loss | 1,486                                                                             | –                                               | 1,486        |
| Reversal of expected credit loss   | (310)                                                                             | –                                               | (310)        |
| Foreign exchange gain or loss      | 58                                                                                | –                                               | 58           |
| At 31 December 2024                | 1,543                                                                             | –                                               | 1,543        |
| Allowance for expected credit loss | 1,201                                                                             | 74,569                                          | 75,770       |
| Reversal of expected credit loss   | (1,547)                                                                           | –                                               | (1,547)      |
| Foreign exchange gain or loss      | 71                                                                                | –                                               | 71           |
| At 31 December 2025                | 1,268                                                                             | 74,569                                          | 75,837       |
| <b>Company</b>                     |                                                                                   |                                                 |              |
| At 1 January 2024                  | 143                                                                               | –                                               | 143          |
| Allowance for expected credit loss | 147                                                                               | –                                               | 147          |
| Reversal of expected credit loss   | (143)                                                                             | –                                               | (143)        |
| At 31 December 2024                | 147                                                                               | –                                               | 147          |
| Allowance for expected credit loss | 72                                                                                | –                                               | 72           |
| Reversal of expected credit loss   | (147)                                                                             | –                                               | (147)        |
| At 31 December 2025                | 72                                                                                | –                                               | 72           |

**Notes to the Financial Statements – 31 December 2025**

**8. TRADE RECEIVABLES (continued)**

The following table provides information about the exposure to credit risk and ECLs for trade receivables for individual customers as at 31 December 2025:

| <b>Group</b>                | <b>Expected<br/>credit loss<br/>rate<br/>%</b> | <b>Gross<br/>Carrying<br/>amount<br/>\$</b> | <b>Lifetime<br/>ECL<br/>\$</b> | <b>Credit<br/>impaired</b> |
|-----------------------------|------------------------------------------------|---------------------------------------------|--------------------------------|----------------------------|
| <b>2025*</b>                |                                                |                                             |                                |                            |
| Current (not past due)      | 0.03                                           | 729,878                                     | 219                            | No                         |
| 1 to 30 days past due       | 0.09                                           | 293,780                                     | 264                            | No                         |
| 31 to 60 days past due      | 0.09                                           | 36,400                                      | 33                             | No                         |
| 61 to 90 days past due      | 0.09                                           | 22,421                                      | 20                             | No                         |
| 91 to 180 days past due     | 0.79                                           | 81,183                                      | 732                            | No                         |
| Past due more than 180 days | 2.00                                           | 74,569                                      | 74,569                         | Yes                        |
|                             |                                                | <u>1,238,231</u>                            | <u>75,837</u>                  |                            |
| <b>2024*</b>                |                                                |                                             |                                |                            |
| Current (not past due)      | 0.02                                           | 887,607                                     | 175                            | No                         |
| 1 to 30 days past due       | 0.05                                           | 178,307                                     | 89                             | No                         |
| 31 to 60 days past due      | 0.05                                           | 98,222                                      | 49                             | No                         |
| 61 to 90 days past due      | 0.05                                           | 56,188                                      | 28                             | No                         |
| 91 to 180 days past due     | 0.97                                           | 102,244                                     | 992                            | No                         |
| Past due more than 180 days | 2.00                                           | 10,488                                      | 210                            | No                         |
|                             |                                                | <u>1,333,056</u>                            | <u>1,543</u>                   |                            |
| <b>Company</b>              |                                                |                                             |                                |                            |
| <b>2025*</b>                |                                                |                                             |                                |                            |
| Current (not past due)      | 0.02                                           | 188,939                                     | 39                             | No                         |
| 1 to 30 days past due       | 0.05                                           | 50,724                                      | 25                             | No                         |
| 31 to 60 days past due      | 0.05                                           | 16,450                                      | 8                              | No                         |
| 61 to 90 days past due      | 0.05                                           | –                                           | –                              | No                         |
| 91 to 180 days past due     | 0.97                                           | –                                           | –                              | No                         |
| Past due more than 180 days | 2.00                                           | –                                           | –                              | No                         |
|                             |                                                | <u>256,113</u>                              | <u>72</u>                      |                            |
| <b>2024*</b>                |                                                |                                             |                                |                            |
| Current (not past due)      | 0.02                                           | 267,152                                     | 54                             | No                         |
| 1 to 30 days past due       | 0.05                                           | 85,820                                      | 43                             | No                         |
| 31 to 60 days past due      | 0.05                                           | 24,473                                      | 12                             | No                         |
| 61 to 90 days past due      | 0.05                                           | 28,514                                      | 14                             | No                         |
| 91 to 180 days past due     | 0.97                                           | 2,449                                       | 24                             | No                         |
| Past due more than 180 days | 2.00                                           | –                                           | –                              | No                         |
|                             |                                                | <u>408,408</u>                              | <u>147</u>                     |                            |

\* In case of non collection the default rate is 100%.

**Notes to the Financial Statements – 31 December 2025**

**9. CONTRACT ASSETS**

Contract assets primarily relate to the right to consideration for work completed but not yet billed at the reporting date. Contract assets are transferred to receivables when the rights become unconditional. This usually occurs when the Group invoices the customer.

Management always estimates the loss allowance on amounts due from customers at an amount equal to lifetime ECL, taking into account the historical default experience and the future prospects of the technology industry. The Group has contract receivables amounting to \$155,954 (2024: \$28,620) that is past due at the end of reporting period but not impaired.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period in assessing the loss allowance for the contract assets.

**10. AMOUNTS DUE FROM SUBSIDIARY COMPANIES**

|                                | <b>Group</b> |             | <b>Company</b> |                |
|--------------------------------|--------------|-------------|----------------|----------------|
|                                | <b>2025</b>  | <b>2024</b> | <b>2025</b>    | <b>2024</b>    |
|                                | <b>\$</b>    | <b>\$</b>   | <b>\$</b>      | <b>\$</b>      |
| Trade                          | —            | —           | 3,664,353      | 3,534,995      |
| Less: Allowance for impairment | —            | —           | (3,158,931)    | (3,123,512)    |
|                                | <u>—</u>     | <u>—</u>    | <u>505,422</u> | <u>411,483</u> |
| Non-trade                      | —            | —           | 714,614        | 823,849        |
| Less: Allowance for impairment | —            | —           | (695,535)      | (718,213)      |
|                                | <u>—</u>     | <u>—</u>    | <u>19,079</u>  | <u>105,636</u> |
|                                | <u>—</u>     | <u>—</u>    | <u>524,501</u> | <u>517,119</u> |

The amounts are unsecured, interest-free, generally on 60 days' terms for trade balances and repayable on demand for non-trade balances.

The movement in allowances accounts, for trade and non-trade balances, used to record the impairment as follows:

|                             |          |          |                  |                  |
|-----------------------------|----------|----------|------------------|------------------|
| At beginning of year        | —        | —        | 3,841,725        | 3,105,822        |
| Reversal for the year       | —        | —        | (514,395)        | (412,612)        |
| Charge for the year         | —        | —        | 537,325          | 1,109,345        |
| Foreign currency adjustment | —        | —        | (10,189)         | 39,170           |
| At end of the year          | <u>—</u> | <u>—</u> | <u>3,854,466</u> | <u>3,841,725</u> |

The amount due are denominated in the following currencies as at 31 December:

|                  |          |          |                |                |
|------------------|----------|----------|----------------|----------------|
| Singapore Dollar | —        | —        | 524,501        | 517,119        |
| Others           | —        | —        | —              | —              |
|                  | <u>—</u> | <u>—</u> | <u>524,501</u> | <u>517,119</u> |

**Notes to the Financial Statements – 31 December 2025**

**10. AMOUNTS DUE FROM SUBSIDIARY COMPANIES (continued)**

*Receivables that are past due but not impaired*

The following table provides information about the exposure to credit risk and ECLs for trade related amounts due from related companies as at 31 December 2025:

| Company                     | Expected<br>credit loss<br>rate<br>% | Gross<br>Carrying<br>amount<br>\$ | Lifetime<br>ECL<br>\$ | Credit<br>impaired |
|-----------------------------|--------------------------------------|-----------------------------------|-----------------------|--------------------|
| <b>2025</b>                 |                                      |                                   |                       |                    |
| Current (not past due)      | 18.93                                | 142,133                           | (26,909)              | Yes                |
| 1 to 30 days past due       | 5.38                                 | 28,432                            | (1,528)               | Yes                |
| 31 to 60 days past due      | 33.22                                | 71,903                            | (23,884)              | Yes                |
| 61 to 90 days past due      | 5.11                                 | 29,290                            | (1,497)               | Yes                |
| 91 to 180 days past due     | 22.21                                | 129,607                           | (28,783)              | Yes                |
| Past due more than 180 days | 94.28                                | 3,262,988                         | (3,076,330)           | Yes                |
|                             |                                      | <u>3,664,353</u>                  | <u>(3,158,931)</u>    |                    |
| <b>2024</b>                 |                                      |                                   |                       |                    |
| Current (not past due)      | 23.20                                | 128,204                           | (29,744)              | Yes                |
| 1 to 30 days past due       | –                                    | 23,893                            | –                     | No                 |
| 31 to 60 days past due      | 50.67                                | 66,903                            | (33,901)              | Yes                |
| 61 to 90 days past due      | –                                    | 24,159                            | –                     | No                 |
| 91 to 180 days past due     | 30.00                                | 123,136                           | (36,948)              | Yes                |
| Past due more than 180 days | 95.40                                | 3,168,700                         | (3,022,919)           | Yes                |
|                             |                                      | <u>3,534,995</u>                  | <u>(3,123,512)</u>    |                    |

**11. AMOUNTS DUE FROM RELATED COMPANIES**

|           | Group          |                | Company        |                |
|-----------|----------------|----------------|----------------|----------------|
|           | 2025           | 2024           | 2025           | 2024           |
|           | \$             | \$             | \$             | \$             |
| Trade     | 379,369        | 551,081        | 379,369        | 551,081        |
| Non-trade | 87,331         | 109,562        | (10,001)       | 109,562        |
|           | <u>466,700</u> | <u>660,643</u> | <u>369,368</u> | <u>660,643</u> |

The amounts are unsecured, interest-free, generally on 30 to 60 days' terms for trade balances and repayable on demand for non-trade balances.

**Notes to the Financial Statements – 31 December 2025**

**11. AMOUNTS DUE FROM RELATED COMPANIES (continued)**

The amount due are denominated in the following currencies as at 31 December:

|                  | <b>Group</b>   |                | <b>Company</b> |                |
|------------------|----------------|----------------|----------------|----------------|
|                  | <b>2025</b>    | <b>2024</b>    | <b>2025</b>    | <b>2024</b>    |
|                  | <b>\$</b>      | <b>\$</b>      | <b>\$</b>      | <b>\$</b>      |
| Singapore Dollar | 369,368        | 660,643        | 369,368        | 660,643        |
| Malaysia Ringgit | 97,332         | —              | —              | —              |
|                  | <u>466,700</u> | <u>660,643</u> | <u>369,368</u> | <u>660,643</u> |

The following table provides information about the exposure to credit risk and ECLs for amounts due from related companies (trade) as at 31 December 2025:

|                             | <b>Expected<br/>credit loss<br/>rate<br/>%</b> | <b>Gross<br/>Carrying<br/>amount<br/>\$</b> | <b>Lifetime<br/>ECL<br/>\$</b> | <b>Credit<br/>impaired</b> |
|-----------------------------|------------------------------------------------|---------------------------------------------|--------------------------------|----------------------------|
| <b>Group and Company</b>    |                                                |                                             |                                |                            |
| <b>2025</b>                 |                                                |                                             |                                |                            |
| Current (not past due)      | —                                              | 222,758                                     | —                              | No                         |
| 1 to 30 days past due       | —                                              | 118,090                                     | —                              | No                         |
| 31 to 60 days past due      | —                                              | 38,521                                      | —                              | No                         |
| 61 to 90 days past due      | —                                              | —                                           | —                              | No                         |
| 91 to 180 days past due     | —                                              | —                                           | —                              | No                         |
| Past due more than 180 days | —                                              | —                                           | —                              | No                         |
|                             |                                                | <u>379,369</u>                              | <u>—</u>                       |                            |
| <b>2024</b>                 |                                                |                                             |                                |                            |
| Current (not past due)      | —                                              | 239,549                                     | —                              | No                         |
| 1 to 30 days past due       | —                                              | 134,062                                     | —                              | No                         |
| 31 to 60 days past due      | —                                              | 94,034                                      | —                              | No                         |
| 61 to 90 days past due      | —                                              | 83,436                                      | —                              | No                         |
| 91 to 180 days past due     | —                                              | —                                           | —                              | No                         |
| Past due more than 180 days | —                                              | —                                           | —                              | No                         |
|                             |                                                | <u>551,081</u>                              | <u>—</u>                       |                            |

**Notes to the Financial Statements – 31 December 2025**

**12. CASH AND CASH EQUIVALENTS**

Cash at bank earns interest at floating rates based on daily bank deposits rates.

Cash and cash equivalents are denominated in the following currencies as at 31 December:

|                      | <b>Group</b>     |                  | <b>Company</b> |                |
|----------------------|------------------|------------------|----------------|----------------|
|                      | <b>2025</b>      | <b>2024</b>      | <b>2025</b>    | <b>2024</b>    |
|                      | \$               | \$               | \$             | \$             |
| Singapore Dollar     | 497,143          | 447,860          | 495,659        | 446,376        |
| United States Dollar | 105,520          | 77,221           | 80,196         | 28,698         |
| Malaysia Ringgit     | 1,548,684        | 1,028,899        | —              | —              |
| Thai Baht            | 1,261,076        | 831,973          | —              | —              |
| Chinese Renminbi     | 53,385           | 112,688          | —              | —              |
| Others               | 145,183          | 64,229           | —              | —              |
|                      | <u>3,610,991</u> | <u>2,562,870</u> | <u>575,855</u> | <u>475,074</u> |

**13. TRADE PAYABLES**

Trade payable are denominated in the following currencies as at 31 December:

|                      |               |               |               |               |
|----------------------|---------------|---------------|---------------|---------------|
| Singapore Dollar     | 11,338        | 16,271        | 11,338        | 16,271        |
| United States Dollar | 2,763         | 807           | 2,763         | 807           |
| Malaysia Ringgit     | 66,262        | —             | —             | —             |
| Thai Baht            | —             | 12,188        | —             | —             |
| Others               | 3,102         | 136           | —             | —             |
|                      | <u>83,465</u> | <u>29,402</u> | <u>14,101</u> | <u>17,078</u> |

**14. OTHER PAYABLES**

**Financial liabilities**

|                                   |                |                |                |                |
|-----------------------------------|----------------|----------------|----------------|----------------|
| Accrued liabilities               | 149,778        | 159,173        | 37,050         | 30,109         |
| Accrued salaries and related cost | 216,470        | 383,757        | 108,722        | 301,320        |
| Sundry payables                   | 7,943          | 9,281          | —              | —              |
|                                   | <u>374,191</u> | <u>552,211</u> | <u>145,772</u> | <u>331,429</u> |

**Non-financial liabilities**

|                                 |                |                |                |                |
|---------------------------------|----------------|----------------|----------------|----------------|
| GST and withholding tax payable | 318,074        | 214,285        | 68,948         | 59,344         |
| Provision for unutilised leave  | 52,152         | 33,031         | 16,723         | 18,637         |
|                                 | <u>744,417</u> | <u>799,527</u> | <u>231,443</u> | <u>409,410</u> |

**Notes to the Financial Statements – 31 December 2025**

**14. OTHER PAYABLES (continued)**

Other payable are denominated in the following currencies as at 31 December:

|                  | <b>Group</b>   |                | <b>Company</b> |                |
|------------------|----------------|----------------|----------------|----------------|
|                  | <b>2025</b>    | <b>2024</b>    | <b>2025</b>    | <b>2024</b>    |
|                  | \$             | \$             | \$             | \$             |
| Singapore Dollar | 145,772        | 331,429        | 145,772        | 331,429        |
| Malaysia Ringgit | 111,219        | 138,427        | —              | —              |
| Thai Baht        | 92,421         | 69,539         | —              | —              |
| Chinese Renminbi | 3,584          | 4,653          | —              | —              |
| Others           | 21,195         | 8,163          | —              | —              |
|                  | <u>374,191</u> | <u>552,211</u> | <u>145,772</u> | <u>331,429</u> |

**15. CONTRACT LIABILITIES**

Contract liabilities relate to advance billings to customers for consultancy services to be provided. The Group and Company expect to recognise the revenue from these contract liabilities when the consultancy services are rendered within the next financial year. There were no significant changes in the contract liability balances during the reporting period.

The Group and Company recognised contract liabilities from related companies amounting to \$170,400 (2024: \$nil) primarily relating to advance billings for the provision of services.

**16. LEASE LIABILITIES**

Analysed as:

|             |                |                |                |                |
|-------------|----------------|----------------|----------------|----------------|
| Current     | 254,264        | 219,862        | 130,302        | 130,316        |
| Non-current | —              | 84,789         | —              | —              |
|             | <u>254,264</u> | <u>304,651</u> | <u>130,302</u> | <u>130,316</u> |

Maturity analysis:

|                         |                |                 |                |                |
|-------------------------|----------------|-----------------|----------------|----------------|
| Year 1                  | 259,115        | 228,146         | 131,947        | 131,947        |
| Year 2                  | —              | 86,929          | —              | —              |
|                         | <u>259,115</u> | <u>315,075</u>  | <u>131,947</u> | <u>131,947</u> |
| Less: Unearned interest | <u>(4,851)</u> | <u>(10,424)</u> | <u>(1,645)</u> | <u>(1,631)</u> |
|                         | <u>254,264</u> | <u>304,651</u>  | <u>130,302</u> | <u>130,316</u> |

The Group and the Company do not face significant liquidity risk with regards to its lease liabilities. Lease liabilities are monitored by the finance directors.

**17. AMOUNTS DUE TO A RELATED COMPANY**

The amounts due are denominated in Thai baht, trade in nature, unsecured, interest-free and repayable upon demand.

**Notes to the Financial Statements – 31 December 2025**

**18. AMOUNTS DUE TO IMMEDIATE HOLDING COMPANY**

|           | <b>Group</b>   |                | <b>Company</b> |                |
|-----------|----------------|----------------|----------------|----------------|
|           | <b>2025</b>    | <b>2024</b>    | <b>2025</b>    | <b>2024</b>    |
|           | \$             | \$             | \$             | \$             |
| Trade     | 428,402        | 252,730        | 428,402        | 252,730        |
| Non-trade | 67,591         | 2,630          | 40,520         | 2,630          |
|           | <u>495,993</u> | <u>255,360</u> | <u>468,922</u> | <u>255,360</u> |

The amounts due are unsecured, interest-free, repayable upon demand and to be settled in cash.

The amount due are denominated in the following currencies as at 31 December:

|                      |                |                |                |                |
|----------------------|----------------|----------------|----------------|----------------|
| Singapore Dollar     | 468,922        | 255,360        | 468,922        | 255,360        |
| United States Dollar | 27,071         | –              | –              | –              |
|                      | <u>495,993</u> | <u>255,360</u> | <u>468,922</u> | <u>255,360</u> |

**19. SHARE CAPITAL**

|                        | <b>Group and Company</b> |                   |                     |                   |
|------------------------|--------------------------|-------------------|---------------------|-------------------|
|                        | <b>2025</b>              |                   | <b>2024</b>         |                   |
|                        | Number<br>of shares      | \$                | Number<br>of shares | \$                |
| Issued and fully paid: |                          |                   |                     |                   |
| Ordinary shares        | <u>92,103,530</u>        | <u>86,549,523</u> | <u>92,103,530</u>   | <u>86,549,523</u> |

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company. All ordinary shares have no par value carry one vote per share without restriction.

**20. FOREIGN CURRENCY TRANSLATION RESERVE**

The foreign currency translation reserve represents exchange difference arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency.

**Notes to the Financial Statements – 31 December 2025**

**21. REVENUE**

|                                              | <b>Group</b>      |                   |
|----------------------------------------------|-------------------|-------------------|
|                                              | <b>2025</b>       | <b>2024</b>       |
|                                              | <b>\$</b>         | <b>\$</b>         |
| <i>Type of goods and services:</i>           |                   |                   |
| Professional services                        | 2,616,482         | 2,185,081         |
| Commission income                            | 188,560           | 129,023           |
| Consultant service income                    | 10,689,684        | 10,584,905        |
| Accounting services income                   | 96,600            | 99,720            |
| Sales of goods                               | 294,572           | 227,767           |
| Supply chain management subscriptions income | 720,077           | 859,757           |
|                                              | <u>14,605,975</u> | <u>14,086,253</u> |
| <i>Timing of revenue recognition:</i>        |                   |                   |
| Goods transferred at a point in time         | 294,572           | 227,767           |
| Services transferred over time               | 14,311,403        | 13,858,486        |
|                                              | <u>14,605,975</u> | <u>14,086,253</u> |

**22. OTHER OPERATING INCOME**

|                                       |                |                |
|---------------------------------------|----------------|----------------|
| Interest income from current accounts | 3,526          | 5,413          |
| Government grants                     | 2,000          | 2,000          |
| Management services                   | 372,000        | 372,000        |
| Rental income                         | 126,150        | 128,989        |
| Others                                | 3,540          | 10,712         |
|                                       | <u>507,216</u> | <u>519,114</u> |

**23. OTHER CHARGE**

|                                   |               |               |
|-----------------------------------|---------------|---------------|
| Foreign exchange adjustment, loss | <u>77,869</u> | <u>35,004</u> |
|-----------------------------------|---------------|---------------|

**24. FINANCE COST**

|                                       |               |               |
|---------------------------------------|---------------|---------------|
| Interest expense on lease liabilities | <u>13,035</u> | <u>22,776</u> |
|---------------------------------------|---------------|---------------|

**25. LOSS BEFORE TAX**

The loss before tax is arrived at after charging:

|                                                         |                |               |
|---------------------------------------------------------|----------------|---------------|
| Allowance on expected credit losses – trade             | 75,770         | 1,486         |
| Reversal of allowance on impairment receivables – trade | (1,547)        | (310)         |
| Consultation and professional fee                       | 1,865,511      | 1,725,337     |
| Depreciation – plant and equipment                      | 26,906         | 18,875        |
| Depreciation – right-of-use assets                      | 322,793        | 340,073       |
| Employee benefits (Note 27)                             | 11,150,071     | 11,566,659    |
| Professional fees                                       | 238,836        | 199,339       |
| Repair and maintenance                                  | 42,213         | 111,899       |
| Staff welfare                                           | 58,833         | 51,664        |
| Telecommunication                                       | 44,017         | 41,910        |
| Travelling and transportation                           | <u>107,899</u> | <u>78,675</u> |

**Notes to the Financial Statements – 31 December 2025**

**26. INCOME TAX EXPENSE**

(i) Major components of income tax expense

The major components of income tax expense for the years ended 31 December 2025 and 2024 are:

Statement of comprehensive income:

|                                          | <b>Group</b>   |                |
|------------------------------------------|----------------|----------------|
|                                          | <b>2025</b>    | <b>2024</b>    |
|                                          | \$             | \$             |
| <u>Current tax expense</u>               |                |                |
| Current year                             | 254,622        | 118,917        |
| Tax (over)/under provided in prior years | (12,491)       | 566            |
| Foreign tax                              | 12,624         | 90             |
|                                          | <u>254,755</u> | <u>119,573</u> |

(ii) Relationship between tax expense and accounting (loss)/profit

The reconciliation between the tax expense and the product of accounting (loss)/profit multiplied by the applicable tax rate for the years ended 31 December are as follows:

|                                                                                      | <b>Group</b>   |                |
|--------------------------------------------------------------------------------------|----------------|----------------|
|                                                                                      | <b>2025</b>    | <b>2024</b>    |
|                                                                                      | \$             | \$             |
| (Loss)/profit before tax                                                             | <u>(8,803)</u> | <u>92,481</u>  |
| Tax at domestic rates applicable to profit in the countries where the Group operates | 42,688         | 90,479         |
| Tax effect of expenses that are not deductible in determining taxable profit         | 56,315         | 24,009         |
| Non taxable income                                                                   | (352)          | (25)           |
| Tax (over)/under provided in prior years                                             | (12,491)       | 566            |
| Tax effect of temporary differences not recognised                                   | 575            | (113)          |
| Utilised of deferred tax assets previously not recognised                            | —              | (3,064)        |
| Deferred tax assets not recognised                                                   | 155,396        | 8,316          |
| Foreign tax paid                                                                     | 12,624         | 90             |
| Others                                                                               | —              | (685)          |
| Total tax expense                                                                    | <u>254,755</u> | <u>119,573</u> |

At the end of the reporting period, the Group and Company has unabsorbed tax losses of approximately \$27,743,000 and \$27,677,000 (2024: \$27,086,000 and \$27,155,000) respectively and capital allowances of approximately amounting to \$2,674,000 and \$2,674,000 (2024: \$1,640,000 and \$2,627,000) respectively that are available for offset against future taxable profits of the Group and Company in which the losses arose for which no deferred tax assets is recognised due to uncertainty of its recoverability. The use of these tax losses is subject to the agreement with the Income Tax Authorities.

**Notes to the Financial Statements – 31 December 2025**

**26. INCOME TAX EXPENSE (continued)**

(ii) *Relationship between tax expense and accounting (loss)/profit (continued)*

The corporate income tax rates of the jurisdiction in which the subsidiaries are located are as follows:

|                            | <b>Group</b> |             |
|----------------------------|--------------|-------------|
|                            | <b>2025</b>  | <b>2024</b> |
| Malaysia                   | 24%          | 24%         |
| Hong Kong                  | 16.5%        | 16.5%       |
| Japan                      | 23.2%        | 23.2%       |
| People's Republic of China | 25%          | 25%         |
| Thailand                   | 20%          | 20%         |
| Vietnam                    | 20%          | 20%         |

**27. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES**

A reconciliation of liabilities arising from financing activities is as follows:

|                                          | <b>1.1.2025</b> | <b>Cash flows</b> | <b>Non-cash changes</b>           |                             |                  | <b>31.12.2025</b> |
|------------------------------------------|-----------------|-------------------|-----------------------------------|-----------------------------|------------------|-------------------|
|                                          |                 | <b>Repayment</b>  | <b>Accretion<br/>of interests</b> | <b>Foreign<br/>exchange</b> | <b>Additions</b> |                   |
| <b>Group</b>                             | \$              | \$                | \$                                | \$                          | \$               | \$                |
| Amounts due from related companies       |                 |                   |                                   |                             |                  |                   |
| – Non-trade                              | (109,562)       | 22,231            | –                                 | –                           | –                | (87,331)          |
| Amounts due to immediate holding company |                 |                   |                                   |                             |                  |                   |
| – Non-trade                              | 2,630           | 64,961            | –                                 | –                           | –                | 67,591            |
| Lease liabilities                        | 304,651         | (340,637)         | 13,035                            | 4,004                       | 273,211          | 254,264           |
|                                          | <u>197,719</u>  | <u>(253,445)</u>  | <u>13,035</u>                     | <u>4,004</u>                | <u>273,211</u>   | <u>234,524</u>    |
|                                          |                 |                   |                                   |                             |                  |                   |
|                                          | <b>1.1.2024</b> | <b>Cash flows</b> | <b>Non-cash changes</b>           |                             |                  | <b>31.12.2024</b> |
|                                          |                 | <b>Repayment</b>  | <b>Accretion<br/>of interests</b> | <b>Foreign<br/>exchange</b> | <b>Additions</b> |                   |
| <b>Group</b>                             | \$              | \$                | \$                                | \$                          | \$               | \$                |
| Amounts due from related companies       |                 |                   |                                   |                             |                  |                   |
| – Non-trade                              | (3,073)         | (106,489)         | –                                 | –                           | –                | (109,562)         |
| Amounts due to immediate holding company |                 |                   |                                   |                             |                  |                   |
| – Non-trade                              | 994             | 1,636             | –                                 | –                           | –                | 2,630             |
| Lease liabilities                        | 379,377         | (362,604)         | 22,776                            | 6,139                       | 258,963          | 304,651           |
|                                          | <u>377,298</u>  | <u>(467,457)</u>  | <u>22,776</u>                     | <u>6,139</u>                | <u>258,963</u>   | <u>197,719</u>    |

**Notes to the Financial Statements – 31 December 2025**

**28. EMPLOYEE BENEFITS**

|                                           | <b>Group</b>      |                   |
|-------------------------------------------|-------------------|-------------------|
|                                           | <b>2025</b>       | <b>2024</b>       |
|                                           | <b>\$</b>         | <b>\$</b>         |
| Salaries, bonuses and others              | 10,401,772        | 10,967,674        |
| Contribution to defined contribution plan | 748,299           | 598,985           |
|                                           | <u>11,150,071</u> | <u>11,566,659</u> |

**29. RELATED PARTY DISCLOSURES**

In addition to those related party information disclosed elsewhere in the financial statements, significant transactions between the Group and the Company and related parties that took place at terms agreed between the parties during the financial year are as follows:

(i) *Significant related party transactions*

|                                              | <b>Group</b>       |                    | <b>Company</b>     |                    |
|----------------------------------------------|--------------------|--------------------|--------------------|--------------------|
|                                              | <b>2025</b>        | <b>2024</b>        | <b>2025</b>        | <b>2024</b>        |
|                                              | <b>\$</b>          | <b>\$</b>          | <b>\$</b>          | <b>\$</b>          |
| <u><i>Immediate holding company</i></u>      |                    |                    |                    |                    |
| <u><i>R System International Limited</i></u> |                    |                    |                    |                    |
| Acquisition of plant and equipment           | 47,256             | –                  | 47,256             | –                  |
| Sub-contract expenses                        | <u>(1,181,806)</u> | <u>(1,043,157)</u> | <u>(1,064,095)</u> | <u>(1,043,157)</u> |
| <u><i>Related companies</i></u>              |                    |                    |                    |                    |
| Revenue                                      | 1,140,574          | 1,480,978          | 908,961            | 1,480,978          |
| Professional fee                             | 372,000            | 372,000            | 372,000            | 372,000            |
| Rental income                                | <u>118,950</u>     | <u>85,200</u>      | <u>85,200</u>      | <u>85,200</u>      |
| <u><i>Subsidiary</i></u>                     |                    |                    |                    |                    |
| Allowance for expected credit loss           | –                  | –                  | (537,325)          | (1,109,345)        |
| Reversal of impairment                       | <u>–</u>           | <u>–</u>           | <u>514,395</u>     | <u>412,612</u>     |

*Services income*

The Company provided services, and recharged certain expenses based on specific identification to some of its subsidiaries. The total value recharged to these related parties during the year ended 31 December 2025 is \$174,864 (2024: \$251,524).

*Management fee received*

The Company outsourced information technology and general administration services, which includes customer services and accounting support, to some of its subsidiaries. The cost of these services were supplied amounted \$746,921 (2024: \$746,889).

**Notes to the Financial Statements – 31 December 2025**

**29. RELATED PARTY DISCLOSURES (continued)**

(ii) *Compensation of key management personnel*

Key management personnel of the Group are those persons having the authority and responsibility for planning, directing and controlling the activities, directly or indirectly, of the Group. The directors of the Group and the general management of the Group are considered as key management personnel of the Group.

|                         | <b>Group</b> |             |
|-------------------------|--------------|-------------|
|                         | <b>2025</b>  | <b>2024</b> |
|                         | <b>\$</b>    | <b>\$</b>   |
| Directors' remuneration |              |             |
| – Company               | –            | 548,305     |
| – Subsidiaries          | –            | 728,495     |

**30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES**

The Group and the Company is exposed to financial risks arising from its operations and the use of financial instruments. The key financial risks include credit risk, foreign currency risk and liquidity risk. The Group's risk management policies focus on the unpredictability of financial markets and seek to, where appropriate, minimise potential adverse effects on the financial performance of the Group. The Group does not have any written financial risk management policies and guidelines and there has been no change to the Group's exposure to these financial risks or the manner in which it manages and measures the risks.

The following sections provide details regarding the Group's exposure to the financial risks associated with financial instruments held in the ordinary course of business and the objectives, policies and processes for the management of these risks.

(i) *Credit risk*

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Group is exposed to credit risk from its operating activities (primarily trade receivables) and from its financing activities, including deposits with banks and financial institutions, foreign exchange transactions and other financial instruments.

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's exposure to credit risk arises primarily from trade and other debtors. Guidelines on credit terms provided to trade customers are established and continually monitored. For other financial assets including cash and short-term deposits, the Group minimises credit risk by dealing exclusively with reputable and well-established local and foreign banks, and companies with high credit ratings and no history of defaults.

**30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)**

**(i) Credit risk (continued)**

The Group's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposures. Credit policies with guidelines on credit terms and limits set the basis for risk control. New customers are subject to credit evaluation while the Group continues to monitor existing customers, especially those with repayment issues. In addition, appropriate allowances are made for probable losses when necessary for identified debtors.

The Group does not hold any collateral or other credit enhancements to cover its credit risks associated with its financial assets.

In order to minimise credit risk, the Group has developed and maintain the credit risk gradings to categorise exposures according to their degree of risk of default. The Group uses publicly available financial information and the Group's own trading records to rate its major customers and other debtors. The Group exposure and the credit ratings of its counterparties are continuously monitored and the aggregate value of transactions concluded is spread amongst approved counterparties.

The Group's current credit risk grading framework comprises the following categories:

| <b>Category</b> | <b>Description</b>                                                                                                        | <b>Basis for recognising expected credit losses ("ECL")</b> |
|-----------------|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| Performing      | The counterparty has a low risk of default and does not have any past-due amounts.                                        | 12-month ECL                                                |
| Doubtful        | Amount is >30 days past due or there has been a significant increase in credit risk since initial recognition.            | Lifetime ECL – not credit-impaired                          |
| In default      | Amount is >180 days past due or there is evidence indicating the asset is credit-impaired.                                | Lifetime ECL – credit-impaired                              |
| Write-off       | There is evidence indicating that the debtor is in severe financial difficulty and has no realistic prospect of recovery. | Amount is written off                                       |

**Notes to the Financial Statements – 31 December 2025**

**30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)**

**(i) Credit risk (continued)**

The tables below detail the credit quality of the Group's financial assets, as well as maximum exposure to credit risk by credit risk rating grades:

|                                             | Note | External<br>credit<br>rating | Internal<br>credit<br>rating | 12-month or<br>lifetime ECL              | Gross<br>carrying<br>amount<br>\$ | Loss<br>allowance<br>\$ | Net<br>carrying<br>amount<br>\$ |
|---------------------------------------------|------|------------------------------|------------------------------|------------------------------------------|-----------------------------------|-------------------------|---------------------------------|
| <b>Group</b>                                |      |                              |                              |                                          |                                   |                         |                                 |
| <b>2025</b>                                 |      |                              |                              |                                          |                                   |                         |                                 |
| Trade receivables                           | 8    | N.A.                         | (a)                          | Lifetime ECL<br>(simplified<br>approach) | 1,238,231                         | (75,837)                | 1,162,394                       |
| Other receivables                           | 7    | N.A.                         | Performing                   | 12m ECL                                  | 170,591                           | –                       | 170,591                         |
| Contact assets                              | 9    | N.A.                         | (a)                          | Lifetime ECL<br>(simplified<br>approach) | 1,168,893                         | –                       | 1,168,893                       |
| Amounts due from<br>related companies       | 11   | N.A.                         | (b)                          | 12m ECL                                  | 466,700                           | –                       | 466,700                         |
|                                             |      |                              |                              |                                          |                                   | <u>(75,837)</u>         |                                 |
| <b>2024</b>                                 |      |                              |                              |                                          |                                   |                         |                                 |
| Trade receivables                           | 8    | N.A.                         | (a)                          | Lifetime ECL<br>(simplified<br>approach) | 1,333,056                         | (1,543)                 | 1,331,513                       |
| Other receivables                           | 7    | N.A.                         | Performing                   | 12m ECL                                  | 114,347                           | –                       | 114,347                         |
| Contact assets                              | 9    | N.A.                         | (a)                          | Lifetime ECL<br>(simplified<br>approach) | 1,083,243                         | –                       | 1,083,243                       |
| Amounts due from<br>related companies       | 11   | N.A.                         | (b)                          | 12m ECL                                  | 660,643                           | –                       | 660,643                         |
|                                             |      |                              |                              |                                          |                                   | <u>(1,543)</u>          |                                 |
| <b>Company</b>                              |      |                              |                              |                                          |                                   |                         |                                 |
| <b>2025</b>                                 |      |                              |                              |                                          |                                   |                         |                                 |
| Trade receivables                           | 8    | N.A.                         | (a)                          | Lifetime ECL<br>(simplified<br>approach) | 256,113                           | (72)                    | 256,041                         |
| Other receivables                           | 7    | N.A.                         | Performing                   | 12m ECL                                  | 124,318                           | –                       | 124,318                         |
| Contact assets                              | 9    | N.A.                         | (a)                          | Lifetime ECL<br>(simplified<br>approach) | 19,824                            | –                       | 19,824                          |
| Amounts due from<br>subsidiary<br>companies | 10   | N.A.                         | (b)                          | 12m ECL                                  | 4,378,967                         | (3,854,466)             | 524,501                         |
| Amounts due from<br>related companies       | 11   | N.A.                         | (b)                          | 12m ECL                                  | 369,368                           | –                       | 369,368                         |
|                                             |      |                              |                              |                                          |                                   | <u>(3,854,538)</u>      |                                 |

**Notes to the Financial Statements – 31 December 2025**

**30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)**

(i) *Credit risk (continued)*

|                                             | Note | External<br>credit<br>rating | Internal<br>credit<br>rating | 12-month or<br>lifetime ECL              | Gross<br>carrying<br>amount<br>\$ | Loss<br>allowance<br>\$ | Net<br>carrying<br>amount<br>\$ |
|---------------------------------------------|------|------------------------------|------------------------------|------------------------------------------|-----------------------------------|-------------------------|---------------------------------|
| <b>Company (continued)</b>                  |      |                              |                              |                                          |                                   |                         |                                 |
| <b>2024</b>                                 |      |                              |                              |                                          |                                   |                         |                                 |
| Trade receivables                           | 8    | N.A.                         | (a)                          | Lifetime ECL<br>(simplified<br>approach) | 408,408                           | (147)                   | 408,261                         |
| Other receivables                           | 7    | N.A.                         | Performing                   | 12m ECL                                  | 74,649                            | –                       | 74,649                          |
| Contact assets                              | 9    | N.A.                         | (a)                          | Lifetime ECL<br>(simplified<br>approach) | 149,576                           | –                       | 149,576                         |
| Amounts due from<br>subsidiary<br>companies | 10   | N.A.                         | (b)                          | 12m ECL                                  | 4,358,844                         | (3,841,725)             | 517,119                         |
| Amounts due from<br>related companies       | 11   | N.A.                         | (b)                          | 12m ECL                                  | 660,643                           | –                       | 660,643                         |
|                                             |      |                              |                              |                                          |                                   | <u>(3,841,872)</u>      |                                 |

(a) Trade receivables and contract assets

For trade receivables and contract assets, the Group has applied the simplified approach in FRS 109 to measure the loss allowance at lifetime ECL. The Group determines the expected credit losses on these items by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions. Accordingly, the credit risk profile of these assets is presented based on their past due status in terms of the provision matrix (Note 8).

(b) Amounts due from subsidiary companies/related companies

The Group assessed the latest performance and financial position of the counterparties and conclude that there has been no significant increase in the credit risk since the initial recognition of the financial assets. Accordingly, the Group measured the impairment losses allowance using 12 months ECL (Note 10) and determine that the ECL is insignificant.

***Exposure to credit risk***

At the end of the reporting period, the Group's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statement of financial position. No other financial assets carry a significant exposure to credit risk.

### **30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)**

(i) *Credit risk (continued)*

*Credit risk concentration profile*

At the end of the reporting period, there were no significant concentrations of credit risk other than those balances with related companies comprising 13% (2024: 29%) of trade balances.

It is the Group's policy to sell to a diversity of creditworthy customers so as to reduce concentration of credit risk.

(ii) *Foreign currency risk*

Currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates. Currency risk arises when transactions are denominated in foreign currencies.

The Group operates and sells their products in several countries other than Singapore and transacts in foreign currencies. As a result, the Group is exposed to movements in foreign currency exchange rates arising from normal trading transactions, primarily with respect to United States Dollar ("USD"), Chinese Renminbi ("RMB"), Malaysia Ringgit ("RM") and Thai Baht ("THB").

*Sensitivity analysis for foreign currency risk*

The following table demonstrates the sensitivity to a reasonably possible change in the USD, RMB, RM and THB, with all other variables held constant, of the Group's profit before tax and equity.

|                              | <b>Profit before tax</b> |                 |
|------------------------------|--------------------------|-----------------|
|                              | <b>2025</b>              | <b>2024</b>     |
|                              | <b>\$</b>                | <b>\$</b>       |
| <b>USD</b>                   |                          |                 |
| – strengthened 6% (2024: 3%) | 9,278                    | 5,435           |
| – weakened 6% (2024: 3%)     | (9,278)                  | (5,435)         |
| <b>RMB</b>                   |                          |                 |
| – strengthened 1% (2024: 1%) | 568                      | 1,136           |
| – weakened 1% (2024: 1%)     | (568)                    | (1,136)         |
| <b>RM</b>                    |                          |                 |
| – strengthened 4% (2024: 6%) | 75,776                   | 78,435          |
| – weakened 4% (2024: 6%)     | (75,776)                 | (78,435)        |
| <b>THB</b>                   |                          |                 |
| – strengthened 3% (2024: 3%) | 44,655                   | 38,764          |
| – weakened 3% (2024: 3%)     | <u>(44,655)</u>          | <u>(38,764)</u> |

**Notes to the Financial Statements – 31 December 2025**

**30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)**

(iii) *Liquidity risk*

Liquidity risk is the risk that the Group will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group objective is to maintain a balance between continuity of funding and flexibility through the use of standby credit facilities.

The Group's liquidity risk management policy is to monitor its working capital projections, taking into account the available banking and other borrowings facilities of the Group, and ensuring that the Group has adequate working capital to meet obligations and commitments due.

*Analysis of financial instruments by remaining contractual maturities*

The table below analyses the maturity profile of the Company's financial assets used for managing liquidity risk and financial liabilities at the end of reporting period, based on contractual undiscounted repayment obligations.

|                                          | <b>Total</b>     | <b>Within</b>    | <b>Within two</b> |
|------------------------------------------|------------------|------------------|-------------------|
|                                          | <b>\$</b>        | <b>one year</b>  | <b>to three</b>   |
|                                          |                  | <b>\$</b>        | <b>years</b>      |
|                                          |                  |                  | <b>\$</b>         |
| <b>Group</b>                             |                  |                  |                   |
| <b>2025</b>                              |                  |                  |                   |
| Trade payables                           | 83,465           | 83,465           | —                 |
| Other payables                           | 374,191          | 374,191          | —                 |
| Lease liabilities                        | 259,115          | 259,115          | —                 |
| Amounts due to a related company         | 186,938          | 186,938          | —                 |
| Amounts due to immediate holding company | 495,993          | 495,993          | —                 |
|                                          | <u>1,399,702</u> | <u>1,399,702</u> | <u>—</u>          |
| <b>2024</b>                              |                  |                  |                   |
| Trade payables                           | 29,402           | 29,402           | —                 |
| Other payables                           | 552,211          | 552,211          | —                 |
| Lease liabilities                        | 315,075          | 228,146          | 86,929            |
| Amounts due to immediate holding company | 255,360          | 255,360          | —                 |
|                                          | <u>1,152,048</u> | <u>1,065,119</u> | <u>86,929</u>     |

**Notes to the Financial Statements – 31 December 2025**

**30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)**

(iii) *Liquidity risk (continued)*

|                                          | <b>Total</b>   | <b>Within</b>   | <b>Within two</b> |
|------------------------------------------|----------------|-----------------|-------------------|
| <b>Company</b>                           | <b>\$</b>      | <b>one year</b> | <b>to three</b>   |
|                                          |                | <b>\$</b>       | <b>years</b>      |
|                                          |                |                 | <b>\$</b>         |
| <b>2025</b>                              |                |                 |                   |
| Trade payables                           | 14,101         | 14,101          | —                 |
| Other payables                           | 145,772        | 145,772         | —                 |
| Lease liabilities                        | 131,947        | 131,947         | —                 |
| Amounts due to immediate holding company | 468,922        | 468,922         | —                 |
|                                          | <u>760,742</u> | <u>760,742</u>  | <u>—</u>          |
| <b>2024</b>                              |                |                 |                   |
| Trade payables                           | 17,078         | 17,078          | —                 |
| Other payables                           | 331,429        | 331,429         | —                 |
| Lease liabilities                        | 131,947        | 131,947         | —                 |
| Amounts due to immediate holding company | 255,360        | 255,360         | —                 |
|                                          | <u>735,814</u> | <u>735,814</u>  | <u>—</u>          |

**31. CLASSIFICATION OF FINANCIAL ASSETS AND LIABILITIES**

The following table summarises the carrying amount of financial instrument recorded at the end of the reporting period:

|                                           | <b>Group</b>     |                  | <b>Company</b>   |                  |
|-------------------------------------------|------------------|------------------|------------------|------------------|
|                                           | <b>2025</b>      | <b>2024</b>      | <b>2025</b>      | <b>2024</b>      |
|                                           | <b>\$</b>        | <b>\$</b>        | <b>\$</b>        | <b>\$</b>        |
| <i>Financial assets at amortised cost</i> |                  |                  |                  |                  |
| Trade receivables                         | 1,162,394        | 1,331,513        | 256,041          | 408,261          |
| Other receivables                         | 170,591          | 114,347          | 124,318          | 74,649           |
| Contract assets                           | 1,168,893        | 1,083,243        | 19,824           | 149,576          |
| Amounts due from subsidiary companies     | —                | —                | 524,501          | 517,119          |
| Amounts due from related companies        | 466,700          | 660,643          | 369,368          | 660,643          |
| Cash and cash equivalents                 | 3,610,991        | 2,562,870        | 578,855          | 475,074          |
|                                           | <u>6,579,569</u> | <u>5,752,616</u> | <u>1,942,703</u> | <u>2,285,322</u> |

**Notes to the Financial Statements – 31 December 2025**

**31. CLASSIFICATION OF FINANCIAL ASSETS AND LIABILITIES (continued)**

|                                                | <b>Group</b>     |                  | <b>Company</b> |                |
|------------------------------------------------|------------------|------------------|----------------|----------------|
|                                                | <b>2025</b>      | <b>2024</b>      | <b>2025</b>    | <b>2024</b>    |
|                                                | <b>\$</b>        | <b>\$</b>        | <b>\$</b>      | <b>\$</b>      |
| <i>Financial liabilities at amortised cost</i> |                  |                  |                |                |
| Trade payables                                 | 83,465           | 29,402           | 14,101         | 17,078         |
| Other payables                                 | 374,191          | 552,211          | 145,772        | 331,429        |
| Lease liabilities                              | 254,264          | 304,651          | 130,302        | 130,316        |
| Amounts due to a related company               | 186,938          | —                | —              | —              |
| Amounts due to immediate holding company       | 495,993          | 255,360          | 468,922        | 255,360        |
|                                                | <u>1,394,851</u> | <u>1,141,624</u> | <u>759,097</u> | <u>734,183</u> |

**32. FAIR VALUE OF ASSETS AND LIABILITIES**

The fair value of a financial instrument is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The carrying amounts of financial assets and liabilities are reasonable approximation of fair values due to their short-term nature or that they are floating rate instruments that are re-priced to market interest rates on or near the end of the reporting period.

However, the Group does not anticipate that the carrying amounts recorded at the end of the reporting period would be significantly different from the values that would eventually be received or settled.

At the end of the reporting period, the Group does not have any other financial instruments carried at fair value.

**33. CAPITAL MANAGEMENT**

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern and to maintain an optimal capital structure so as to maximise shareholder value. In order to maintain or achieve an optimal capital structure, the Group may issue new shares, funding from an immediate holding company or obtain new borrowings.

The Group's overall strategy remains unchanged for 2025 and it is not subject to externally imposed capital requirements.

The Group monitors its cash flow, debt maturity profile and overall liquidity position on a continuous basis.

**34. CONTINGENT LIABILITY FOR FINANCIAL SUPPORT**

The Company has undertaken to provide financial support to one of its subsidiaries to enable it to operate as a going concern and to meet its obligations for a period of not less than twelve months from the date of the directors' statement.

**35. AUTHORISATION OF FINANCIAL STATEMENTS**

The financial statements for the year ended 31 December 2025 were authorised for issue in accordance with a resolution of the directors on the date of these statements.