

Grandshores Technology Group Limited

雄岸科技集團有限公司

(Incorporated in the Cayman Islands with limited liability)

(Stock Code: 1647)

2025

ANNUAL REPORT

CONTENTS

	Page
CORPORATE INFORMATION	2
CHAIRMAN STATEMENT	3
MANAGEMENT DISCUSSION AND ANALYSIS	4
BIOGRAPHICAL DETAILS OF THE DIRECTORS AND SENIOR MANAGEMENT	10
CORPORATE GOVERNANCE PRACTICES	13
DIRECTORS' REPORT	26
ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT	35
INDEPENDENT AUDITOR'S REPORT	58
CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME	63
CONSOLIDATED STATEMENT OF FINANCIAL POSITION	64
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY	66
CONSOLIDATED STATEMENT OF CASH FLOWS	68
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS	70
FINANCIAL SUMMARY	150

CORPORATE INFORMATION

BOARD OF DIRECTORS

EXECUTIVE DIRECTOR

Mr. Yao Yongjie (*Chairman*)

NON-EXECUTIVE DIRECTORS

Mr. Chua Seng Hai
Mr. Yao Zeqian (appointed on 5 July 2024)
Ms. Yu Zhuochen

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. Chu Chung Yue, Howard
Mr. Li Kanlin
Mr. Qi Xiaolei (appointed on 28 February 2025)

AUDIT COMMITTEE

Mr. Chu Chung Yue, Howard (*Chairman*)
Mr. Li Kanlin
Mr. Qi Xiaolei (appointed on 28 February 2025)

REMUNERATION COMMITTEE

Mr. Li Kanlin (*Chairman*)
Mr. Yao Yongjie
Mr. Yao Zeqian (appointed on 5 July 2024)
Mr. Chu Chung Yue, Howard
Mr. Qi Xiaolei (appointed on 28 February 2025)

NOMINATION COMMITTEE

Mr. Yao Yongjie (*Chairman*)
Mr. Yao Zeqian (appointed on 5 July 2024)
Mr. Chu Chung Yue, Howard
Mr. Li Kanlin
Mr. Qi Xiaolei (appointed on 28 February 2025)

COMPANY SECRETARY

Mr. Wong Ngai

AUTHORISED REPRESENTATIVES

Mr. Yao Yongjie
Mr. Wong Ngai

REGISTERED OFFICE

Cricket Square
Hutchins Drive P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Unit 1503, 15/F, Greenfield Tower, Concordia Plaza,
1 Science Museum Road, Tsim Sha Tsui,
Kowloon, Hong Kong

PRINCIPAL PLACE OF BUSINESS IN SINGAPORE

18 Kaki Bukit Place,
Eunos Techpark,
Singapore 416196

PRINCIPAL PLACE OF BUSINESS IN CHINA

101-999, Building 21,
No. 1399 Liangmu Road,
Cangqian Street, Yuhang District,
Hangzhou, Zhejiang Province,
The People's Republic of China

CAYMAN ISLANDS PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

Conyers Trust Company (Cayman) Limited
Cricket Square,
Hutchins Drive,
P.O. Box 2681,
Grand Cayman KY1-1111,
Cayman Islands

HONG KONG BRANCH SHARE REGISTRAR AND TRANSFER OFFICE

Tricor Investor Services Limited
17/F, Far East Finance Centre,
16 Harcourt Road,
Hong Kong

AUDITOR

McMillan Woods (Hong Kong) CPA Limited
24/F, Siu On Centre,
188 Lockhart Road,
Wan Chai,
Hong Kong

PRINCIPAL BANKS

United Overseas Bank
DBS Bank (Hong Kong) Limited
Bank of Communications (Hong Kong Branch)

COMPANY'S WEBSITE

www.grandshorestech.com

STOCK CODE

1647

CHAIRMAN STATEMENT

Dear Shareholders,

On behalf of the board (the “**Board**”) of directors (the “**Directors**”) of Grandshores Technology Group Limited (the “**Company**”) and its subsidiaries (collectively, the “**Group**”), I would like to present to our shareholders the annual report of the Group for the year ended 31 March 2025 (the “**Review Year**”).

The Group’s revenue for the Review Year was approximately S\$109.8 million (31 March 2024: approximately S\$84.5 million). The Group’s gross profit decreased slightly from approximately S\$17.7 million for the year ended 31 March 2024 (the “**Last Year**”) to approximately S\$17.4 million for the Review Year. The Group’s gross profit margin decreased from approximately 20.9% for the Last Year to approximately 15.9% for the Review Year. The Group’s profit attributable to owners of the Company changed from profit of approximately S\$2.2 million for the Last Year to loss of approximately S\$1.0 million for the Review Year.

The deterioration in the Group’s performance during the Review Year was mainly due to the decrease in other income and the increase in administrative expenses.

The Group’s other income decreased from approximately S\$2.0 million for the Last Year to approximately S\$0.6 million for the Review Year which was mainly due to the decrease in government grants and the decrease in interest income during the Review Year.

The Group’s administrative expenses increased from approximately S\$15.7 million for the Last Year to approximately S\$18.1 million for the Review Year which was mainly due to the increase in the total number of employees and salary increment which resulted in more salary and staff related expenses during the Review Year.

While continuing to develop and strengthen the Group’s existing businesses in Integrated Building Services business, Building Construction Works business and Information Technology Development and Application business, the Group will also look into opportunities to expand and diversify our business by investing into new business opportunities which can enhance shareholder value as well as complement and leverage existing business lines.

The Group will continue to expand into more comprehensive scope of internet technologies related businesses, including but not limited to e-commerce, digital media marketing, live commerce, multi-channel network, artificial intelligence, industrial internet, virtual reality technology and mobile internet video products production, etc.; instead of simply focusing on blockchain technology application and development.

I would like to take this opportunity to express my sincere gratitude to the management team and staff for their hard work and contributions, and to the shareholders, investors and business partners for their trust and support.

Yao Yongjie
Chairman
30 June 2025

MANAGEMENT DISCUSSION AND ANALYSIS

BUSINESS REVIEW AND OUTLOOK

The Group's revenue increased from approximately S\$84.5 million for the Last Year to approximately S\$109.8 million for the Review Year. The Group's gross profit slightly decreased from approximately S\$17.7 million for the Last Year to approximately S\$17.4 million for the Review Year. The Group's gross profit margin decreased from approximately 20.9% for the Last Year to approximately 15.9% for the Review Year.

According to Singapore Building and Construction Authority ("BCA"), the total construction demand (i.e. the value of construction contracts to be awarded) in 2025 is projected to be between S\$47 billion and S\$53 billion. The strong demand is underpinned by the expected award of contracts for several large-scale developments.

Over the medium-term, BCA expects the total construction demand to reach between S\$39 billion and S\$46 billion per year from 2026 to 2029. While the medium-term construction demand is projected to be robust, the schedules and phasing of projects are subject to change, particularly due to potential unforeseen risks arising from an uncertain global economic climate. Furthermore, as some of the developments are likely to be one-off exceptional projects over the medium term, overall industry demand could eventually moderate after this period.

The Group believes that the outlook for the construction sector will remain challenging for 2025 due to the increased global political and economic uncertainties and highly competitive construction market in Singapore. Another challenge is the labor shortage in Singapore has driven up the Group's labor and subcontracting charges. Despite these challenges, the Group has achieved an increase in revenue from Integrated Building Services business and Building Construction Works business for the Review Year due to our continue effort to adapting the evolving market conditions. The Group is monitoring the situation closely and will maintain operational and financial prudence amidst a challenging economy. The Group will continue to manage its expenditure, review the business strategy constantly and look for opportunities in a cautious and prudent manner.

During the Review Year, the Group's revenue from trading of digital assets decreased from approximately S\$6.7 million for the Last Year to approximately S\$3.4 million for the Review Year. The decrease was mainly because in view of bitcoin price has been hovering high during the Review Year, the Group strategically reduced the volume of bitcoin trading.

FUTURE PROSPECT

The Group intends to continue the existing principal businesses. At the same time, the Group intends to expand and diversify our business by investing into new business opportunities which can enhance shareholder value as well as complement and leverage existing business lines.

The Group will continue to expand into more comprehensive scope of internet technologies related businesses, including but not limited to e-commerce, digital media marketing, live commerce, multi-channel network, artificial intelligence, industrial internet, virtual reality technology and mobile internet video products production, etc.; instead of simply focusing on blockchain technology application and development.

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL REVIEW

Revenue

For the Review Year, the Group recorded a revenue of approximately S\$109.8 million (approximately S\$84.5 million for the Last Year), an increase of approximately S\$25.3 million or approximately 29.9%.

The revenue from the Integrated Building Services business increased from approximately S\$56.1 million for the Last Year to approximately S\$70.1 million for the Review Year, an increase of approximately S\$14.0 million or approximately 25.0%. The revenue from the Building Construction Works business increased from approximately S\$20.8 million for the Last Year to approximately S\$35.7 million for the Review Year, an increase of approximately S\$14.9 million or approximately 71.6%. The increases in both the revenue from the Integrated Building Services business and the Building Construction Works business were mainly due to more tenders won and worked performed during the Review Year as a result of aggressive pricing strategy implemented by the Group.

The revenue from the Information Technology Development and Application business decreased from income of approximately S\$7.7 million for the Last Year to income of approximately S\$4.0 million for the Review Year, a decrease of approximately S\$3.7 million. The decrease in revenue from the Information Technology Development and Application business was mainly because in view of bitcoin price has been hovering high during the Review Year, the Group strategically reduced the volume of bitcoin trading.

Costs of Sales and Services

The Group's cost of sales and services increased from approximately S\$66.9 million for the Last Year to approximately S\$92.3 million for the Review Year, representing an increase of approximately S\$25.4 million or approximately 38.0%. The increase was mainly driven by the increase in revenue from Integrated Building Services business and Building Construction Works business.

Gross Profit and Gross Profit Margin

The Group's gross profit slightly decreased from approximately S\$17.7 million for the Last Year to approximately S\$17.4 million for the Review Year, a decrease of approximately S\$0.3 million or approximately 1.7%. The decrease was mainly due to the decrease in gross profit from Information Technology Development and Application business resulting from the decrease in revenue from the same business, which was almost offset by the increase in gross profit from the Integrated Building Services business and Building Construction Works business resulting from the increase in revenue from the same business.

The Group's gross profit margin also decreased from approximately 20.9% for the Last Year to approximately 15.9% for the Review Year, which was mainly resulted from the following factors:

- (i) The decrease in revenue contribution from Information Technology Development and Application business. Gross profit margin for Information Technology Development and Application business is higher than the gross profit margin for Integrated Building Services business and Building Construction Works business, resulted in the Group's lower gross profit margin.
- (ii) The increase in magnitude in cost of sales and services from Integrated Building Services business and Building Construction Works business are higher than the increase in revenue from the same businesses as a result of the Group facing difficulties in recruiting workers to meet the increased job orders hence increased the use of subcontractors during the Review Year to meet the committed projects timeline which further reduced the gross profit margin.

MANAGEMENT DISCUSSION AND ANALYSIS

Other income

Other income decreased from approximately S\$2.0 million for the Last Year to approximately S\$0.6 million for the Review Year, a decrease of approximately S\$1.4 million. The decrease was mainly resulted from the decrease in government grants and the decrease in interest income during the Review Year.

Other Gains and Losses

The Group's other gains and losses decreased from loss of approximately S\$1.0 million for the Last Year to loss of approximately S\$0.1 million for the Review Year. This was mainly due to the decrease in net loss on financial assets at fair value through profit or loss from approximately S\$1.7 million for the Last Year to approximately S\$42,000 for the Review Year as a result of improved global financial market for the Review Year, and partly offset by the change from foreign exchange gain of approximately S\$707,000 for the Last Year to foreign exchange loss of approximately S\$29,000 for the Review Year.

Administrative Expenses

The Group's administrative expenses increased from approximately S\$15.7 million for the Last Year to approximately S\$18.1 million for the Review Year, an increase of approximately S\$2.4 million or approximately 15.3%. The increase was mainly due to the increase in the total number of employees and salary increment which resulted in more salary and staff related expenses incurred during the Review Year.

Finance Costs

The Group's finance costs decreased from approximately S\$95,000 for the Last Year to approximately S\$81,000 for the Review Year. The decrease was mainly due to the decrease in interest expenses incurred on other borrowings during the Review Year.

Income Tax Expense

The Group's income tax expense decreased from approximately S\$393,000 for the Last Year to approximately S\$151,000 for the Review Year, a decrease of approximately S\$242,000. The decrease was mainly due to the deferred tax liability in relation to capital allowance claims on qualified assets in accordance with prevailing tax law in Singapore changed from increase in the Last Year to decrease in the Review Year, and tax rebate received for the over provision of income tax expense in respect of prior years.

(Loss)/Profit Attributable to Owners of the Company

The Group's (loss)/profit attributable to owners of the Company has experienced a turnaround from profit of approximately S\$2.2 million for the Last Year to loss of approximately S\$1.0 million for the Review Year. This is mainly due to the increase in administrative expenses and decrease in other income as discussed above.

COMMITMENTS

Details of the Group's commitments as at 31 March 2025 and 31 March 2024 are set out in Note 37 to the consolidated financial statements.

CONTINGENT LIABILITIES

As at the end of the Review Year, the Group had no material contingent liabilities.

MANAGEMENT DISCUSSION AND ANALYSIS

FINAL DIVIDEND

The Directors do not recommend the payment of final dividend for the Review Year (31 March 2024: Nil).

LIQUIDITY AND FINANCIAL RESOURCES

The Group maintained a stable financial position during the Review Year. As at 31 March 2025, the Group had total bank balances and cash of approximately S\$11.9 million (31 March 2024: approximately S\$15.8 million). The current ratio of the Group as at 31 March 2025 was approximately 3.7 times (31 March 2024: approximately 3.8 times).

The loans and borrowings and lease liabilities of the Group as at 31 March 2025 was approximately S\$621,000 (31 March 2024: approximately S\$432,000). The gearing ratio (calculated based on loans and borrowings and lease liabilities divided by total equity) of the Group as of 31 March 2025 was approximately 1.1% (31 March 2024: approximately 0.7%).

TREASURY POLICY

The Group has adopted a prudent financial management approach towards its treasury policy and thus maintained a stable financial position throughout the period. The Board closely monitors the Group's liquidity position to ensure that the liquidity structure of the Group's assets, liabilities, and other commitments can meet its funding requirements all the time.

PLEDGE OF ASSETS

As at 31 March 2025, the Group had S\$Nil (31 March 2024: S\$Nil) pledged bank deposits for corresponding amounts of performance guarantees issued in favour of customers.

EXPOSURE TO FOREIGN EXCHANGE RATE RISKS

The functional currency of the Group's major operating subsidiaries is Singapore dollars. However, certain subsidiaries of the Company have their assets and liabilities denominated in currencies other than Singapore dollars. The Group is subject to foreign exchange rate risk with respect to recognised assets and liabilities which are denominated in currencies other than Singapore dollars. During the Review Year, the Group did not commit to any financial instruments to hedge its exposure to foreign currency risk. The Group recorded a foreign exchange loss of approximately S\$29,000 for the Review Year (gain of approximately S\$707,000 for the Last Year).

CAPITAL STRUCTURE

As at 31 March 2025, the share capital and equity attributable to the owners of the Company amounted to approximately S\$2.1 million and S\$58.1 million respectively (31 March 2024: approximately S\$2.1 million and S\$59.1 million respectively).

MATERIAL ACQUISITIONS AND DISPOSALS OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES

There were no material acquisitions and disposals of subsidiaries, associated companies and joint ventures during the Review Year.

MANAGEMENT DISCUSSION AND ANALYSIS

EMPLOYEES AND REMUNERATION POLICY

As at the end of the Review Year, the Group employed a total of 498 full-time employees (including executive Director), as compared to 461 full-time employees as at 31 March 2024. The Group's employees are remunerated according to their job scope, responsibilities, and performance. Local employees are also entitled to discretionary bonus depending on their respective performances and the profitability of the Group. The Group's foreign workers of the Singapore Integrated Building Services business and Building Construction Works business are typically employed on two-year basis depending on the period of their work permits and subject to renewal based on their performance, and are remunerated according to their work skills. Other staff benefits include the provision of retirement benefits, medical benefits and sponsorship of training courses.

PRINCIPAL RISKS AND UNCERTAINTIES

Set out below are the principal risks and uncertainties are summarised as follows:

- (i) Changes in economic conditions which may directly affect the property market and construction demand in Singapore. Moreover, the Group's integrated building services business and building construction work business rely on successful tenders that determine the award of our projects contracts and is non-recurring in nature.
- (ii) The Group is exposed to financial risks including interest rate risk, currency risk, credit risk, liquidity risk and equity price risk in the normal course of its business. For further details of such risks and relevant policies, please refer to note 36 to the financial statements from pages 133 to 148.
- (iii) The Group has policies and procedures in place to ensure full compliance with relevant laws and regulations that have a significant impact on the Group's business and operations. Management regularly reviews and assesses the impact of any recent changes and developments in applicable laws, rules and regulations, and seeks external advice when deemed necessary.

FUTURE PLANS FOR MATERIAL INVESTMENTS OR CAPITAL ASSETS

Save as disclosed elsewhere in this report, the Group does not have any other plans for material investments or capital assets.

SIGNIFICANT INVESTMENTS HELD

The Group did not have any significant investments with a market value that account for more than 5% of the Group's audited total assets as at the end of the Review Year and 31 March 2024.

MANAGEMENT DISCUSSION AND ANALYSIS

USE OF PROCEEDS FROM SUBSCRIPTION OF 100,000,000 NEW SHARES ON 30 MAY 2022 UNDER GENERAL MANDATE

The Company completed the Subscription of 100,000,000 new ordinary shares on 30 May 2022. A total of 100,000,000 new ordinary shares were allotted and issued by the Company under general mandate to a Subscriber at HK\$0.1438 per Subscription Share.

The net proceeds from the Subscription, after deducting legal expenses, were approximately S\$2.54 million (equivalent to approximately HK\$14.3 million), which were fully utilised as at 31 March 2025.

Details of the use of the proceeds from the Subscription are set as below:

Business objective	Net proceeds S\$'000	Amount utilised as at 1 April 2024 S\$'000	Unutilised net proceed as at 1 April 2024 S\$'000	Amount utilised during the Review Year S\$'000	Amount utilised as at 31 March 2025 S\$'000	Unutilised net proceed as at 31 March 2025 S\$'000	Expected timeline of full utilisation of the unutilised proceeds
Expanding information technology development and application business	1,064	1,064	–	–	1,064	–	Fully utilised
Developing new financial services business	409	263	146	146	409	–	Fully utilised
Working capital	1,064	1,064	–	–	1,064	–	Fully utilised
	2,537	2,391	146	146	2,537	–	

Further details of the Subscription are set out in the announcements of the Company dated 25 April 2022 and 30 May 2022.

SIGNIFICANT EVENTS AFTER THE REPORTING PERIOD

The market price of Bitcoin has increased from approximately US\$83,000 as at 31 March 2025 to approximately US\$108,000 as at the date of this report.

Save as disclosed above, no other significant events have taken place subsequent to the end of the Review Year.

BIOGRAPHICAL DETAILS OF THE DIRECTORS AND SENIOR MANAGEMENT

Biographical details of the Directors and senior management are set out as follows:

DIRECTORS

EXECUTIVE DIRECTOR

Mr. Yao Yongjie (“Mr. Yao”), aged 54, was appointed as the executive Director on 30 May 2018. He is also a director of various subsidiaries of the Group. He was appointed as the chairman of the Board on 30 June 2018. He graduated from Hunan University with a degree in architecture and was involved in a number of real estate projects. Mr. Yao is currently the chairman of a private equity investment company, Hangzhou Tunlan Investment Management Co., Ltd (杭州瞰瀾投資管理有限公司) (“**Hangzhou Tunlan**”), which will focus on blockchain and artificial intelligence related investments. Mr. Yao was an angel investor of Hangzhou Canaan Creative Information Technology Limited (杭州嘉楠耘智信息科技有限公司) (“**Canaan**”), which is principally engaged in research and development of integrated circuits. Canaan was listed on Nasdaq on 21 November 2019 (ticker symbol: CAN). Mr. Yao is a famous investor in the blockchain industry and has successfully invested in a few world-leading blockchain companies, such as Canaan and has broad influence and appeal in the industry. In 2018, Mr. Yao is one of the founders of Grand Shores Global Blockchain Ten-Billion Innovation Fund.

NON-EXECUTIVE DIRECTORS

Mr. Chua Seng Hai (“Mr. Chua”), aged 64, was appointed as the Director on 18 May 2016 and re-designated as the executive Director and appointed as the chairman of the Board on 5 July 2016. He was re-designated as non-executive Director, and had resigned as the chairman of the Board on 30 June 2018. He also held directorships in various subsidiaries of the Group. Mr. Chua has over 26 years of experience in the provision of integrated building services and in the building and construction industry in Singapore. Mr. Chua worked at JVL Engineering Pte Ltd as a manager from January 1999 to November 2005 and he was also a director of HAM Engineering Pte Ltd from March 1997 to November 2005.

Mr. Chua obtained the National Trade Certificate Grade 3 in Electrical Fitting & Installation (Industrial) (Practical and Theory Parts) and in Electrical Fitting & Installation (Domestic) (Practical and Theory Parts) from the Vocational and Industrial Training Board (currently known as The Institute of Technical Education) of Singapore in August 1979. He is registered with the Building and Construction Authority as a building construction safety supervisor. He is also a licensed electrician registered with the Energy Market Authority in Singapore.

Mr. Chua is the spouse of Ms. Bek Poi Kiang (member of the senior management of the Group).

Mr. Yao Zeqian, aged 24, was appointed as a non-executive Director on 5 July 2024. Mr. Yao Zeqian holds a bachelor degree in economics from University of California, Santa Cruz. He is the son of Mr. Yao Yongjie, the chairman of the Board and an executive Director.

BIOGRAPHICAL DETAILS OF THE DIRECTORS AND SENIOR MANAGEMENT

Ms. Yu Zhouchen (“Ms. Yu”), aged 32, was appointed as a non-executive Director on 1 March 2021. She is also a director of various subsidiaries of the Group. Since March 2018, Ms. Yu has been an investment manager of Hangzhou Tunlan. Prior to joining Hangzhou Tunlan, Ms. Yu has been an account manager of Google Advertising (Shanghai) Co., Ltd.* (谷歌廣告(上海)有限公司) from August 2017 to March 2018. Ms. Yu holds a bachelor degree in public utilities management from Shantou University and a master degree in knowledge management from Nanyang Technological University.

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. Chu Chung Yue, Howard (“Mr. Chu”), aged 76, was appointed as an independent non-executive Director on 30 June 2018. Mr Chu is currently serving as an independent non-executive Director and the Chairman of the Audit Committee for Yunfeng Financial Group Limited (stock code: 376), a financial services company listed on the Main Board of the Stock Exchange.

Mr. Chu was the vice president, Asia and chief representative, China of a major Canadian mining company Teck Resources Limited. Mr. Chu was responsible for the development of the company’s business opportunities in China. Mr. Chu held various senior positions with this company including Corporate Controller and was the vice president, Asia and chief representative, China from 2007 to April 2011.

Mr. Chu graduated in the Commerce Program of the University of British Columbia in 1974 and qualified as a professional accountant with the Canadian Institute of Chartered Professional Accountants in 1978.

Mr. Li Kanlin (“Mr. Li”), aged 35, was appointed as an independent non-executive Director on 20 May 2022. Mr. Li has been an investment development supervisor of EGO Group Co., Ltd. from April 2021 to April 2022. Prior to that, Mr. Li has held various positions in several companies, including an industry research commissioner of Six Degrees Information Technology (Hangzhou) Co., Ltd. from March 2020 to September 2020; a project manager of Hangzhou Canaan Creative Technology Co., Ltd. from February 2018 to December 2019; a vice general manager of Zhejiang Yousika Automobile Sales Co., Ltd. from October 2015 to February 2018; a risk control commissioner of Hangzhou Miyun Technology Co., Ltd. from February 2015 to August 2015; and a project manager of Hangzhou Jielan Information Technology Co., Ltd. from February 2013 to February 2015.

Mr. Li holds a bachelor degree in finance from Zhejiang University and a diploma in computer information management from China Central Radio and TV University (now known as The Open University of China).

Mr. Qi Xiaolei (“Mr. Qi”), aged 46, was appointed as an independent non-executive Director on 28 February 2025. He has been the general manager of Hangzhou Coolvision Network Co., Ltd.* (杭州酷點網絡科技有限公司) since 2012. Before that, he was the sales manager of Alibaba (China) Network Technology Co., Ltd.* (阿里巴巴(中國)網絡科技有限公司) from 2004 to 2011.

Mr. Qi holds a bachelor’s certificate in Business Management awarded by the Nanchang University and a postgraduate diploma in Behavioural Finance and Investment Decision awarded by the HKU Institute for China Business.

* for identification purpose only

BIOGRAPHICAL DETAILS OF THE DIRECTORS AND SENIOR MANAGEMENT

SENIOR MANAGEMENT

Ms. Bek Poi Kiang (“Mrs. Chua”), aged 65, Mrs. Chua is an associate director of SH Integrated Services Pte. Ltd. (“**SH Integrated**”), an indirect wholly-owned subsidiary of the Company. Mrs. Chua has accumulated more than 14 years of experience in our business and operations.

Mrs. Chua is the spouse of Mr. Chua Seng Hai (non-executive Director).

COMPANY SECRETARY

Mr. Wong Ngai (“Mr. Wong”), aged 44, was appointed as the company secretary of the Company on 16 August 2018. Mr. Wong joined the Group as group financial controller in June 2018 and was promoted to the Chief Financial Officer of the Group in 2019. Mr. Wong is a fellow member of The Association of Chartered Certified Accountants and a member of The Hong Kong Institute of Certified Public Accountants. He is also an associate member of both The Chartered Governance Institute (previously known as The Institute of Chartered Secretaries and Administrators) in the United Kingdom and The Hong Kong Chartered Governance Institute (previously known as The Hong Kong Institute of Chartered Secretaries).

CORPORATE GOVERNANCE PRACTICES

The Group is committed to maintaining good corporate governance to safeguard the interest of shareholders and to achieve effective accountability.

The Company has adopted the corporate governance code (the “**CG Code**”) contained in Part 2 of Appendix C1 to the Rules Governing the Listing of Securities on the Stock Exchange (the “**Listing Rules**”). To the best knowledge of the Board, the Company has complied with the CG code for the Review Year, save for the deviation from code provision C.2.1 of the CG Code as set out in the section headed “Chairman and Chief Executive” of this report.

MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS OF LISTED ISSUERS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Companies (the “**Model Code**”) as set out in Appendix C3 of the Listing Rules as its own code of conduct regarding Directors’ securities transactions. Having made specific enquiries of the Directors, all the Directors have confirmed that they have complied with the required Model Code’s standard for the Review Year.

THE BOARD

COMPOSITION

As at the date of this report, the Board is chaired by Mr. Yao Yongjie and comprised seven members including one executive Director, three non-executive Directors and three independent non-executive Directors.

Biographical details of the Directors are set out in the section headed “Biographical Details of the Directors and Senior Management” in this report. Save as disclosed in the aforesaid section, there are no financial, business, family or other material/relevant relationships among members of the Board.

Executive Director

Mr. Yao Yongjie (*Chairman*)

Non-Executive Directors

Mr. Chua Seng Hai

Ms. Lu Xuwen (resigned on 5 July 2024)

Mr. Yao Zeqian (appointed on 5 July 2024)

Ms. Yu Zhuochen

Independent Non-Executive Directors

Mr. Chu Chung Yue, Howard

Mr. Li Kanlin

Mr. Fan Jianyin (resigned on 28 February 2025)

Mr. Qi Xiaolei (appointed on 28 February 2025)

CORPORATE GOVERNANCE PRACTICES

BOARD DIVERSITY POLICY

The Board has adopted a board diversity policy (the “**Board Diversity Policy**”) which sets out the approach to achieve diversity on the Board. The Company considered diversity of board members can be achieved through consideration of a number of aspects, including but not limited to gender, age, cultural and educational background, professional experience, skills and knowledge. All Board appointments are based on meritocracy, and candidates are considered against objective criteria, having due regard for the benefits of diversity on the Board.

The nomination committee of the Board has reviewed the Board Diversity Policy to ensure its effectiveness and considered that the Group achieved the Board Diversity Policy for the Review Year.

CHAIRMAN AND CHIEF EXECUTIVE

Code provision C.2.1 of the CG Code stipulates that the roles of the Chairman and the Chief Executive Officer should be separate and should not be performed by the same individual.

During the Review Year, the role of the Chairman of the Board is performed by Mr. Yao Yongjie, while the office of the Chief Executive Officer of the Company has been vacated following the resignation of Mr. Li Wei since 23 July 2021. The Board will keep reviewing the current structure of the Board from time to time and should candidate with suitable knowledge, skill and experience be identified, the Company will make appointment to fill the post of the Chief Executive Officer as appropriate.

TERMS OF APPOINTMENT OF NON-EXECUTIVE DIRECTORS

Each of the non-executive Directors and independent non-executive Directors has signed a letter of appointment with the Company for a term of three years.

INDEPENDENT NON-EXECUTIVE DIRECTORS

For the year ended 31 March 2025 and up to the date of this report, the Company has three independent non-executive Directors representing more than one-third of the Board, which is in compliance with Rules 3.10(1) and 3.10A of the Listing Rules. In compliance with Rule 3.10(2) of the Listing Rules, one of the independent non-executive Directors, namely Mr. Chu Chung Yue, Howard, possesses professional accounting qualifications, or financial management expertise.

In accordance with the Rule 3.13 of the Listing Rules, each of the current independent non-executive Directors, namely Mr. Chu Chung Yue, Howard, Mr. Li Kanlin and Mr. Qi Xiaolei have confirmed their independence for the Review Year.

APPOINTMENT, RE-ELECTION AND REMOVAL OF DIRECTORS

In accordance with the Company's articles of association (the “**Articles**”), all the Directors are subject to retirement by rotation at least once every three years. Any new Director appointed by the Board (i) to fill a casual vacancy in the Board shall hold office only until the first general meeting of the Company following his/her appointment and shall be subject to re-election at such meeting; and (ii) as an addition to the Board shall hold office until the next following annual general meeting of the Company and shall then be eligible for re-election.

CORPORATE GOVERNANCE PRACTICES

ROLE AND RESPONSIBILITIES

The Board is responsible to the shareholders for leadership and control of the Company and is collectively responsible for promoting the success of the Company and its businesses by directing and supervising the Company's affairs.

The Board focuses on overall strategies and policies with particular attention paid to the growth and financial performance of the Group.

The principal roles of the Board are:

- set long term objectives and strategies;
- approve major policies and guidelines;
- prepare and approve financial statements, annual report and interim report;
- approve major capital expenditures, acquisition and disposals;
- approve connected transactions;
- approve material borrowings and expenditures;
- review and monitor internal control and risk management; and
- declare and recommend the payments of dividends.

The Board is also responsible for the corporate governance functions of the Company, which includes:

- develop and review the Company's policies and practices on corporate governance;
- review and monitor the training and continuous professional development of directors and senior management;
- review and monitor the Company's policies and practices on compliance with legal and regulatory requirements;
- develop, review and monitor the code of conduct and compliance manual applicable to employees and directors; and
- review the Company's compliance with the CG Code and disclosure in the corporate governance report.

During the Review Year, the Board reviewed and discussed the corporate governance policy of the Group and was satisfied with the effectiveness of the corporate governance policy of the Group.

DIRECTORS' TRAINING AND PROFESSIONAL DEVELOPMENT

The Group acknowledges the importance of adequate continuing professional development for the Directors for a sound and effective internal control system and corporate governance. In this regard, the Group has always encouraged our Directors to attend relevant training courses to receive the latest news and knowledge regarding corporate governance. During the Review Year, the Company provided internal trainings and in-house briefings to the Directors to ensure awareness of best corporate governance practices. The Company also periodically circulated reading materials relating to the general business, investment, or director's duties and responsibility to all the Directors. In addition, the Group will, if necessary, provide timely and regular trainings to the Directors to ensure that they keep abreast with the current requirements under the Listing Rules.

CORPORATE GOVERNANCE PRACTICES

During the Review Year, all current Directors have participated in continuous professional development as shown below:

Reading relevant matters in relation to listing rules update and corporate governance

Executive Director:

Mr. Yao Yongjie	✓
-----------------	---

Non-Executive Directors:

Mr. Chua Seng Hai	✓
Ms. Lu Xuwen (resigned on 5 July 2024)	✓
Mr. Yao Zeqian (appointed on 5 July 2024)	✓
Ms. Yu Zhuochen	✓

Independent Non-Executive Directors:

Mr. Chu Chung Yue, Howard	✓
Mr. Li Kanlin	✓
Mr. Fan Jianyin (resigned on 28 February 2025)	✓
Mr. Qi Xiaolei (appointed on 28 February 2025)	✓

BOARD PROCESS

The Group has in place a clear board process. Regular Board meetings are scheduled at least four times per year. Directors receive at least 14 days' prior written notice of regular Board meetings and agenda. The Board papers, including supporting analyses and relevant background information, are normally sent to all Directors at least three days before the Board meeting. For other Board meetings, Directors are given as much notice as possible in the circumstances. Directors may include any matters they wish to discuss in the agenda.

Minutes of the Board committee meetings are prepared and kept by the company secretary of the Group, and are open for inspection by Directors upon request. All Directors have access to the advice and services of the company secretary, and are allowed to seek external professional advice if needed.

CORPORATE GOVERNANCE PRACTICES

During the Review Year, 7 Board meetings and 1 general meeting were held and the attendance record of each Director is set out below:

	Number of Board meeting attended/held	Number of general meeting attended/held
<i>Executive Director:</i>		
Mr. Yao Yongjie	7/7	1/1
<i>Non-Executive Directors:</i>		
Mr. Chua Seng Hai	2/7	1/1
Ms. Lu Xuwen (resigned on 5 July 2024)	1/3	0/0
Mr. Yao Zeqian (appointed on 5 July 2024)	3/4	1/1
Ms. Yu Zhuochen	7/7	1/1
<i>Independent Non-Executive Directors:</i>		
Mr Chu Chung Yue, Howard	5/7	1/1
Mr. Li Kanlin	5/7	1/1
Mr. Fan Jianyin (resigned on 28 February 2025)	4/7	1/1
Mr. Qi Xiaolei (appointed on 28 February 2025)	0/0	0/0

BOARD COMMITTEES

To facilitate the work of the Board, the Board has established three board committees to oversee specific aspects of the Group's affairs, namely audit committee (the "**Audit Committee**"), remuneration committee (the "**Remuneration Committee**") and nomination committee (the "**Nomination Committee**"). Each board committee has its own terms of reference relating to its authority and duties, which have been approved by the Board and are reviewed periodically. The terms of reference of each committee are available on the websites of the Company and the Stock Exchange.

Each board committee has also been provided with sufficient resources to discharge its duties and, upon reasonable request, is able to seek independent professional advice in appropriate circumstances at the Group's expense.

AUDIT COMMITTEE

The primary duties of the Audit Committee are to assist the Board in providing an independent view of the effectiveness of our Group's financial reporting process, internal control and risk management system, to oversee the audit process and to perform other duties and responsibilities as assigned by the Board.

The Audit Committee currently consists of three members who are all independent non-executive Directors, namely, Mr. Chu Chung Yue, Howard, Mr. Li Kanlin and Mr. Qi Xiaolei (appointed on 28 February 2025). Mr. Chu Chung Yue, Howard is the chairman of the Audit Committee.

CORPORATE GOVERNANCE PRACTICES

During the Review Year, 2 meetings of the Audit Committee were held and the attendance record of each member of the Audit Committee is set out below:

Committee members	Number of meeting attended/held
Mr. Chu Chung Yue, Howard (<i>Chairman</i>)	2/2
Mr. Li Kanlin	2/2
Mr. Fan Jianyin (resigned on 28 February 2025)	2/2
Mr. Qi Xiaolei (appointed on 28 February 2025)	0/0

The following is a summary of the work performed by the Audit Committee during the Review Year:

- Review and discuss the annual financial statements, results announcements and reports, the related accounting principles and practices adopted by the Group and the relevant audit findings;
- Review and discuss the risk management and internal control system of the Group;
- Review and discuss the internal audit plan and reports issued; and
- Discuss and recommend the re-appointment of external auditors.

There had been no disagreement between the Board and the Audit Committee during the Review Year and up to the date of this report.

REMUNERATION COMMITTEE

The Remuneration Committee currently consists of Mr. Yao Yongjie, Mr. Yao Zeqian (appointed on 5 July 2024) and all of the independent non-executive Directors, namely Mr. Li Kanlin, Mr. Chu Chung Yue, Howard and Mr. Qi Xiaolei (appointed on 28 February 2025). Mr. Li Kanlin is the chairman of the Remuneration Committee.

The primary duties of the Remuneration Committee include (but without limitation): (i) making recommendations to our Directors on the policy and structure for all remuneration of Directors and senior management and on the establishment of a formal and transparent procedure for developing policies on such remuneration; (ii) determining the terms of the specific remuneration package of the Directors and senior management; and (iii) reviewing and approving performance-based remuneration by reference to corporate goals and objectives resolved by the Directors from time to time.

The remuneration of the Directors and senior management is determined with reference to the responsibilities, workload, the time devoted and the performance of the Group. The Remuneration Committee also ensures that no individual will be involved in determining his/her own remuneration.

During the Review Year, the remuneration of senior management is listed as below by band:

Band of remuneration (HK\$)	No. of person
HK\$1,000,001 to HK\$1,500,000	2
	2

CORPORATE GOVERNANCE PRACTICES

Further details of the remuneration of the Directors and the 5 highest paid employees is set out in note 12 to the consolidated financial statements.

During the Review Year, 4 meetings of the Remuneration Committee were held and the attendance record of each member of the Remuneration Committee is set out below:

Committee members	Number of meeting attended/held
Mr. Li Kanlin (<i>Chairman</i>)	4/4
Mr. Yao Yongjie	4/4
Ms. Lu Xuwen (resigned on 5 July 2024)	1/2
Mr. Yao Zeqian (appointed on 5 July 2024)	2/2
Mr. Chu Chung Yue, Howard	4/4
Mr. Fan Jianyin (resigned on 28 February 2025)	3/4
Mr. Qi Xiaolei (appointed on 28 February 2025)	0/0

The following is a summary of the work performed by the Remuneration Committee during the Review Year:

- Review on the remuneration packages for individual Directors and senior management and make recommendations to the Board.

NOMINATION COMMITTEE

The Nomination Committee currently consists of Mr. Yao Yongjie, Mr. Yao Zeqian (appointed on 5 July 2024) and all of the independent non-executive Directors, namely Mr. Chu Chung Yue, Howard, Mr. Li Kanlin and Mr. Qi Xiaolei (appointed on 28 February 2025). Mr. Yao Yongjie is the chairman of the Nomination Committee.

The primary duties of our Nomination Committee are (i) to review the structure, size, composition and diversity of our Board on a regular basis; (ii) to identify individuals suitably qualified to become Board members; (iii) to assess the independence of independent non-executive Directors; (iv) to make recommendations to the Board on relevant matters relating to the appointment or re-appointment of Directors and succession planning for Directors; and (v) to make recommendations to the Board regarding candidates to fill vacancies on the Board and/or in senior management.

During the Review Year, 3 meetings of the Nomination Committee were held and the attendance record of each member of the Nomination Committee is set out below:

Committee members	Number of meeting attended/held
Mr. Yao Yongjie (<i>chairman</i>)	3/3
Ms. Lu Xuwen (resigned on 5 July 2024)	1/2
Mr. Yao Zeqian (appointed on 5 July 2024)	1/1
Mr. Chu Chung Yue, Howard	3/3
Mr. Li Kanlin	3/3
Mr. Fan Jianyin (resigned on 28 February 2025)	2/3
Mr. Qi Xiaolei (appointed on 28 February 2025)	0/0

CORPORATE GOVERNANCE PRACTICES

The following is a summary of the work performed by the Nomination Committee during the Review Year:

- Review the structure, size and composition of the Board and make recommendations to the Board regarding any proposed changes;
- Review of nomination policy;
- Assess the independence of the independent non-executive Directors;
- Make recommendations to the Board on relevant matters relating to the appointment or re-appointment of Directors; and
- Review of Board Diversity Policy.

The nomination policy stipulated the key nomination criteria and procedures for identifying and nominating suitably qualified candidates to join the Board. The selection criteria specified in the nomination policy include:

1. Selection Criteria

- in assessing the suitability of a proposed candidate, the Nomination Committee will consider the factors (as reference), including reputation, integrity, accomplishment and relevant experience in relation to the principal businesses of the Company from time to time, commitment in respect of available time and relevant interest, diversity in all its aspects, including but not limited to gender, age (18 years or above), cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service. These factors are for reference only, and not meant to be exhaustive and decisive. The Nomination Committee has the discretion to nominate any person, as it considers appropriate;
- retiring Directors are eligible for nomination by the Board to stand for re-election at a general meeting. For those who have served as INEDs for a period of nine consecutive years standing for re-election, the Nomination Committee will consider the independence of such Director for nomination by the Board to stand for election at a general meeting and state the reason in the circular to the Shareholders for the re-election;
- candidate(s) will be asked to submit the necessary personal information in a prescribed form, together with their written consent to be appointed as Director(s) and to the public disclosure of their personal data on any documents or the relevant websites for the purpose of or in relation to their standing for election as Director(s); and
- the Nomination Committee may request candidate(s) to provide additional information and documents, if considered necessary.

2. Nomination Procedures

- the secretary of the Nomination Committee shall call a meeting of the Nomination Committee, and invite nominations of candidate(s) from Board members if any, for consideration by the Nomination Committee prior to its meeting. The Nomination Committee may also put forward candidate(s) who are not nominated by Board members;
- for filling a casual vacancy, the Nomination Committee shall make recommendations for the Board's consideration and approval. For proposing candidate(s) to stand for election at a general meeting, the Nomination Committee shall make nominations to the Board for its consideration and recommendation;

CORPORATE GOVERNANCE PRACTICES

- until the issue of the circular to be sent to the Shareholders, the nominated persons shall not assume that they have been proposed by the Board to stand for election at the general meeting;
- in order to provide information of the candidate(s) nominated by the Board to stand for election at a general meeting, and to invite nominations from the Shareholders, a circular will be sent to the Shareholders. The circular will set out the lodgment period for the Shareholders to make the nominations. The names, brief biographies (including qualifications and relevant experience), independence, proposed remuneration and any other information, as required pursuant to the applicable laws, rules and regulations, of the proposed candidate(s) will be included in the circular to the Shareholders;
- the Shareholder can serve a notice to the company secretary within the lodgement period of its intention to propose a resolution to elect a certain person as Director, without the Board's recommendation or the Nomination Committee's nomination, other than those candidate(s) set out in the circular to be sent to the Shareholders. The particulars of the candidate(s) so proposed will be sent to all Shareholders for information by a supplementary circular;
- a candidate is allowed to withdraw his candidature at any time before the general meeting by serving a notice in writing to the company secretary;
- the Board shall have the final decision on all matters relating to its recommendation of candidate(s) to stand for election at any general meeting; and
- as there may be more candidate(s) than the vacancies available, and the "gross-vote" method will be used to determine who shall be elected as Director, the resolutions proposed for the candidate(s) by the Shareholders shall therefore take the same form as the resolutions proposed for the candidate(s) recommended by the Board.

In respect of the Board Diversity Policy, the Board is cognisant of the benefits of diversity and the Nomination Committee monitors implementation of this policy as part of the process of selecting and nominating candidates for appointment to the Board. Candidates are considered against the broad and diverse range of aspects specified in the nomination policy, which among other aspects also include gender, ethnicity and cultural background.

The role and function of the Nomination Committee are as follows:

- (a) to review the structure, size and diversity (including without limitation, gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service) of the Board at least annually and make recommendations on any proposed changes to the Board to complement the Company's corporate strategy;
- (b) to identify individuals suitably qualified to become Board members and select or make recommendations to the Board on the selection of individuals nominated for directorships. In identifying suitable individuals, the Nomination Committee shall consider individuals on merit and against the objective criteria, with due regard for the benefits of diversity on the Board;
- (c) to assess the independence of INEDs;
- (d) review the Board Diversity Policy and nomination policy, as appropriate, and review the measurable objectives that the Board has set for implementing the Board Diversity Policy and nomination policy, and the progress on achieving the objectives; and

CORPORATE GOVERNANCE PRACTICES

- (e) to make recommendations to the Board on the appointment or re-appointment of directors and succession planning for directors, in particular the chairman and the chief executive, taking into the Company's corporate strategy and the mix of skills, knowledge, experience and diversity needed in the future.
- (f) where the Board proposes a resolution to elect an individual as an INED at the general meeting, it should set out in the circular to shareholders and/or explanatory statement accompanying the notice of the relevant general meeting:
 - the process used for identifying the individual why the board believes the individual should be elected and the reasons why it considers the individual to be independent;
 - if the proposed independent non-executive Director will be holding their seventh (or more) listed company directorship, why the board believes the individual would still be able to devote sufficient time to the Board;
 - the perspectives, skills and experience that the individual can bring to the Board; and
 - how the individual contributes to diversity of the Board.
- (g) the chairman or another member of the committee shall attend the Company's annual general meetings and be prepared to respond to questions raised by shareholders on the committee's activities and responsibilities.

The Nomination Committee has been provided with sufficient resources to discharge its duties and has access to independent professional advice according to the Diversity Policy and its terms of reference, if considered necessary.

DIRECTORS' AND AUDITOR'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for preparing the financial statements of the Group. The Directors also acknowledge their responsibility to ensure the financial statements are published in a timely manner. The Directors are not aware of any material uncertainty that may cast significant doubt upon the Group's ability to continue as a going concern.

The Auditor's reporting responsibilities are set out in the section headed "Independent Auditor's Report" in this report.

AUDITOR'S REMUNERATION

For the Review Year, total fees paid/payable to McMillan Woods (Hong Kong) CPA Limited, the Group's auditor, amounted to S\$173,533 for audit services.

CORPORATE GOVERNANCE PRACTICES

RISK MANAGEMENT AND INTERNAL CONTROL

The Board acknowledges its responsibility for the Company's risk management and internal control systems, and for reviewing its effectiveness.

In meeting such responsibility, the management of the Group conducts internal audit through internal audit function which includes analysis and appraisal of the adequacy and effectiveness of the Group's risk management and internal control systems. The management then reviews the findings and summarises all material issues to the Board and Audit Committee annually.

In particular, the Group has established guidelines and procedures for the approval and control of expenditures, to ensure the reliability of the financial reporting, effectiveness and efficiency of operation and the compliance with applicable laws and regulations. Whilst these guidelines and procedures are designed to identify and manage risks that could adversely impact the achievement of the Group's business objectives, they do not provide absolute assurance against material misstatement, errors, losses, fraud or non-compliance.

The Board considers that the Group has put in place adequate measures to perform the internal audit function at different aspects of the Group. The Audit Committee and the Board have reviewed and are satisfied with the effectiveness and efficiency of the risk management and internal control systems of the Group.

INSIDE INFORMATION POLICY

The Group has established policy for ensuring that inside information is disseminated to the public in an equal and timely manner in accordance with applicable laws and regulations. Procedures such as limit access to inside information to those who need to know and requiring external parties to execute confidentiality agreement have been implemented by the Company to guard against mishandling of inside information. The Group also reminds those relevant personnel and other professional parties to preserve confidentiality of the inside information until it is publicly disclosed.

COMPANY SECRETARY

On 16 August 2018, the Board appointed Mr. Wong Ngai as the company secretary of the Company.

During the Review Year, Mr. Wong Ngai has taken no less than 15 hours of relevant continuous professional trainings to update his skills and knowledge.

CORPORATE GOVERNANCE PRACTICES

SHAREHOLDERS' RIGHTS

PROCEDURES FOR CONVENING GENERAL MEETINGS BY SHAREHOLDERS

Pursuant to article 58 of the Articles, the Board may, whenever it thinks fit, convene an extraordinary general meeting.

Extraordinary general meetings shall also be convened on the requisition of one or more shareholders holding, at the date of deposit of requisition, not less than one-tenth of the paid up capital of the Company carrying the right of voting at general meetings.

Such requisition shall be made in writing to the Board or the secretary of the Company by mail at Unit 1503, 15/F, Greenfield Tower Concordia Plaza, 1 Science Museum Road, Tsim Sha Tsui, Kowloon, Hong Kong to require an extraordinary general meeting to be called by the Board for the transaction of any business specified in such requisition. Such meeting shall be held within two months after the deposit of such requisition. If within 21 days of such deposit, the Board fails to proceed to convene such meeting, the requisitionist(s) himself (themselves) may do so in the same manner, and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Board shall be reimbursed to the requisitionist(s) by the Company.

PROCEDURES FOR PUTTING FORWARD PROPOSALS AT SHAREHOLDERS' MEETING

Shareholders are requested to follow article 58 of the Articles for including a resolution at an extraordinary general meeting. The requirements and procedures are set out above in the paragraph headed "Procedures for Convening General Meetings by Shareholders".

Pursuant to article 85 of the Articles, no person, other than a retiring Director, shall, unless recommended by the Directors for election, be eligible for election as a Director at any general meeting, unless notice in writing of the intention to propose that person for election as a Director and notice in writing by that person of his willingness to be elected shall have been lodged at the head office or at the registration office. The period for lodgment of the notices required will commence no earlier than the day after the despatch of the notice of the general meeting appointed for such election and end no later than seven days prior to the date of such general meeting and the minimum length of the period during which such notices to the Company may be given will be at least seven days.

PROCEDURES BY WHICH ENQUIRIES MAY BE PUT TO THE BOARD

The Group values feedback from shareholders on its efforts to promote transparency and foster investor relationship. Shareholders are welcomed to send their enquiries to the Board by post to the principal place of business in Hong Kong set out in the section headed "Corporation Information" in this report.

CORPORATE GOVERNANCE PRACTICES

INVESTOR RELATIONS

The Board strives to maintain on-going dialogue with shareholders and the investment community. The Company has established a shareholders communication policy to set out the Company's procedures in providing the shareholders and investment community with ready, equal and timely access to balanced and understandable information about the Company.

Latest information on the Group including, but not limited to annual and interim reports, circulars, announcements and notices of annual general meetings are updated on the website of the Stock Exchange (www.hkexnews.hk) and on the website of the Company (www.grandshorestech.com).

In addition, the Company regards the annual general meeting as an important event as it provides an opportunity for direct communication between the Board and its shareholders. Shareholders are encouraged to attend the annual general meeting, where all Board members and external auditors are available to answer questions on the Group's business.

SIGNIFICANT CHANGES IN CONSTITUTIONAL DOCUMENTS

During the Review Year, there had been no significant changes in the constitutional documents of the Company.

DIRECTORS' REPORT

The Board is pleased to submit this annual report together with the audited consolidated financial statements of the Group for the Review Year.

PRINCIPAL ACTIVITIES AND BUSINESS REVIEW

The Company is an investment holding company, and the principal activities of its principal subsidiaries are set out in note 30 to the consolidated financial statements. Further discussion and analysis of these activities as required by Schedule 5 to the Hong Kong Companies Ordinance, including a discussion of the principal risks and uncertainties facing the Group and an indication of likely future developments in the Group's business, can be found in the Management Discussion and Analysis set out on pages 4 to 9 of this Annual Report. This discussion forms part of this directors' report.

RESULTS

The results of the Group for the Review Year are set out in the section headed "Consolidated Statement of Profit or Loss and Other Comprehensive Income" on page 63 in this report.

SHARE CAPITAL

Details of movements in the share capital of the Company during the Review Year are set out in note 28 to the consolidated financial statements.

RESERVES AND DISTRIBUTABLE RESERVES

Details of movements in the reserves of the Group and the Company during the Review Year are set out in the consolidated statement of changes in equity on pages 66 and note 35 to the consolidated financial statements.

The Company did not have distributable reserve as at the end of the Review Year, calculated under the Companies Law of Cayman Islands, as it has accumulated losses.

FINAL DIVIDEND

The Board has resolved not to recommend the declaration of any final dividend for the Review Year.

DIVIDEND POLICY

Apart from compliance with the applicable legal requirements, the Company adopts a policy to set out key considerations for arriving at the dividend payment decision. Dividend payout will be decided or recommended by the Board after taking into account of the Group's immediate as well as expected prevailing financial performance, cash flow, financial position, capital commitments and future requirements as well as the general business and economic environments.

The Board will review this policy from time to time with reference to its future prospect, capital requirements and other changing circumstances both internally and externally.

DIRECTORS' REPORT

PURCHASE, SALES OR REDEMPTION OF THE COMPANY'S SECURITIES

During the Review Year, neither the Company nor any of its subsidiaries had purchased, sold or redeemed any of the Company's securities.

PROPERTY, PLANT AND EQUIPMENT

Details of movements in property, plant and equipment of the Group during the Review Year are set out in note 15 to the consolidated financial statements.

PRE-EMPTIVE RIGHTS

There is no provision for pre-emptive rights under the restated Articles or the Laws of the Cayman Islands, which would oblige the Company to offer new shares on a pro-rata basis to existing shareholders.

EQUITY-LINKED AGREEMENTS

Save for the Share Option Scheme (as defined below), no equity-linked agreements were entered into by the Company during the year or subsisted at the end of the Review Year.

DIRECTORS

The Directors of the Company during the Review Year and up to the date of this report are:

Executive Director:

Mr. Yao Yongjie (*Chairman*)

Non-Executive Directors:

Mr. Chua Seng Hai

Ms. Lu Xuwen (resigned on 5 July 2024)

Mr. Yao Zeqian (appointed on 5 July 2024)

Ms. Yu Zhuochen

Independent Non-Executive Directors:

Mr. Chu Chung Yue, Howard

Mr. Li Kanlin

Mr. Fan Jianyin (resigned on 28 February 2025)

Mr. Qi Xiaolei (appointed on 28 February 2025)

The Company has received, from each of the current independent non-executive Directors, an annual confirmation of his/her independence pursuant to the Rule 3.13 of the Listing Rules. The Company considers all of the independent non-executive Directors to be independent.

DIRECTORS' SERVICE CONTRACTS

Mr. Yao Yongjie has entered into a service contract with the Company which is not for a fixed term and could be terminated by either party by giving a specified prior notice.

Each of the non-executive Directors and independent non-executive Directors has signed a letter of appointment with the Company for a term of three years.

DIRECTORS' REPORT

Save as disclosed above, none of the Directors being proposed for re-election at the forthcoming AGM has a service contract or letter of appointment with any member of the Group which is not determinable by the Group within one year without payment of compensation (other than statutory compensation).

COMPETING INTERESTS

During the Review Year, none of the Directors had, either directly or indirectly, an interest in a business which may cause any significant competition with the business of the Group and any other conflict of interest which any such person has or may have with the Group.

FIVE YEAR FINANCIAL SUMMARY

A summary of the results and of the assets and liabilities of the Group for the last five financial years is set out on page 150.

DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS AND CONTRACTS OF SIGNIFICANCE

Saved as disclosed under the section heading "Connected Transactions", no other transactions, arrangements or contracts that is significant in relation to the Group's business to which the Company, or any of its subsidiaries was a party, and in which a Director or an entity connected with a Director had, directly or indirectly, a material interest subsisted at the end of the year or at any time during the year.

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

The biographical details of Directors and senior management of the Group are set out in the section headed "Biographical Details of the Directors and Senior Management" on pages 10 to 12.

DIRECTORS' REMUNERATION

Details of the Directors' remuneration are set out in note 12 to the consolidated financial statements.

MANAGEMENT CONTRACTS

No contracts concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or existed during the Review Year.

CHANGES TO INFORMATION IN RESPECT OF DIRECTORS

Save as disclosed elsewhere in this annual report, during the Review Year, there was no change of information which are required to be disclosed by Directors pursuant to paragraph (a) to (e) and (g) of Rule 13.51(2) of the Listing Rules.

DIRECTORS' REPORT

INTERESTS OF DIRECTORS AND CHIEF EXECUTIVE IN SHARES, UNDERLYING SHARES AND DEBENTURES

As at 31 March 2025, the interests and short positions of the Directors and chief executive of the Company in the shares, underlying shares and debentures of the Company or its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance (the “SFO”)) as recorded in the register required to be kept pursuant to section 352 of the SFO, or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers (the “Model Code”) were as follows:

Long position in ordinary shares of the Company

Name of Director	Capacity/nature	Number of shares held/interested	Approximate percentage of shareholding
Mr. Yao Yongjie (“Mr. Yao”)	Through a controlled corporation and directly beneficially owned	366,175,000 (Note 1)	30.64%
Mr. Yao Zeqian	Through a controlled corporation	365,175,000 (Note 1)	30.56%

Note:

- (1) As at 31 March 2025, 365,175,000 shares were directly held by Morgan Hill Holdings Limited (“Morgan Hill”) which is owned as to 51% by Great Scenery Ventures Limited (“Great Scenery”), a company 50% owned by each of Mr. Yao and Mr. Yao Zeqian. Mr. Yao Zeqian is the son of Mr. Yao. 1,000,000 shares were personally owned by Mr. Yao.

Long position in underlying shares of the Company

Save as disclosed above, as at 31 March 2025, none of the Directors and chief executive of the Company had any interests or short positions in the shares, underlying shares or debentures of the Company or any of its associated corporations that was required to be recorded pursuant to section 352 of the SFO, or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code.

DIRECTORS' REPORT

INTERESTS OF SUBSTANTIAL SHAREHOLDERS AND OTHER PERSONS IN SHARES AND UNDERLYING SHARES

As at 31 March 2025, the interests and short positions of 5% or more in the shares or underlying shares of the Company as recorded in the register required to be kept under section 336 of the SFO, were as follows:

Long position in ordinary shares of the Company

Name	Capacity and nature of interest	Number of shares held	Percentage of the Company's total issued share capital
<i>Substantial shareholders</i>			
Morgan Hill	Directly beneficially owned	365,175,000 (Note 1)	30.56%
Great Scenery (Note 2)	Through a controlled corporation	365,175,000 (Note 1)	30.56%
Emperor Grand International Limited ("Emperor Grand") (Note 3)	Through a controlled corporation	365,175,000 (Note 1)	30.56%
Mr. Zhu Guangping ("Mr. Zhu") (Note 3)	Through a controlled corporation	365,175,000 (Note 1)	30.56%
<i>Other persons</i>			
Mr. Leung Shek Kong	Directly beneficially owned	66,665,000	5.58%

Notes:

- (1) The shareholding interests in 365,175,000 shares of the Company represent the same block of shares.
- (2) Great Scenery's deemed shareholding interests were held by virtue of its 51% shareholding interests in Morgan Hill. Great Scenery is 50% owned by each of Mr. Yao and Mr. Yao Zeqian. Mr. Yao Zeqian is the son of Mr. Yao.
- (3) Emperor Grand's deemed shareholding interests were held by virtue of its 49% shareholding interests in Morgan Hill. Emperor Grand is wholly and beneficially owned by Mr. Zhu.

Save as disclosed above, as at 31 March 2025, no person, other than the Directors and chief executive of the Company, whose interests are set out in the section "Interests of Directors and Chief Executive in Shares, Underlying Shares and Debentures" above, had any interests or short positions in the shares or underlying shares of the Company that was required to be recorded pursuant to section 336 of the SFO.

SHARE OPTION SCHEME

The Company adopted a share option scheme (the “**Share Option Scheme**”) on 5 January 2017 (the “**Adoption Date**”). The Share Option Scheme shall be valid and effective for a period of 10 years from the Adoption Date until 4 January 2027. The terms of the Share Option Scheme are in accordance with the provisions of Chapter 17 of the Listing Rules.

The purpose of the Share Option Scheme is to provide an incentive or a reward to eligible persons for their contribution to the Group and/or to enable the Group to recruit and retain high-calibre employees and attract human resources that are valuable to the Group or any entity in which the Group holds any equity interest (“**Invested Entity**”).

The participants of the Share Option Scheme shall be:

- (1) any employee (whether full-time or part-time) of the Company, any of the subsidiaries and any Invested Entity;
- (2) any director (including executive, non-executive and independent non-executive directors) of the Company, any of its subsidiaries or any Invested Entity;
- (3) any supplier of goods or services to any member of the Group or any Invested Entity;
- (4) any customer of the Group or any Invested Entity;
- (5) any consultant, adviser, manager, officer or entity that provides research, development or other technological support to the Group or any Invested Entity; or
- (6) any person who, in the sole discretion of the Board, has contributed or may contribute to the Group or any Invested Entity eligible for options under the Share Option Scheme.

With effect from 1 April 2023, definition of eligible participants of the Share Option Scheme has complied with Rule 17.03A(1) of the Listing Rules.

The total number of Shares which may be allotted and issued upon exercise of all share options to be granted under the Share Option Scheme and any other share option scheme of the Company must not in aggregate exceed 30% of the total number of Shares in issue from time to time. The maximum entitlement of each participant under the Share Option Scheme in any 12-month period up to and including the date of grant of the options must not exceed 1% of the total number of Shares in issue. The number of share options available for grant under the scheme mandate of the Share Option Scheme at 1 April 2024, 31 March 2025 and as at the date of this report are 103,054,000.

The period during which an option may be exercised is determined by the Board at its discretion, save that such period shall not be longer than 10 years from the date of grant. The minimum period for which an option must be held before it can be exercised is determined by the Board upon the grant of an option. With effective from 1 April 2023, the company has complied with Rule 17.03F of the Listing Rules.

A consideration of S\$1 is payable on acceptance of the offer of grant of an option where the grantee should accept or decline the offer of grant of an option within the date as specified in the offer letter issued by the Company, being a date not later than 21 business days from the date upon which it is made. The exercise price of a share in respect of any particular option granted under the Share Option Scheme shall be a price determined by the Board in its absolute discretion and notified to an eligible person, and shall be at least the higher of: (1) the closing price of the shares as stated in the Stock Exchange's daily quotations sheet on the date of grant, (2) the average closing price of the shares as stated in the Stock Exchange's daily quotation sheets for the five consecutive business days immediately preceding the date of grant, and (3) the nominal value of a share on the date of grant.

DIRECTORS' REPORT

No share options were outstanding as at 31 March 2024 and 31 March 2025. During the Review Year, no share options were granted, exercised, cancelled or lapsed under the share option scheme.

DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

Saved as disclosed in this report, at no time during the Review Year and up to the date of this report was the Company or any of its subsidiaries, a party to any arrangement to enable the Directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any body corporate.

PERMITTED INDEMNITY PROVISIONS

During the year ended 31 March 2025 and up to the date of this report, the Company has in force permitted indemnity provisions for the benefits of the directors of the Company (including former directors) or of its associated companies.

MAJOR CUSTOMERS AND SUPPLIERS

The percentage of sales and purchases for the Review Year attributable to the Group's major customers and suppliers are as follow:

SALES

—	the largest customer	23.24%
—	five largest customers	58.13%

PURCHASES

—	the largest supplier	22.87%
—	five largest suppliers	60.27%

At no time during the year have the Directors, their associates or any shareholder (which to the knowledge of the Directors owns more than 5% of the Company's share capital) had an interest in the major customers and/or suppliers noted above.

RELATED PARTIES TRANSACTIONS

During the Review Year, details of the significant related party transactions undertaken in the normal course of business are set out in the note 29 to the consolidated financial statements, and none of which constitutes a disclosable connected transaction as defined under the Listing Rules.

DIRECTORS' REPORT

CONNECTED TRANSACTION

During the Review Year, the Company has no connected transaction which is subject to the reporting, annual review, announcement and independent shareholders' approval under Chapter 14A of the Listing Rules.

SUBSIDIARIES

Details of the subsidiaries of the Company are set out in note 30 to the consolidated financial statements.

SUFFICIENCY OF PUBLIC FLOAT

Based on the information that is publicly available to the Company and within the knowledge of the Directors, the Directors confirmed that the Company has maintained a sufficient amount of public float for its Shares as required under the Listing Rules as at the date of this report.

RETIREMENT SCHEME

The Group participates in the Central Provident Fund in Singapore, Mandatory Provident Fund Scheme in Hong Kong and the state-managed retirement benefits schemes in the PRC, which are defined contribution retirement plans, when employees have rendered service entitling them to the contributions. Save as the aforesaid, the Group did not participate in any other pension schemes during the Review Year.

The Group has no forfeited contributions (by employers on behalf of employees who leave the defined contribution scheme prior to vesting fully in such contributions) to offset existing level of contribution during the Review Year (2024: S\$Nil).

ENVIRONMENTAL POLICIES

The environmental policies and performance of the Group are provided in the section headed "Environmental, Social and Governance Report" in this report.

COMPLIANCE WITH LAWS AND REGULATIONS

The Group fully complies with all laws and regulations and regularly monitors and gathers information about changes in laws, rules and regulations relevant to the Group's businesses to ensure the Group's observance of those applicable laws, rules and regulations, especially those which may have material impact on the Group.

EVENTS AFTER THE REPORTING PERIOD

Details of the significant events which have been taken place subsequent to 31 March 2025 are set out in note 38 to the consolidated financial statements.

DIRECTORS' REPORT

AUDITORS

On 5 January 2024, Crowe (HK) CPA Limited ("**Crowe**") has resigned as the auditor of the Group with effect from 5 January 2024 as Crowe and the Company could not reach a consensus in respect of the audit fee of the Company for the year ending 31 March 2024. Crowe has confirmed in writing that there are no circumstances connected with its resignation which should be brought to the attention of the shareholders of the Company. With the recommendation from the Audit Committee, McMillan Woods (Hong Kong) CPA Limited ("**McMillan Woods**") has been appointed by the Board as the new auditor of the Company with effect from 5 January 2024 to fill the casual vacancy following the resignation of Crowe. There has been no change in auditors since then.

The consolidated financial statements for the Review Year have been audited by McMillan Woods (Hong Kong) CPA Limited, who will retire and, being eligible, offer themselves for re-appointment at the forthcoming AGM.

By Order of the Board

Grandshores Technology Group Limited

Yao Yongjie

Chairman

Hong Kong, 30 June 2025

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

INTRODUCTION

The Group provides integrated building services, with a focus on maintenance and installations of mechanical and electrical systems and including minor repairs and improvement works, and undertakes building and construction works in Singapore. The Group is also engaging in information technology development and application business.

The Group is pleased to publish the environmental, social and governance (“**ESG**”) report (“**ESG Report**”), which summarised the ESG management approaches, environmental and social performance of the Group for the year ended 31 March 2025 (the “**Review Year**”).

BOARD STATEMENT

The Board of Directors (the “**Board**”) values environmental sustainability and has been striving to integrate the concept into every part of the Group’s daily business operations. The Board has incorporated the ESG issues into the Group’s business strategy. To enhance the Group’s resilience and adaptive capacity to potential ESG-related risks and opportunities, all potential ESG issues are covered and evaluated in the annual risk assessment.

The Group has a well-established governance structure to effectively oversee its ESG issues and manage its sustainability performance. The Board has the ultimate responsibility for overseeing the Group’s ESG-related risks and opportunities, establishing the ESG-related strategies and targets of the Group, and reviewing the Group’s performance annually against the ESG-related targets.

Power and authority were delegated to the Group’s executive committee and department heads to handle all ESG-related matters with work of formulating the ESG strategies, executing ESG plan, identifying ESG-related risk and achieving the ESG related goals set up by the executive committee. The Board required the executive committee to provide updates on ESG related laws and regulations, the process and difficulties during implementation.

The executive committee will also regularly review the implementation effectiveness of relevant ESG associated issues, environmental targets are being approved by the Board and required to be updated and cope with the latest regulatory requirements before issuance of ESG Report.

To ensure all the long-term sustainability goals and targets are relevant to the Group, the Board keeps track and continuously reviews the sustainability priorities through regular stakeholder engagement and embeds the results into the Group’s sustainability initiatives and strategies. The Board also takes into consideration the industry practices, international trends, benchmarks against peers in setting and evaluating the Group’s environmental and social key performance indicators as well as other ESG topics that are material to the Group’s principal business.

REPORTING BOUNDARIES AND PRINCIPLES

The boundary is consistent with the business units stated in the annual report, which covers the Group’s business operations in relation to (i) provision of maintenance and/or installations of mechanical and electrical systems including minor repairs and improvement works; (ii) provision of building and construction works; and (iii) the Group’s information technology development and application business, including provision of services related to blockchain technology and other internet applications, as well as digital assets trading.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

The ESG Report was prepared in accordance with the ESG Reporting Guide as set out in Appendix C2 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “HKEX”) and is in adherence with the ESG reporting principles of materiality, quantitative, balance and consistency. In preparing the ESG Report, The Group has adopted the international standards and emission factors specified in the guidance materials on ESG issued by HKEX for computing the relevant KPIs, and there is no change from previous year in the way the ESG Report has been prepared, unless otherwise stated.

The Group has complied the Report in adherence with the following ESG reporting principles:

Materiality: The Group selected and identified material ESG issues that are significant to the stakeholders and the Group by stakeholder engagement and materiality assessment. The information of the materiality assessment has been disclosed in the relevant section under the ESG Report.

Quantitative: Information of the standards, methodologies, and source of conversion factors used, for the reporting of emissions and energy consumption has been disclosed. Please refer to the relevant section in the ESG Report for details.

Balance: The ESG Report presented the Group’s environmental and social performance in an impartial basis to provide an objective reporting disclosure for readers.

Consistency: The methodology adopted for disclosing key environmental and social performance indicators is consistent with that of the previous review year.

STAKEHOLDERS ENGAGEMENT

The Group believes that maintaining continuous communication with its stakeholders enables the Group to have a sound grasp of the potential impacts of its business strategies and make informed decisions. Being transparent and honest to the Group’s stakeholders is one of the key activities to maintain sustainable development. The following table summarised the aspects that each stakeholder is concerned about and the corresponding communication channels:

Stakeholders	Areas of Concerns and expectations	Communication channels
Shareholders	- Investment returns - Sustainable business development - Transparent financial information	- Company website - General meetings - Corporate reports and announcements
Employees	- Good work environment - Business sustainability and job security - Career development and promotion - Remuneration and benefits, recognition and reward - Career development - Remuneration and benefits - Occupational health and safety	- Emails and suggestion box - Employee meeting - Annual employee performance review - Employee training - Team building activities
Customers	- Quality product and services - On-time delivery - Reasonable prices and personal data protection	- Customer feedback and complaints - Customer visit
Suppliers/Subcontractors	- Business opportunities, mutual beneficial relationship for sustainable business - Fair and open competition - Effective collaboration	- Supplier qualification and performance assessment - On-going direct engagement - Regular site inspection

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Stakeholders	Areas of Concerns and expectations	Communication channels
Regulatory agencies	- Compliance with relevant laws and regulations - Prevention of tax evasion - Information disclosure and reporting materials	- Company website and announcements - Inspections - Tax returns and other information
Community	- Community development - Employment opportunities - Environmental protection - Social welfare	- Community activities - Press releases and announcements

MATERIALITY ASSESSMENT

To ensure the effectiveness of stakeholders engagement, the Group has conducted a materiality assessment in this ESG Report. The Group identified the following ESG issues based on the existing operations, and taking into the consideration of the disclosure requirements of “Environmental, Social and Governance Reporting Guide”.

The Group will regularly review the material issues to ensure that the importance of each aspect of issues to different stakeholders can be accurately addressed. During the Review Year, no significant change in the material ESG issues was identified as there was no material change in the Group’s operation scope.

The Group’s materiality table for the Review Year is as follows:

Subject Areas	Aspects	ESG issues
A. Environmental	A1: Emissions	Air emissions
		Greenhouse gas emissions
		Non-hazardous waste
	A2: Use of Resource	Energy saving
		Water consumption
B. Social	B1: Employment	Employee policy
	B2: Health and Safety	Safe working environment and protecting employees from occupational hazards
	B3: Development and Training	Staff training
	B4: Labour Standards	Prohibition of child labour and forced labour
	B5: Supply Chain Management	Selecting suppliers and subcontractors based on their awareness of environmental and social responsibility
	B6: Services Responsibility	Services quality
		Protecting customers’ privacy
	B7: Anti-corruption	Anti-corruption
	B8: Community Investment	Community investment

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

A. ENVIRONMENTAL

The Group endeavours to operate and develop its business in a sustainable manner by striking a balance between economic development and environmental protection. As such, the Group strives to minimise the negative impact on the environment resulting from its business operation. The Group has established an environmental management system in accordance with the ISO 14001 (Environmental Management System) for the provision of integrated building services works and building and construction works to govern ESG-related aspects of the Group's operations.

During the Review Year, the Group has complied with all applicable environmental protection laws and regulations in Singapore, including but not limited to the Environmental Public Health Act (Chapter 95), the Environmental Protection and Management Act (Chapter 94A), and the Environmental Protection and Management (Control of Noise at Construction Sites) Regulations of Singapore.

A1. Emissions

A1.1 Air emissions from the use of vehicles

The Group's air emissions are mainly derived from the combustion of fuels in motor vehicles. As at 31 March 2025, the Group owned 52 motor vehicles (as at 31 March 2024: 49) and the details of the air emissions data for the respective year set out as follows:

For the year ended 31 March			
	Unit	2025	2024
Nitrogen oxides (NO _x)	kg	1,949.23	1,772.11
Sulphur oxides (SO _x)	kg	3.20	3.12
Particulate matter (PM)	kg	181.18	164.68

Please refer to the paragraphs headed "A1.5. Measures to mitigate emissions" below in this section of the ESG Report for further details of fuel-saving practices.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

A1.2 Direct (scope 1) and indirect (scope 2 and 3) greenhouse gases (“GHG”) emission

For GHG emission, the major direct emission (scope 1) is contributed by the combustion of fuels in motor vehicles, while the energy indirect emission (scope 2) is resulted from the electricity consumption and other indirect emission (scope 3) is resulted from the paper disposal. Details of the GHG emission data for the respective year set out as follows:

		For the year ended 31 March	
	Unit	2025	2024
Scope 1: Vehicle combustion	tonnes CO ₂ e	550.78	536.63
Scope 2: Electricity consumption	tonnes CO ₂ e	117.22	97.43
(Note)	tonnes CO ₂ e	12.14	13.51
Scope 3: Paper disposal	tonnes CO ₂ e	680.14	647.57
Total GHG emissions	tonnes CO₂e	1.37	1.40
Emission intensity	tonnes CO ₂ e/staff		

Note: Scope 2 GHG emission data is calculated based on “How to prepare an ESG Report — Appendix 2: Reporting Guidance on Environmental KPIs” issued by the HKEX and the latest electricity grid emissions factors issued by Energy Market Authority of Singapore.

The usage of vehicles and paper depends on the number of projects and requirements of each project. As the amount of the integrated building services works and building construction works performed during the Review Year increased as compared to the year ended 31 March 2024, the usage of vehicles and electricity increased accordingly. The overall emission intensity decreased during the Review Year as compared with the last reporting period, which was due to the fuel-saving measures, energy-saving measures and the Group’s waste management as described below.

Please refer to the paragraphs headed “A1.5. Measures to mitigate emissions” and “A1.6. Waste management” below in this section of the ESG Report for further details of the fuel and energy-saving measures as well as the waste management.

A1.3 Hazardous waste produced

Due to the business nature and to the best knowledge of the Directors, the Group did not generate any amount of hazardous waste in the course of its operation during the years ended 31 March 2025 and 2024.

A1.4 Non-hazardous waste produced

In the building and construction projects, the Group typically subcontracts out the majority of the site works to subcontractors, and the Group’s role is mainly to focus on project management and to ensure that the works are performed by its subcontractors properly and on a timely basis in accordance with the contract specifications and customers’ requirements. Therefore, the Group considers that the construction and demolition waste produced by the Group as insignificant. The Group has its own policies in monitoring and managing environmental and social risks of its subcontractors. Please see the paragraph headed “B5. Supply chain management” below of the ESG Report for further details.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

The major source of the Group's non-hazardous waste is the paper being disposed. Details of the paper usage for the respective year set out as follows:

	Unit	For the year ended 31 March	
		2025	2024
Paper usage	kg	2,529	2,814.5
Paper usage intensity	kg/staff	5.08	6.11

The usage of paper depends on the number of projects and requirements of each project. Despite the amount of the integrated building services works and building construction works performed during the Review Year increased as compared to the year ended 31 March 2024, the usage of paper and paper usage intensity decreased during the Review Year as compared with the last reporting period, which was primarily driven by the waste reduction practices as discussed below.

Please refer to the paragraphs headed "A1.6. Waste management" below in this section of the ESG Report for further details of waste reduction practices.

A1.5 Measures to mitigate emissions

All practicable practices are adopted to closely monitor and mitigate the environmental impact of the operations.

Although the Group is expected to expand its business operation and headcounts in the coming years, the Group targets to maintain its GHG emissions intensity derives from the combustion of fuels in motor vehicles and electricity consumption at the level no greater than the base line of the year ended 31 March 2022 in the coming years by the below measures.

For the air emission and GHG emissions derived from the combustion of fuels in motor vehicles, the Group has implemented the following measures, which includes but not limited to:

- Undergoing regular maintenance for the motor vehicles;
- Instructing drivers to switch off idling engines;
- Coaching its drivers to minimise fuel usage; and
- Closely monitoring the fuel consumption of its motor vehicles.

For the GHG emissions derived from the electricity consumption, the Group has implemented the following measures, which includes but not limited to:

- Switching off the lights, air-conditioners and electronic appliances when not in use;
- Placing reminders near all its switches to remind its employees to switch off all electricity when not in use;

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

- Designating a worker to be responsible to switch off all machines and equipment such as printers, lights, air-conditioners and fans at the end of the day; and
- Setting the temperature of the office's air conditioner to 25.5 Degree Celsius.

A1.6 Waste management

With the aim of minimising the environmental impacts from non-hazardous wastes generated from the business operations, the Group adopts green office practices to reduce paper usage and the impact on the environment. Employees in the Group have been encouraged to sort recycled wastes into appropriate containers.

Although the Group is expected to expand its business operation in the coming years, the Group targets to maintain paper consumption intensity at the level no greater than the base line of the year ended 31 March 2022 in the coming years by the below measures.

The Group encourages its employees to reduce paper consumption by (a) using electronic media for internal communication; (b) printing only when necessary; and (c) when printing is necessary, the employees are reminded to adapt the following measures, which includes but not limited to:

- Using suitable font size or shrinkage mode to minimise pages;
- Reusing single-sided paper to minimise paper usage, provided that the paper does not contain any confidential information;
- Deploying recycling bins to collect used paper products such as waste papers, posters, letters and envelopes;
- Using double-sided printing where feasible and appropriate;
- Writing on both sides of the papers where feasible and appropriate; and
- Bringing their own cup and avoid using paper cups.

A2. Use of Resources

The Group's policies on the efficient use of resources primarily reflect on the concept of "Reduce/Reuse/Recycle". Regular campaigns and training are provided to the Group's employees to cultivate such concept into their mindset. One of the Group's policies is the provision of recycling bins for different types of waste such as paper, drink cans and plastic bottles. Old and replaced air-conditioners, fans and other building systems from the provision of integrated building services works are sometimes reused in the Group's temporary site offices and meeting rooms (where appropriate).

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

A2.1 Energy consumption

Details of the energy consumption for the respective year set out as follows:

	Unit	Year ended 31 March	
		2025	2024
Fuel consumption (<i>Note</i>)	kWh	2,128,351.37	2,074,359.50
Electricity consumption	kWh	272,496.80	229,620.35
Energy consumption	kWh	2,400,848.17	2,303,979.85
Energy consumption intensity	kWh/staff	4,820.98	4,997.79

Note: The unit of fuel consumption data was converted from litre to kilowatt-hour based on “How to prepare an ESG Report — Appendix 2: Reporting Guidance on Environmental KPIs” issued by the HKEX.

As mentioned above, the amount of the integrated building services works and building construction works performed during the Review Year increased as compared to the year ended 31 March 2024, the usage of vehicles and electricity increased accordingly. The energy consumption intensity decreased during the Review Year as compared with the last reporting period, which was due to the fuel-saving measures and energy-saving measures as described above.

Please also refer to the paragraphs headed “A1.5. Measures to mitigate emissions” above in this section of the ESG Report for the Group’s fuel-saving and energy-efficient practices.

A2.2 Water consumption

The Group does not primarily engage in businesses which produce a large amount of industrial waste water.

Details of the water consumption for the respective year set out as follows:

	Unit	Year ended 31 March	
		2025	2024
Water consumption	m ³	5,909.30	6,493.80
Water consumption intensity	m ³ /staff	11.87	14.09

Despite the increasing amount of integrated building works and building construction works performed during the Review Year, the Group’s water consumption and water consumption intensity decreased during the Review Year as compared with the last reporting period, which was due to the water-saving practices as discussed below in the paragraph “A2.4 Sourcing water” in this section of the ESG Report for further details of water-saving practices.

A2.3 Energy efficiency target

Although the Group is expanding its business operation and headcounts in the coming years, the Group targets to maintain its energy consumption intensity at the level no greater than the base line of the year ended 31 March 2022 in the coming years. Please also refer to the paragraphs headed “A1.5. Measures to mitigate emissions” above in this section of the ESG Report for the Group’s energy-efficient practices.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

A2.4 Sourcing water

The Group has not experienced any difficulties in sourcing water that is fit for purpose.

Notwithstanding the planned expansion of the Group in the coming years, the Group targets to maintain the water consumption intensity at the level no greater than the base line of the year ended 31 March 2022 in coming years by the following ways:

- Checking the Group's water consumption regularly and repair leakages and broken pipes in a timely manner;
- Placing notices near its water taps to remind its employees to turn off the tap after using; and
- Maintain regular inspections of water facilities, plumbing and flushing systems to prevent water dripping and leakage, in order to effectively eliminate water wastage.

A2.5 Packaging material used

Due to the nature of the Group's business, no packaging material is consumed in its business operation.

A3. The Environment and Natural Resources

Save as disclosed in the paragraphs headed "A1. Emissions" and "A2. Use of resources" above, the Group's operating activities have no significant impact on the environment and natural resources. Notwithstanding the aforementioned, the Group strives to minimise the negative environmental impacts. The Group has adopted an environmental management system and policies certified to be in compliance with the standard under ISO 14001. The Group also embarks on the Green & Gracious scheme initiated by the Building and Construction Authority. The implementation of the Green and Gracious practices enhance and complement the Group's environmental management system as well as raising the environmental consciousness and professionalism of the Group's project teams. From time to time, the Group will review and assess its actual and potential environmental-related risks regularly and formulate appropriate mitigation measures if necessary.

The Group is aware of its responsibility to the environment and the general public, hence the Group is dedicated to work closely with the communities affected by its business operation. Due to the business nature, the Group recognises its contract works potentially contribute to noise pollution and nuisance to the surrounding community and environment. Adhering to the applicable laws and regulations of construction noise control, the Group has deployed the following measures:

- Controlling noise at source and deploying of low emitting noise equipment/maintenance of equipment;
- Scheduling of activities to avoid time slot where surrounding neighbours can be adversely affected; and
- Setting up of noise monitoring system to ensure that noise emission is kept within limits.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

A4. Climate change

Extreme weather has been one of the most concerned issues in recent decades. The Group recognises that it may be exposed to the climate change risks which may have impact on the Group's business operations. As such, the Group has considered the potential climate-related risks in respect of the recommendations of the task force on climate-related financial disclosure, which are the physical risks such as extreme weather conditions and transition risks such as regulatory change or emerging technologies are summarised as below:

Risks type	Potential implications	Mitigation strategy
Physical risks	- Acute physical risks: the increased severity of extreme weather events (e.g. heavy rain warning and hurricane) may cause damage to the Group's office buildings, site environment and construction equipment, which may lead to the delay in project timelines, the increased in operational costs, and the interruption of the Group's business operation; and - Chronic physical risks: the changes in precipitation and weather patterns (e. g. flooding caused by heavy rainfall and heatwaves) and the rising temperatures may create hard working conditions for construction workers and result in submersion and damage to the office building and construction materials and equipment, thereby delaying project timelines. Additionally, more energy consumption caused by heatwaves may render higher operational and maintenance costs.	The precautionary measures include setting up work arrangements for extreme weather conditions such as heavy rain warning, hurricane, flooding and heatwaves. At construction site, the Group would install temporary structures to prevent losses and incidents arisen from flooding to protect the Group's asset and to ensure safety working environment.
Transition risks	- Policy risks: the changes in environmental-related regulations and energy efficient requirements may increase the Group's operational costs in adopting the new practices; and - Technology risks: the development and the use of machineries and or materials that are more environmentally friendly may impose additional operational costs.	The Group will continue to monitor the coming new launch of national strategies, policies and regulations and the new technology available and their associated impacts on its financial status and assets as well as the operational control of the Group's businesses, so as to get earlier preparation for climate mitigation and adaptation.

The Group will also continuously improve and raise awareness in relation to the climate change by reviewing the current measures and monitoring the potential impact.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

B. SOCIAL

The Group views its employees as the most valuable assets to the Group. The Group is committed to build a healthy and supportive workplace for its employees to advance their career progression and enhance their professional development. Looking ahead, the Group will continue to do its best to cater the needs of employees to enable them to thrive and grow with the Group.

As an equal opportunity employer, the Group complies with all relevant employment laws and regulations that have a significant impact on it, including but not limited to the employment act of Singapore (the “**Employment Act**”), the Employment of Foreign Manpower Act, Work Injury Compensation Act, Central Provident Fund Act (Chapter 36) of Singapore and the Workplace Safety and Health (Risk Management) Regulations in Singapore. Not only that, the Group also has obtained ISO 9001 as a recognition of its quality management system as well as OHSAS 18001 as a recognition of its compliance with occupational health and safety requirements. During the Review Year, the Group did not identify any breaches of relevant employment laws and regulations.

B1. Employment

Human Resources Policies

Employees’ remuneration is commensurate with their job nature, qualifications and experience. Salaries and wage rates are usually subject to an annual review that are based on performance appraisals and other relevant factors. The Group strongly encourages internal promotion and a variety of job opportunities are offered to existing staff when it is best suited.

The Group ensures all employees are protected under the employment protection laws of Singapore or equivalent national regulations, the Group’s procedures generally include:

- when an employee has handed in his/her resignation letter or being laid off, the Group’s human resources staff will interview him/her to find out the reason of resignation;
- when the Group terminates an employment contract, the dismissed employee shall be given his/her due notice or wages in lieu of notice, and the notice should not be served during his/her annual leave and maternity leave;
- an employee cannot be dismissed when she has been confirmed pregnant by a qualified medical doctor or have given notice of pregnancy to the Group; and
- an employee cannot be dismissed when he/she takes a paid medical leave.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Recruitment

When there is a need for a job position to be filled, the department head will complete and submit approved hiring requisition form to Human Resource (“HR”) department for processing. HR department will then proceed for job vacancy posting. The HR staff will find out the job responsibilities and screen the job applicants to find the right fit for the job without discrimination. The Group welcomes candidates with different background to bring diversity into the Group. The HR manager will then consult with the general manager in deciding on job applicants to be selected for an interview. In Singapore, all companies must comply with the Tripartite Guidelines on fair Employment Practices and adopt fair employment practices that are open, merit-based and non-discriminatory. The Group makes reasonable efforts to attract and consider Singaporeans for job positions on merit and to train and develop their potential and careers. Examples of such efforts in the Group’s operation in Singapore include:

- ensuring that job positions must be open to Singaporeans; and
- developing skills and expertise of Singaporean employees for higher level jobs.

Additionally, in compliance for jobs bank advertising under the fair consideration framework, the Group’s job advertisement posted:

- is open to Singaporeans; and
- is compliant with Tripartite Guidelines on Fair Employment Practices by avoiding stating a preference for nationality, age, gender, race, religion, marital status, family responsibilities.

The Group also does not include words or phrases that exclude Singaporeans or indicate preference for non-Singaporeans.

Successful interviewees will be awarded with a letter of appointment. Confirmed employees are entitled to all sorts of different employee benefits including but not limited to medical benefits, insurance coverage, allowance for certain expenses incurred in the course of work, etc.

Dismissal

In Singapore, for dismissal due to misconduct (S14) of Employment Act, employers may dismiss an employee, without notice and without salary in lieu of notice if he/she is found guilty of misconduct. Also, employer must establish misconduct through due inquiry before deciding whether to dismiss the employee or take other forms of disciplinary action. Examples include theft, dishonest, disorderly or immoral conduct at work (fighting, sexual harassment), wilful insubordination etc. The Group has established misconduct through due inquiry and the person hearing the inquiry is not in a position which may suggest bias, in order to achieve fairness to all employees.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Staff Welfare

Working hours and rest period falls under part IV of the Employment Act. All of the Group's on-site workers and supervisors are covered under part IV of the Employment Act. In Singapore, normal contractual hours are 44 hours a week. All of the office and site staff normal contractual working hours are less than or equal to 44 hours a week. In Singapore, employees covered under part IV of Employment Act are:

- entitled to at least one rest day per week, comprising one whole day;
- rest day is not a paid day; and
- fixed rest day is determined by employer, it can be a Sunday or any other day of 24 hours (from midnight to midnight).

If an employee is needed to work on their rest day, employer must seek employee's agreement and pay employee two days of salary if the employee works for more than half of the daily contractual working hours. All of the Group's staff has a fixed rest day on Sunday as part of the employment contract and employees are not compelled to work on the rest day. In the event when employee on-site is required and agrees to work on their rest day, their salary will be calculated as per statutory requirement. The Group's payslips and attendance records are fully compliant with all applicable laws and regulations relating to working hours and rest periods.

All employees are given a staff handbook which they are required to adhere to. The staff handbook detailed out the general terms and conditions of employment as well as certain employment procedures of the Group. It includes conditions of employment, holidays and leaves, employee benefits and welfare, performance appraisal and promotion, code of conduct, working hours, rest periods and other matters such as disposal of confidential papers and energy conservation.

Equal opportunity, diversity and anti-discrimination

The Group is committed to equal opportunities and being open to diverse perspectives and characteristics. Pursuant to the Group's staff handbook, recruitment and selection policy and employee performance review policy, all existing and prospective employees are fairly treated and selected on the basis of merits (e.g. personal experience, qualifications and competencies), during the process of recruitment, transfer, promotion and performance appraisal, without prejudice to gender, age, race, religion, national origin, family status, disability and other factors unrelated to the position. All employees are protected under the relevant laws and the Group's policies on diversity and inclusion, and any forms of harassment in our workplace are strictly prohibited. The Group treats every member of its employees as part of its big family, whether it is managerial, executive or rank- and-file employee positions.

To attract, retain and motivate employees, the Group is committed to offer professional development opportunities and a healthy work environment for all employees and on-site staff. One of the main tasks of the Group is to ensure the wage rates of its employees are reasonable and competitive among its peers in the market. In addition, the Group's employees' total remuneration including basic salary and bonus system are unbiased and correlated with their individual performance.

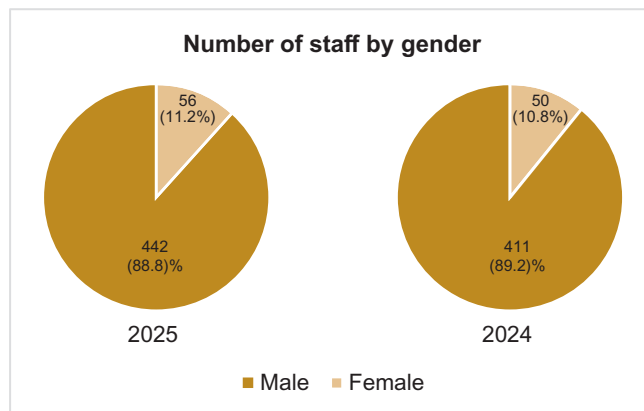
ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

The Group maintains high standards of business ethics and sustain good personal conduct of its employees. The Group's staff handbook and internal control manual are readily accessible to all employees. The Group's standards on employment and labour standards are similar within Singapore and outside of Singapore.

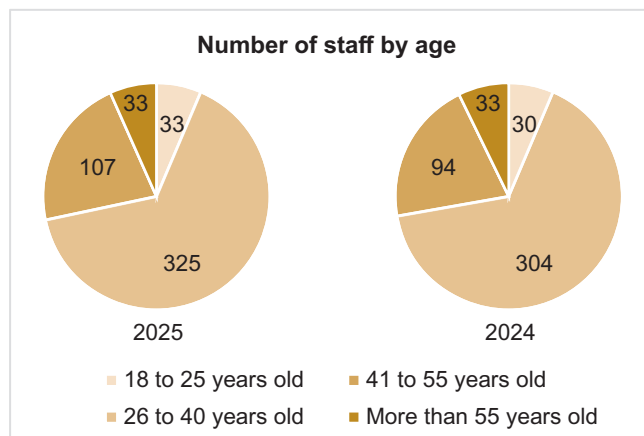
During the Review year, the Group had no violations with any laws and regulations that have a significant impact on the Group relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, child labour, forced labour and other benefits and welfare.

B1.1 Total workforce

As at 31 March 2025, the Group had 498 staff (as at 31 March 2024: 461 staff). The staff composition of the Group as at 31 March 2025 and 2024 are as follows:

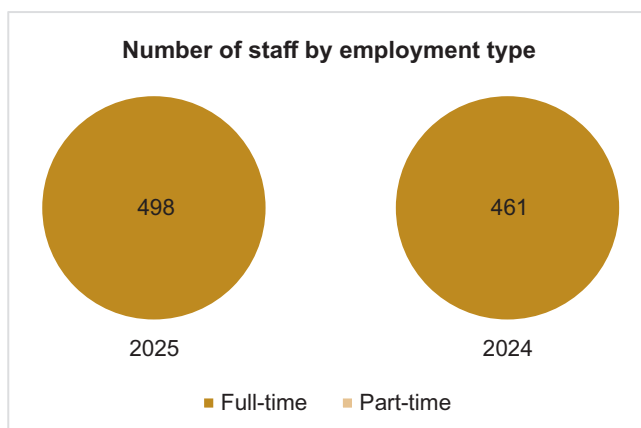


Number of staff by gender	As at 31 March 2025	As at 31 March 2024
Male	442	411
Female	56	50

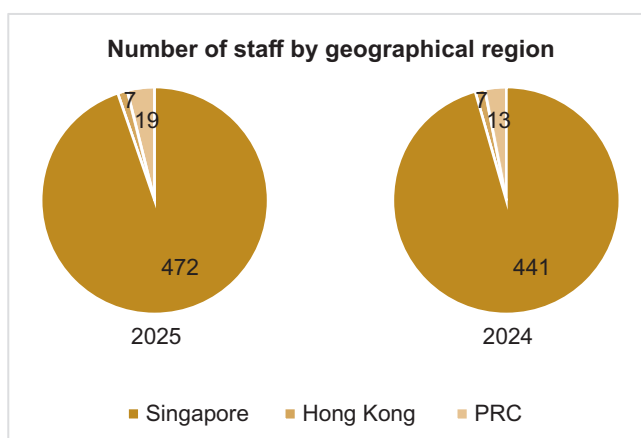


Number of staff by age group	As at 31 March 2025	As at 31 March 2024
18 to 25	33	30
26 to 40	325	304
41 to 55	107	94
More than 55	33	33

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



Number of staff by employment type	As at 31 March 2025	As at 31 March 2024
Full-time	498	461
Part-time	–	–



Number of staff by geographical region	As at 31 March 2025	As at 31 March 2024
Singapore	472	441
PRC	19	13
Hong Kong	7	7

B1.2 Turnover rate

During the year ended 31 March 2025 and 2024, the turnover rates of the Group's staff are as follows:

Turnover rate by gender	As at 31 March 2025	As at 31 March 2024
Male	16.1%	2.4%
Female	16.1%	12.0%

Turnover rate by age group	As at 31 March 2025	As at 31 March 2024
18 to 25	15.2%	6.7%
26 to 40	18.2%	4.3%
41 to 55	11.2%	1.1%
More than 55	12.1%	0%

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Turnover rate by geographical region	As at 31 March 2025	As at 31 March 2024
Singapore	15.3%	3.6%
PRC	42.1%	0%
Hong Kong	0%	0%

B2. Health and Safety

The Group recognised the importance of maintaining a safe, effective and congenial working environment and policies to provide sufficient protection to its staff. Under the Workplace Safety and Health (Risk Management) Regulations, employers must provide a safe working environment and protecting employees from occupational hazards. Hence, the Group has put various occupational health and safety measures in place and regularly perform check on the working environment and staff facilities. Not only that, the Group has obtained OHSAS 18001 as a recognition of its compliance with occupational health and safety requirements.

B2.1 Number and rate of work-related fatalities

During each of past three financial years, there were no reported cases of work-related fatalities.

B2.2 Lost days due to work injury

The Group did not involve any work injury during the Review Year.

B2.3 Occupational health and safety measures adopted

The Group's occupational health and safety management system include, among others, the following four steps:

1. Hazard identification, risk assessment and controls' determination

The Group maintains a list of relevant occupational and health safety hazards, based on analysis of its services and works performed, inspection reports and incident reports. Upon identification of the potential hazards, a risk assessment will be carried out to designate certain potential hazards as significant. Particular attention will be paid to these significant hazards during the Group's formulation and implementation of controls. The list of potential hazards is reviewed and changes are updated on an annual basis.

2. Legal and regulatory compliance

The Group maintains a list of applicable occupational health and safety regulations and ensures that this is up-to-date. Changes to these rules and regulations will be communicated to the Group's relevant departments and evaluation of the Group's occupational health and safety compliance will be carried out.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

3. *Objectives, targets and key performance indicators*

The Group has a key target of zero incident relating to occupational health and safety. The performance indicators are clearly defined, measured in terms of number of incidents.

4. *Training and responsibility of the employees*

The Group provides training to its employees and subcontractors to educate them to prevent accidents and injuries, and promoting a healthy lifestyle. The Group encourages every employee to take responsibility in taking care of himself/herself and his/her fellow colleagues.

During the Review Year, the Group has complied with all the relevant health and safety laws and regulations in Singapore, including but not limited to the Workplace Safety and Health Act (Chapter 354A), the Work Injury Compensation Act (Chapter 354), the Workplace Safety and Health (Registration of Factories) Regulations 2008, Workplace Safety and Health (Safety and Health Management System and Auditing) Regulations 2009, the Workplace Safety and Health (Construction) Regulations 2007 and the Work Injury Compensation Bill 2019 of Singapore.

During the Review Year, the Group was not aware of any material non-compliance with laws and regulations that have a significant impact on the Group relating to providing a safe working environment and protecting employees from occupational hazards.

B3. Development and Training

The Group is committed to providing staff training and development programmes designed to help its employees enhancing their knowledge and skills to meet the challenges of a changing era. The Group recognises that the knowledge and skills of its employees are vital to its continued business development and success, the Group, therefore, encourages its staff to pursue further with their professional development. The Group nominates staff to attend both internal and external training programmes from time to time and when appropriate. The Group's training programmes range from professional and technical training to personal development skills. In addition, the Group provides adequate job training to employees in order to equip them with practical knowledge and skills to tackle situations and challenges encountered in diverse work sites. To continuously attract new talents, the Group also provides education subsidies to encourage its staff in further developing their skills and broaden their knowledge.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

B3.1 The workforce trained during the Review Year

Employee Category	Gender	For the year ended 31 March	
		2025	2024
Management	Male	38%	20%
	Female	0%	N/A
Office Staff	Male	12%	10%
	Female	15%	8%
Site Staff	Male	36%	40%
	Female	N/A	N/A

B3.2 The average training hours completed per employee during the Review Year

Employee Category	Gender	For the year ended 31 March	
		2025	2024
Management	Male	15 hours	30 hours
	Female	0 hours	N/A
Office Staff	Male	8 hours	20 hours
	Female	12 hours	20 hours
Site Staff	Male	18 hours	50 hours
	Female	N/A	N/A

During the Review Year, the Group recorded an overall decrease in average training hours completed per employees as compared to the year ended 31 March 2024. Such decrease was mainly because in the prior years following the COVID-19 shutdown, (i) the Group had organised more training, which focused on pandemic-related safety measures; and (ii) the Singapore Government introduced a series of industry reforms and updates following the COVID-19 shut down, prompting the Group to conduct further trainings session to familiarise its staff with relevant regulatory changes in the prior years.

During the Review Year, fewer training sessions were conducted as the staff had already become well-versed in the relevant pandemic-related safety measures, and there were fewer regulatory reforms and updates during the Review Period, which led to fewer average training hours completed per employees as compared to the prior years.

B4. Labour Standards

The Group advocates a community spirit that thrives on mutual respect and equal opportunities. The Group firmly complies with equal opportunities legislation and to ensure diversity and equality, the Group's selection process is non-discriminatory and is solely based on the employees' performance, experience and skills. Employees are also encouraged to discuss their targets in job advancement and career development with their senior management.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

B4.1 Measures to avoid child and forced labour

The Group is fully committed to comply with the equal opportunities legislations as well as any relevant law and regulation and does not engage in any forced or child labour. In Singapore, employers need to comply with employment of children & young persons under the Employment Act. The Group does not employ any children or young persons less than the age of 16. The HR staff will check the age of each candidate before signing the employment contract with the candidate. Additionally, the Group aims to provide a conducive working environment that is characterized by equality and mutual respect. Also, none of the Group's employees should be made to work against his/her will or work as bonded/forced labour, or subject to corporal punishment or coercion. The human resources department and the site foremen are responsible for the implementation of this policy.

B4.2 Steps to eliminate such practices when discovered

If there is any irregularities on child labour and forced labour, employment with all these candidates will be immediately terminated. The Group would also take responsibility for investigation.

During the Review Year, the Group had no violations with any laws and regulations that have a significant impact on the Group relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, preventing child and forced labour, and other benefits and welfare.

B5. Supply Chain Management

The Group highly values the long-term cooperation and strategic partnership with its business partners, including its subcontractors and suppliers, which is crucial to mutually sustain the Group's competitive advantage in the industry. The Group endeavors to operate with suppliers and subcontractors who share similar values and uphold high standards of business ethics, quality-safety-environment management and labour management.

B5.1 Number of suppliers

During the Review Year, the Group has 239 suppliers (year ended 31 March 2024: 232 suppliers), including material suppliers and subcontractors. During the Review Year, 230 (year ended 31 March 2024: 230) of the Group's suppliers and subcontractors for integrated building services and building construction works businesses are based in Singapore, while 9 suppliers (year ended 31 March 2024: 2) are based in the PRC.

B5.2 Procedures for engaging suppliers and subcontractors

The Group has established a sound procurement management system in supplier selection and performance assessment to ensure the purchase of materials and procurement of services are in a systematic manner and meet the customer requirements as well as the level of the Group's social and environmental awareness.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

For projects where the Group is the main contractor, its subcontractors are required to adhere to the Group's Integrated Management System ("IMS") policy, which comprises of (i) ISO 9001 (Quality Management System); (ii) OHSAS 18001 (Occupational Health & Safety Management System); and (iii) ISO 14001 (Environmental Management System). The Group will perform assessments on all its suppliers and subcontractors prior to engaging them and inclusion in its approved suppliers list and its approved subcontractors list (the "**Approved Lists**"). One of the criteria in the Group's assessment relates to the existence and performance of the suppliers' and subcontractors' environmental, health and safety system. The Group also monitors and assesses its suppliers and subcontractors annually whereby those with poor performance will be removed from the Approved Lists.

B5.3 Practices used to identify environmental and social risks

The Group places a huge emphasis on the environmental and social risks of its suppliers and subcontractors with an aim to reduce the impact of its suppliers and subcontractors on the environment and the society.

Environmental and social responsibility of the suppliers

The Group's materials are purchased from qualified suppliers whose products meet the requirements of applicable environmental law and regulations. The tools and equipment are all inspected and evaluated to be in safe condition.

Environmental and social responsibility of the subcontractors

The Group provides on-site training to its subcontractors, and the Group's site foremen regularly inspect the practices of its subcontractors in order to achieve efficient use of resources and minimize emission of greenhouse gas. Any findings on environmental issues were recorded and passed on to corresponding subcontractors for their actions and improvements. Workers and subcontractors were required to report to the site agents or the safety officers immediately on any significant incidents and environmental risks.

Action of reduce work, suspending contract or replacing subcontractors may be taken to subcontractors who have subsequently failed to meet the Group's standard or those that have already experienced serious environmental pollution and safety accidents.

B5.4 Practices used to promote environmental preferable products and service when selecting supplier and subcontractors

To promote environmental preferable products and service when selecting suppliers and subcontractors, suppliers and subcontractors with certain environmental and social responsibility accreditation or no previous record of violation in environmental and social issue will be given preference when same package was offered by the potential suppliers and subcontractors. The Group regularly reviews the selection process to ensure it was properly carried out.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

B6. Service Responsibility

The Group recognises that good customer and after-sales services are the key influential factors to its success and sustainability. Therefore, the Group has set up a customer communication channel dedicated to handle customers' queries and feedbacks efficiently. Similarly, customer complaints are thoroughly investigated and root causes are identified and acted upon accordingly. If any defect works occur, the Group will rectify the works until its customers are satisfied.

B6.1 & 6.2 Percentage of products sold subject to recalls for safety and health reasons and number of products and services related complaints

During the Review Year, the Group has not received any material complaints or requests to terminate projects due to poor quality and safety, nor there is any product labelling or products sold or shipped subject to recalls for safety and health reasons.

B6.3 Protecting Intellectual Property Right

The Group protects intellectual property rights by using licensed software and registering the company trademark for the Group's business operations.

B6.4 Health and Safety and Quality Assurance

Risk assessment was carried out for each project before the commencement of construction work to ensure the safety and health of the Group's workers and any onsite personnel. Appropriate safety training was offered to workers (both the Group's employees and subcontractors) at the beginning of a contract period and from time to time to maintain workers' safety awareness. Regular safety inspections were carried out to identify any deficiencies in safety controls and then implement timely remedial actions. Prior to delivering the works, the Group's project management team invited its customers to inspect the work progress and resolved safety and health concerns, if any.

With the implementation of the quality management system, the work quality of the Group is ensured through a systematic control process. In addition, work is periodically inspected by the Group's professionals and the Group maintains close communication with its customers regarding the work method, project timeline and human resources arrangement. Any below-standard performance could be detected at timely basis and rectified until meeting customer requirements.

Please refer to the paragraph headed "B2. Health and Safety" above in this ESG report for details on the Group's policy on health and safety of the Group's employees.

B6.5 Protecting Customers' Privacy

Protecting and safe-guarding the Group's customers' privacy has been one of the Group's top agenda. Review and revision of the financial data and privacy policy are carried out regularly to ensure its effectiveness and compliance with relevant laws. Every employee shall respect any information which is confidential to the Group including but not limited to trade secrets, confidential knowledge or any information concerning the process or invention used by the Group. Breaches of confidentiality may be cause for disciplinary action. All of the Group's employees are required to sign an undertaking letter on compliance with the Personal Data Protection Act 2012.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Moreover, the Group acquired an ISO 9001 as an identification of its success in meeting customer expectations and delivering customer satisfaction. The Group does not engage in any advertising or labelling activities.

The Group adheres to the relevant regulations, such as the Personal Data Protection Act of Singapore, to ensure that the customers' personal data is securely kept and processed only for the purpose of which it has been collected.

During the Review Year, the Group was not aware of any material non-compliance with laws and regulations that have a significant impact on the Group relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.

B7. Anti-Corruption

The Group is committed to maintain the highest ethical standards and vigorously enforce the integrity of its business practices in all aspects of the Group's operations. The Group has in place a policy to ensure the Group and its employees comply with anti-bribery, anti-corruption and anti-money laundering laws and governmental guidance. The Group and its employees (i) are prohibited from paying or receiving a bribe of any kind; (ii) are prohibited from giving or offering anything of value to a public official; (iii) are required to comply with the Group's guidelines and authorisation levels in relation to the giving and receiving of gifts and hospitality; and (iv) fully comply with the applicable laws and regulations relating to anti-money laundering and terrorist financing.

During the Review Year, the Group has complied with all applicable laws and regulations in relation to bribery, extortion, fraud and money laundering in Singapore including but not limited to the Prevention of Corruption Act of Singapore.

B7.1 Anti-Corruption

During the Review Year, no legal cases regarding corruption were brought against the Group or its employees, and the Group is not aware of any incidents of bribery, extortion, fraud, money laundering or other violations.

B7.2 Preventive measures and whistle-blowing procedure

To facilitate its employees to report illegality, irregularity, malpractice, unethical acts or behaviours, inappropriate conducts or actions, the Group has established a whistle-blowing policy and procedures. Employees are encouraged to report any suspicious activities or behaviours that violate our values and Group's policies regarding ethics, including but not limited to events that are non-compliant with the Group's policy, laws, rules, regulations, general practice of financial reporting and internal control. The Group's whistle-blowing policy allows employees to report suspicious cases in a confidential manner.

The Group handles reported cases cautiously and each submitted case will be handled and investigated promptly, thoroughly and seriously. A full investigation will then be conducted, disciplinary action will be applied to the employees involved upon confirmation of the occurrence, and further legal action may be taken depending on the nature and particular circumstances of each case. The whistle-blowing policy and its procedures are applicable to all levels of the members of the Group, and have been clearly stipulated in the employee handbook and have been circulated among employees for their reference.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

B7.3 Anti-corruption training

During the Review Year, the directors and the employees have participated in anti-corruption training by delivering the latest internal manuals and related information to strengthen and refresh related requirement.

B.8 Community Investment

B8.1 Community investment

The Group recognizes the importance of social responsibilities and regards public welfare as one of the core aspects of its corporate culture. The Group encourages its employees to contribute to the community through volunteerism, philanthropy and community services.

The Group has established different communication channels to stakeholders, including hotline, company website, email and letters, and designates site personnel at each site to handle external feedback and complaints in order to maintain a two-way communication and harmonious relationship with the communities.

B8.2 Resources contributed

The Group actively seeks opportunities to repay society and in hope of creating a better living environment for local community. During the Review Year, the Group had not organized any community and charity activities. Looking forward, the Group will continue to contribute to the society and explore more opportunities.

INDEPENDENT AUDITOR'S REPORT



McMillanWoods

Professionalism at the forefront

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Grandshores Technology Group Limited

(Incorporated in the Cayman Islands with limited liability)

OPINION

We have audited the consolidated financial statements of Grandshores Technology Group Limited (the “**Company**”) and its subsidiaries (herein referred to as the “**Group**”) set out on pages 63 to 149, which comprise the consolidated statement of financial position as at 31 March 2025, the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 March 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards approved by the International Accounting Standards Board (“**IASB**”) and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (“**ISAs**”). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (“**IESBA Code**”). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

INDEPENDENT AUDITOR'S REPORT

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

The key audit matter we identified is:

1. Revenue recognition from integrated building services and building construction works

Key audit matter

Revenue Recognition from Integrated Building Services and Building Construction Works

The Group recognised revenue from the provision of integrated building services and building construction works for the year ended 31 March 2025 amounted to S\$70,077,172 and S\$35,723,203 respectively. Revenue from integrated building services has inherent risk due to the large volumes of customer work orders and both types of revenue are recognised by reference to progress towards complete satisfaction of relevant performance obligations using output method.

Significant judgements are required to estimate the total budgeted contract revenue and costs which include estimation for variation works and any contract claims for each construction contract as the contract progresses. Any changes to these variables will impact the revenue recognised.

The accounting policies and disclosures in relation to the revenue from integrated building services and building construction works are set out in note 3(c), 4(b)(iii) and 6 to the consolidated financial statements.

How our audit addressed the key audit matter

Our audit procedures to assess the revenue recognition included the following:

- Obtaining an understanding of the design and implementation and testing the operating effectiveness of key internal controls over the contract revenue recognition processes.
- In relation to the recognition of revenue from integrated building services, i) inspecting a sample of contract agreements with customers; ii) testing the actual costs to supplier's invoices and labor costs for the work orders on a sample basis; and iii) testing the invoices, acceptance of customers issued prior to and subsequent to the year-end on a sample basis for the appropriateness of timing of recorded transactions.
- In relation to the recognition of revenue from building construction works, i) inspecting a sample of contract agreements with customers; ii) testing the actual costs to supplier's invoices and labor costs on a sample basis; iii) comparing the contract revenue recognised for major contracts during the year to certificates of work performed issued by independent surveyors and variation orders and claims approved by the customers; and iv) assessing the reasonableness of the gross profit margin by comparing the budgeted profit of the entire construction project.

INDEPENDENT AUDITOR'S REPORT

OTHER INFORMATION

The directors of the Company are responsible for the other information. The other information comprises all of the information included in the annual report, other than the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated 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 consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, 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 DIRECTORS AND AUDIT COMMITTEE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors of the Company are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards issued by the IASB and the disclosure requirements of the Hong Kong Companies Ordinance, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors are 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 the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

The directors of the Company are assisted by the audit committee in discharging their responsibilities for overseeing the Group's financial reporting process.

INDEPENDENT AUDITOR'S REPORT

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated 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. This report is made solely to you, as a body, in accordance with our agreed terms of engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs 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 consolidated financial statements.

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

- Identify and assess the risks of material misstatement of the consolidated 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 the directors.
- Conclude on the appropriateness of the directors' 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 consolidated 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 consolidated financial statements, including the disclosures, and whether the consolidated 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 consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the audit committee 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.

INDEPENDENT AUDITOR'S REPORT

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS *(continued)*

We also provide the audit committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the audit committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

McMillan Woods (Hong Kong) CPA Limited
Certified Public Accountants

Wong Ka Bo, Jimmy
Audit Engagement Director
Practicing Certificate Number P07560

24/F, Siu On Centre, 188 Lockhart Road,
Wanchai, Hong Kong

30 June 2025

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the financial year ended 31 March 2025

		2025	2024
	Note	S\$	S\$
Revenue	6	109,771,255	84,529,421
Cost of sales and services		(92,327,287)	(66,866,673)
Gross profit		17,443,968	17,662,748
Other income	7	567,871	1,970,521
Other gains and losses	8	(73,463)	(1,029,463)
Selling expenses		(309,794)	(150,990)
Administrative expenses		(18,133,041)	(15,718,081)
Impairment loss on financial assets	10	(736,479)	(145,918)
Finance costs	9	(80,959)	(95,181)
Share of loss of associates	16	(4,510)	(88,004)
(Loss)/profit before taxation	10	(1,326,407)	2,405,632
Income tax expense	11	(150,594)	(393,112)
(Loss)/profit for the year		(1,477,001)	2,012,520
Other comprehensive income/(loss) for the year			
<i>Item that may be reclassified subsequently to profit or loss:</i>			
Exchange differences on translation of foreign operations		(52,944)	(608,928)
<i>Item that will not be reclassified to profit or loss:</i>			
Fair value gain/(loss) on equity investments at FVOCI		68,221	(39,016)
Other comprehensive income/(loss) for the year		15,277	(647,944)
Total comprehensive (loss)/income for the year		(1,461,724)	1,364,576
(Loss)/profit for the year attributable to:			
Owners of the Company		(1,023,568)	2,209,872
Non-controlling interests		(453,433)	(197,352)
		(1,477,001)	2,012,520
Total comprehensive (loss)/income attributable to:			
Owners of the Company		(1,011,354)	1,551,880
Non-controlling interests		(450,370)	(187,304)
		(1,461,724)	1,364,576
Basic and diluted (loss)/earnings per share (S cents)	14	(0.09)	0.18

The notes on pages 70 to 149 are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 March 2025

		2025	2024
	Note	S\$	S\$
ASSETS AND LIABILITIES			
Non-current assets			
Property, plant and equipment	15	15,890,282	16,120,278
Interests in associates	16	2,191,308	2,739,354
Equity investments at FVOCI	18	357,701	291,690
Financial assets at fair value through profit or loss	19	—	21,377
		18,439,291	19,172,699
Current assets			
Inventories	20	6,109,258	2,604,192
Trade receivables	21	18,915,438	16,026,834
Finance lease receivable	17	—	173,377
Other receivables, deposits and prepayments	22	15,338,355	16,215,237
Amount due from a related party	23	—	238
Financial assets at fair value through profit or loss	19	2,201,473	2,900,438
Fixed bank deposits	24	—	1,000,000
Bank balances and cash	24	11,861,692	15,804,006
		54,426,216	54,724,322
Current liabilities			
Trade and other payables	25	11,693,521	11,406,451
Amount due to an associate	29	2,330,040	2,330,650
Lease liabilities	26	543,277	306,352
Income tax payable		247,016	256,839
		14,813,854	14,300,292
Net current assets		39,612,362	40,424,030
Total assets less current liabilities		58,051,653	59,596,729
Non-current liabilities			
Lease liabilities	26	77,407	125,217
Deferred tax liabilities	27	89,830	125,372
		167,237	250,589
Net assets		57,884,416	59,346,140

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 March 2025

		2025	2024
	Note	S\$	S\$
EQUITY			
Capital and reserves			
Share capital	28	2,142,708	2,142,708
Reserves		55,952,029	56,963,383
Equity attributable to owners of the Company		58,094,737	59,106,091
Non-controlling interests		(210,321)	240,049
Total equity		57,884,416	59,346,140

The consolidated financial statements on pages 63 to 149 were approved and authorised for issue by the Board of Directors on 30 June 2025 and are signed on its behalf by:

Yao Yongjie
Director

Yu Zhuochen
Director

The notes on pages 70 to 149 are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the financial year ended 31 March 2025

	Share capital S\$	Share premium S\$ (note a)	Capital redemption reserve S\$ (note b)	Share option reserve S\$ (note c)	Translation reserve S\$ (note d)	Other reserve S\$ (note e)	Merger reserve S\$ (note f)	Investment revaluation reserve (non-recycling) S\$ (note g)	Retained profits S\$	Sub-total S\$	Non-controlling interests S\$	Total equity S\$
1 April 2023	2,142,708	29,372,121	16,114	1,260,748	423,155	90,481	2,099,996	(1,536,733)	23,685,621	57,554,211	426,499	57,980,710
Profit/(loss) for the year	-	-	-	-	-	-	-	-	2,209,872	2,209,872	(197,352)	2,012,520
Exchange differences on translation of foreign operations	-	-	-	-	(618,976)	-	-	-	-	(618,976)	10,048	(608,928)
Fair value loss on equity investments at FVOCI net of tax	-	-	-	-	-	-	-	(39,016)	-	(39,016)	-	(39,016)
Total comprehensive (loss)/income for the year	-	-	-	-	(618,976)	-	-	(39,016)	2,209,872	1,551,880	(187,304)	1,364,576
Incorporation of a subsidiary	-	-	-	-	-	-	-	-	-	-	854	854
Transfer of share-based payment reserve upon the lapse of share options	-	-	-	(1,260,748)	-	-	-	-	1,260,748	-	-	-
At 31 March 2024 and 1 April 2024	2,142,708	29,372,121	16,114	-	(195,821)	90,481	2,099,996	(1,575,749)	27,156,241	59,106,091	240,049	59,346,140
Loss for the year	-	-	-	-	-	-	-	-	(1,023,568)	(1,023,568)	(453,433)	(1,477,001)
Exchange differences on translation of foreign operations	-	-	-	-	(56,007)	-	-	-	-	(56,007)	3,063	(52,944)
Fair value gain on equity investments at FVOCI net of tax	-	-	-	-	-	-	-	68,221	-	68,221	-	68,221
Total comprehensive (loss)/income for the year	-	-	-	-	(56,007)	-	-	68,221	(1,023,568)	(1,011,354)	(450,370)	(1,461,724)
Deregistration of a subsidiary	-	-	-	-	-	(90,481)	-	-	90,481	-	-	-
At 31 March 2025	2,142,708	29,372,121	16,114	-	(251,828)	-	2,099,996	(1,507,528)	26,223,154	58,094,737	(210,321)	57,884,416

The notes on pages 70 to 149 are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the financial year ended 31 March 2025

Note:

- a. Share premium represents the excess of share issue over the par value.
- b. Capital redemption reserve represents the nominal value of the shares repurchased which has been paid out of the distributable reserves of the Company.
- c. Share option reserve represents the portion of the grant date fair value of unexercised share options granted to employees and consultants of the Company that has been recognised in accordance with the accounting policy adopted for share-based payments.
- d. The translation reserve comprises all foreign exchange differences arising from the translation of the financial statements of foreign operations, including associates.
- e. Other reserve represents the difference between the cost of acquisition and the fair value of net assets attributable to the owner of the Company.
- f. Merger reserve represents the difference between the cost of acquisition pursuant to the reorganisation and the total value of share capital of the entities acquired.
- g. The investment revaluation reserve (non-recycling) comprises the cumulative net change in the fair value of the unlisted equity investment designated at FVOCI under IFRS 9 that are held at the end of the reporting period.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2025

		2025	2024
	Note	S\$	S\$
Operating activities			
(Loss)/profit before taxation		(1,326,407)	2,405,632
Adjustments for:			
Depreciation of property, plant and equipment	10	1,570,242	1,077,810
Gain on disposals of property, plant and equipment	8	(400)	(1,650)
Finance costs	9	80,959	95,181
Loss on written-off of property, plant and equipment	8	—	1,812
Foreign exchange loss/(gain), net	8	28,743	(707,353)
Bank interest income	7	(222,741)	(625,895)
Interest income from financial assets			
at fair value through profit or loss	7	—	(1,451)
Dividend income from financial assets at fair value through			
profit or loss-listed equity investments	7	(26,195)	(8,223)
Impairment loss on investment in an associate	10	518,128	70,936
Impairment loss on other receivables	10	563,693	—
Impairment loss recognised on			
finance lease receivable	10	172,786	145,918
Share of loss of associates	16	4,510	88,004
Fair value gain on digital assets inventories	6	(445,579)	(976,808)
Fair value loss on financial assets at fair value through			
profit or loss	8	42,242	1,736,948
Operating cash flows before working capital changes		959,981	3,300,861
Movements in working capital:			
Increase in trade receivables		(2,888,604)	(2,994,649)
Decrease/(increase) in other receivables, deposits and			
prepayments		283,943	(12,721,343)
Decrease/(increase) in amounts due from related companies		238	(236)
Increase in inventories		(3,044,883)	(806,549)
Decrease in finance lease receivable		—	14,385
Increase in trade and other payables		287,425	3,725,997
Decrease in amounts due to related companies		—	(50,703)
Decrease in amount due to an associate		—	(261)
Cash used in operations		(4,401,900)	(9,532,498)
Income tax paid		(195,959)	(220,628)
Net cash used in operating activities		(4,597,859)	(9,753,126)

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2025

	Note	2025 S\$	2024 S\$
Investing activities			
Investment in equity investments at FVOCI		—	(27,868)
Payment for financial assets at fair value through profit or loss		(44,973,813)	(17,159,675)
Proceeds from disposals of financial assets at fair value through profit or loss		45,650,138	16,540,272
Purchase of property, plant and equipment		(506,583)	(10,109,532)
Proceeds from disposal of property, plant and equipment		400	39,480
Interest received		222,741	627,346
Dividend received from financial assets at fair value through profit or loss-listed equity investment		26,195	8,223
Release of fixed deposits with banks with original maturities over three months, net		1,000,000	20,996,000
Net cash generated from investing activities		1,419,078	10,914,246
Financing activities			
Interest paid		(41,323)	(59,492)
Payment for lease liabilities			
— Capital elements		(644,338)	(443,070)
— Interest elements		(39,636)	(35,689)
Proceeds from other borrowings		29,058,795	12,601,742
Repayment of other borrowings		(29,058,795)	(12,601,742)
Net cash used in financing activities		(725,297)	(538,251)
Net (decrease)/increase in cash and cash equivalents		(3,904,078)	622,869
Cash and cash equivalents at the beginning of the year		15,804,006	15,317,016
Effect of exchange rate changes		(38,236)	(135,879)
Cash and cash equivalents at the end of the year		11,861,692	15,804,006
Analysis of balances of cash and cash equivalents			
Bank balances and cash	24	11,861,692	15,804,006

The notes on pages 70 to 149 are an integral part of these consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

1 GENERAL

The Company was incorporated and registered as an exempted company in the Cayman Islands with limited liability on 18 May 2016 and its registered office is Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman, KY1-1111, Cayman Islands. The Company was registered with the Registrar of Companies in Hong Kong as a non-Hong Kong company under Part 16 of the Companies Ordinance (Chapter 622 of the laws of Hong Kong) (the “**Companies Ordinance**”) on 13 June 2016 and the principal place of business in Hong Kong is located at Unit 1503, 15/F., Greenfield Tower, Concordia Plaza, No.1 Science Museum Road, Kowloon. The principal place of business in Singapore is located at 18 Kaki Bukit Place, Eunos Techpark, Singapore 416196. The shares of the Company have been listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”) with effect from 30 March 2017.

The Company is an investment holding company and the principal activities of its operating subsidiaries are providing integrated building services, with a focus on maintenance and installations of mechanical and electrical systems and including minor repairs and improvement works, and undertaking building and construction works in Singapore. The Group is also engaged in information technology development and application business.

Items included in the financial statements of each of the Group’s entities are measured using the currency of the primary economic environment in which the entity operates (the “**functional currency**”). The consolidated financial statements are presented in Singapore Dollars (“**S\$**”), which is also the functional currency of the Company.

2 APPLICATION OF NEW AND AMENDMENTS TO IFRS ACCOUNTING STANDARDS

a) New and Amendments to IFRS Accounting Standards that are mandatorily effective for the current year

During the year, the Group adopted the following new and amended standards which are relevant to the Group’s operation and are mandatory for the year ended 31 March 2025.

Amendments to IFRS 16	Lease Liability in a Sales and Leaseback
Amendments to IAS 1	Classification of Liabilities as Current or Non-current and Non-current liabilities with Covenants
Amendments to IAS 7 and IFRS 7	Supplier Finance Arrangements

The application of the new and amendments to IFRS Accounting Standards in the current year has had no material impact on the Group’s financial positions and performance for the current and prior years and/or on the disclosures set out in these consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

2 APPLICATION OF NEW AND AMENDMENTS TO IFRS ACCOUNTING STANDARDS

(continued)

b) New and amendments to IFRS Accounting Standards in issue but not yet effective

The Group has not early applied the following new standards and amendments and interpretations that have been issued but are not yet effective:

Amendments to IAS 21	Lack of Exchangeability ¹
Amendments to IFRS 9 and IFRS 7	Classification and Measurement of Financial Instruments ²
Amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7	Annual Improvements to IFRS Accounting Standards – Volume 11 ²
IFRS 18	Presentation and Disclosure in Financial Statements ³
IFRS 19	Subsidiaries without Public Accountability: Disclosures ³
Amendments to IFRS 10 and IAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Ventures ⁴

¹ Effective for the accounting period beginning on or after 1 January 2025

² Effective for the accounting period beginning on or after 1 January 2026

³ Effective for the accounting period beginning on or after 1 January 2027

⁴ Effective for the accounting period beginning on or after a date to be determined

Except as described below, the application of the new and amendments to IFRS Accounting Standards has had no material effect on how the Group's results and financial position for the current or prior periods have been prepared or presented in these consolidated financial statements.

IFRS 18 Presentation and Disclosure in Financial Statements and consequential amendments to other IFRSs

IFRS 18 replaces IAS 1 Presentation of Financial Statements ("IAS 1"). It carries forward many requirements from IAS 1 unchanged. IFRS 18 brings major changes to the statement of profit or loss and notes to the financial statements as follows:

- (a) IFRS 18 requires an entity:
 - (i) to classify income and expenses into operating, investing and financing categories in the statement of profit or loss, plus income taxes and discontinued operations;
 - (ii) to present two new defined subtotals, namely, operating profit or loss and profit or loss before financing and income taxes.
- (b) It requires an entity to disclose management-defined performance measures ("MPM") and reconciliations between MPM and subtotals listed in IFRS 18 or totals or subtotals required by IFRSs.
- (c) It sets out requirements to help an entity determine whether information about items should be in the primary financial statements or in the notes and provides principles for determining the level of detail needed for the information.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

2 APPLICATION OF NEW AND AMENDMENTS TO IFRS ACCOUNTING STANDARDS

(continued)

b) New and amendments to IFRS Accounting Standards in issue but not yet effective (continued)

IFRS 18 also set out classification requirements for foreign exchange differences, the gain or loss on the net monetary position, and gains or losses on derivatives and designated hedging instruments.

In addition, some paragraphs in IAS 1 have been moved to IAS 8 Basis of Preparation of Financial Statements and IFRS 7. Minor amendments to IAS 7 Statement of Cash Flows and IAS 33 Earnings per Share are also made.

IFRS 18 and consequential amendments to other IFRSs are effective for annual reporting periods beginning on or after 1 January 2027, with early application permitted. The application of the new standard is expected to affect the presentation of the consolidated statement of profit or loss and disclosures in the future consolidated financial statements. The Group is in the process of assessing the detailed impact on the consolidated financial statements.

3 MATERIAL ACCOUNTING POLICY INFORMATION

The consolidated financial statements have been prepared in accordance with IFRS Accounting Standards, which collective term includes all International Financial Reporting Standards, International Accounting Standards (“**IASs**”) and related Interpretations issued by the International Accounting Standards Board (“**IASB**”).

In addition, the consolidated financial statements includes applicable disclosures required by the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “**Listing Rules**”) and the applicable disclosures required by the Hong Kong Companies Ordinance.

The consolidated financial statements have been prepared on the historical cost basis except for the equity investments at fair value through other comprehensive income, financial assets at fair value through profit or loss and digital assets inventories which are measured at fair value.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

3 MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

Fair value 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, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in the consolidated financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of IFRS 2, leasing transactions that are within the scope of IFRS 16, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in IAS 2 or value in use in IAS 36.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

The principal accounting policies adopted are set out below.

(a) Subsidiaries and non-controlling interests

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. When assessing whether the Group has power, only substantive rights (held by the Group and other parties) are considered. The Group reassesses whether or not it controls an entity if facts and circumstances indicate that there are changes to one or more of the elements of control.

An investment in a subsidiary is consolidated into the consolidated financial statements from the date that control commences until the date that control ceases. Intra-group balances, transactions and cash flows and any unrealised profits arising from intra-group transactions are eliminated in full in preparing the consolidated financial statements. Unrealised losses resulting from intra-group transactions are eliminated in the same way as unrealised gains but only to the extent that there is no evidence of impairment.

Non-controlling interests represent the equity in a subsidiary not attributable directly or indirectly to the Company, and in respect of which the Group has not agreed any additional terms with the holders of those interests which would result in the Group as a whole having a contractual obligation in respect of those interests that meets the definition of a financial liability.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

3 MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

(a) Subsidiaries and non-controlling interests *(continued)*

Non-controlling interests are presented in the consolidated statement of financial position within equity, separately from equity attributable to the owners of the Company. Non-controlling interests in the results of the Group are presented on the face of the consolidated statement of profit or loss and other comprehensive income as an allocation of the total profit or loss and total comprehensive income for the year between non-controlling interests and the owners of the Company. Total comprehensive income of subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance. Loans from holders of non-controlling interests and other contractual obligations towards these holders are presented as financial liabilities in the consolidated statement of financial position.

Changes in the Group's interests in existing subsidiaries

Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions, whereby adjustments are made to the amounts of controlling and non-controlling interests within consolidated equity to reflect the change in relative interests, but no adjustments are made to goodwill and no gain or loss is recognised. Any difference between the amount by which the non-controlling interests are adjusted, and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

When the Group loses control of a subsidiary, it is accounted for as a disposal of the entire interest in that subsidiary, with a resulting gain or loss being recognised in profit or loss. All amounts previously recognised in other comprehensive income in relation to that subsidiary are accounted for as if the Group had directly disposed of the related assets or liabilities of the subsidiary (i.e. reclassified to profit or loss or transferred to another category of equity as specified / permitted by applicable HKFRSs). Any interest retained in that former subsidiary at the date when control is lost is recognised at fair value and this amount is regarded as the fair value on initial recognition of a financial asset or, when appropriate, the cost on initial recognition of an investment in an associate or joint venture.

In the Company's statement of financial position, an investment in a subsidiary is stated at cost less impairment losses, unless the investment is classified as held for sale (or included in a disposal group that is classified as held for sale).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

3 MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

(b) Associates

An associate is an entity in which the Group has significant influence, but not control or joint control, over its management, including participation in the financial and operating policy decisions.

An investment in an associate is accounted for in the consolidated financial statements under the equity method, unless it is classified as held for sale (or included in a disposal group that is classified as held for sale). Under the equity method, the investment is initially recorded at cost, adjusted for any excess of the Group's share of the acquisition-date fair values of the investee's identifiable net assets over the cost of the investment (if any). The cost of the investment includes purchase price, other costs directly attributable to the acquisition of the investment, and any direct investment into the associate that forms part of the Group's equity investment. Thereafter, the investment is adjusted for the post acquisition change in the Group's share of the investee's net assets and any impairment loss relating to the investment. Any acquisition-date excess over cost, the Group's share of the post-acquisition, post-tax results of the investees and any impairment losses for the year are recognised in the profit or loss, whereas the Group's share of the post-acquisition post-tax items of the investees' other comprehensive income is recognised in the other comprehensive income.

When the Group's share of losses exceeds its interest in the associate, the Group's interest is reduced to nil and recognition of further losses is discontinued except to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the investee. For this purpose, the Group's interest is the carrying amount of the investment under the equity method, together with any other long-term interests that in substance form part of the Group's net investment in the associate after applying the ECL model to such long-term interests where applicable.

Unrealised profits and losses resulting from transactions between the Group and its associates are eliminated to the extent of the Group's interest in the investee, except where unrealised losses provide evidence of an impairment of the asset transferred, in which case they are recognised immediately in profit or loss.

If an investment in an associate becomes an investment in a joint venture or vice versa, the retained interest is not remeasured. Instead, the investment continues to be accounted for under the equity method.

In all other cases, when the Group ceases to have significant influence over an associate, it is accounted for as a disposal of the entire interest in that investee, with a resulting gain or loss being recognised in profit or loss. Any interest retained in that former investee at the date when significant influence is lost is recognised at fair value and this amount is regarded as the fair value on initial recognition of a financial asset.

(c) Revenue and other income

Income is classified by the Group as revenue when it arises from the sale of goods, the provision of services or the use by others of the Group's assets under leases in the ordinary course of the Group's business.

Revenue is recognised when control over a product or service is transferred to the customer, or the lessee has the right to use the asset, at the amount of promised consideration to which the Group is expected to be entitled, excluding those amounts collected on behalf of third parties. Revenue excludes value added tax or other sales taxes and is after deduction of any trade discounts.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

3 MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

(c) Revenue and other income *(continued)*

Where the contract contains a financing component which provides a significant financing benefit to the customer for more than 12 months, revenue is measured at the present value of the amount receivable, discounted using the discount rate that would be reflected in a separate financing transaction with the customer, and interest income is accrued separately under the effective interest method. Where the contract contains a financing component which provides a significant financing benefit to the group, revenue recognised under that contract includes the interest expense accreted on the contract liability under the effective interest method.

For contracts where the period between payment and transfer of the associated goods or services is less than one year, the Group applies the practical expedient of not adjusting the transaction price for any significant financing component.

Further details of the Group's revenue and other income recognition policies are as follows:

(i) Revenue from Integrated Building Services *(as defined in note 6)*

Revenue from integrated building services is recognised over time by reference to the progress towards complete satisfaction of relevant performance obligation at the end of the reporting period. The progress towards complete satisfaction of a performance obligation is measured based on output method, which is to recognise revenue on the basis of direct measurements of the value of the goods or services transferred to the customer to date relative to the remaining goods or services promised under the contract, that best depict the Group's performance in transferring control of goods or services.

Revenue from maintenance services was recognised over the contractual maintenance period.

(ii) Revenue from Building Construction Works *(as defined in note 6)*

A contract with a customer is classified by the Group as a construction contract when the contract relates to work on real estate assets under the control of the customer and therefore the Group's construction activities create or enhance an asset under the customer's control.

When the outcome of a construction contract can be reasonably measured, revenue from the contract is recognised progressively over time using the output method based on direct measurements of value of services delivered or surveys of work performed.

For construction contracts that contain variable consideration such as variations in contract work, claims and incentive payment, the Group estimates the amount of consideration to which it will be entitled using either (a) the expected value method or (b) the most likely amount, depending on which method better predicts the amount of consideration to which the Group will be entitled. The estimated amount of variable consideration is included in the transactions price only to the extent that it is highly probable that such an inclusion will not result in a significant revenue reversal in the future when the uncertainty associated with the variable consideration is subsequently resolved.

At the end of each reporting period, the Group updates the estimated transaction price (including updating its assessment of whether an estimate of variable consideration is constrained) to represent faithfully the circumstances present at the end of the reporting period and the changes in circumstances during the reporting period.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

3 MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

(c) Revenue and other income *(continued)*

(iii) Revenue from Information Technology Development and Application (as defined in note 6)

The Group earns revenue by leasing software products to its customers and the nature of the Group's performance obligation in software license leasing is considered to be a right to access the Group's intellectual property. The Group accounts for the software license leasing as a performance obligation satisfied over time.

(iv) Interest income

Interest income is recognised as it accrues under the effective interest method using the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the gross carrying amount of the financial asset. For financial assets measured at amortised cost or FVOCI (recycling) that are not credit-impaired, the effective interest rate is applied to the gross carrying amount of the asset. For credit-impaired financial assets, the effective interest rate is applied to the amortised cost (i.e. gross carrying amount net of loss allowance) of the asset.

(v) Finance lease income

Finance lease is recognised in the consolidated statement of profit or loss using the effective interest rate implicit in the lease over the term of the lease. Contingent rent is recognised as income in the period in which it is earned.

(d) Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

3 MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

(e) Government grants

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received.

Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets are recognised as deferred revenue in the consolidated statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful lives of the related assets.

Government grants related to income that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in profit or loss in the period in which they become receivable. Government grants relating to compensation of expenses are deducted from the related expenses, other government grants are presented under “other income”.

(f) Retirement benefit costs

Payments made to Central Provident Fund (“CPF”) are recognised as expense when employees have rendered service entitling them to the contributions.

Payments to the retirement contribution scheme including Mandatory Provident Fund Scheme (“MPF Scheme”) and state-managed retirement benefit schemes are charged as an expense when employees have rendered service entitling them to the contributions.

(g) Short-term employee benefits

Short-term employee benefits are recognised at the undiscounted amount of the benefits expected to be paid as and when employees rendered the services. All short-term employee benefits are recognised as an expense unless another IFRS Accounting Standards requires or permits the inclusion of the benefits in the cost of an asset.

A liability is recognised for benefits accruing to employees (such as wages and salaries, annual leave and sick leave) after deduction any amount already paid.

(h) Taxation

Income tax expense represents the sum of the tax currently payable and deferred tax.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from “profit before taxation” as reported in the consolidated statement of profit or loss and other comprehensive income because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The Group’s liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

3 MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

(h) Taxation *(continued)*

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax base used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary difference to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit and at the time of transaction does not give rise to equal taxable and deductible temporary differences.

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 profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset is realised, based on tax rate (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Current and deferred tax are recognised in profit or loss, except when it relates to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively.

(i) Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses, if any.

Depreciation is calculated to write off the cost of items of property, plant and equipment less their estimated residual values, if any, using the straight-line method over their estimated useful lives as follows:

Plant and machinery	5 years
Ownership interest in leasehold property	Shorter of 60 years or over the lease terms
Computer and office equipment	3 to 5 years
Motor vehicles	5 years
Furniture and fittings	5 to 10 years
Leasehold improvements	Shorter of 5 years or over the lease terms
Other properties leased for own use	Over the lease terms

The estimated useful lives, residual values and depreciation method are reviewed at the end of the reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

3 MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

(i) **Property, plant and equipment** *(continued)*

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on disposal or retirement of an item of property, plant and equipment is determined as the difference between the net disposal proceeds and the carrying amount of the asset and is recognised in profit or loss.

The Group presents right-of-use assets in “property, plant and equipment”, the same line item within which the corresponding underlying assets would be presented if they were owned. Right-of-use assets are depreciated over the shorter period of the lease term and the useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset.

(j) **Other investments in debt and equity securities**

The Group’s policies for investments in debt and equity securities, other than investments in subsidiaries and associates, are set out below.

Investments in debt and equity securities are recognised/derecognised on the date the Group commits to purchase/sell the investment. The investments are initially stated at fair value plus directly attributable transaction costs, except for those investments measured at fair value through profit or loss (“FVPL”) for which transaction costs are recognised directly in profit or loss. These investments are subsequently accounted for as follows, depending on their classification.

(i) Debt investments

Debt investments held by the Group are classified into one of the following measurement categories:

- amortised cost, if the investment is held for the collection of contractual cash flows which represent solely payments of principal and interest. Interest income from the investment is calculated using the effective interest method.
- fair value through other comprehensive income (“FVOCI”) – recycling, if the contractual cash flows of the investment comprise solely payments of principal and interest and the investment is held within a business model whose objective is achieved by both the collection of contractual cash flows and sale. Changes in fair value are recognised in other comprehensive income, except for the recognition in profit or loss of expected credit losses (“ECL”), interest income (calculated using the effective interest method) and foreign exchange gains and losses. When the investment is derecognised, the amount accumulated in other comprehensive income is recycled from equity to profit or loss.
- FVPL if the investment does not meet the criteria for being measured at amortised cost or FVOCI (recycling). Changes in the fair value of the investment (including interest) are recognised in profit or loss.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

3 MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

(j) Other investments in debt and equity securities *(continued)*

(ii) Equity investments

An investment in equity securities is classified as FVPL unless the equity investment is not held for trading purposes and on initial recognition of the investment the Group makes an irrevocable election to designate the investment at FVOCI (non-recycling) such that subsequent changes in fair value are recognised in other comprehensive income. Such elections are made on an instrument-by-instrument basis, but may only be made if the investment meets the definition of equity from the issuer's perspective. Where such an election is made, the amount accumulated in other comprehensive income remains in the investment revaluation reserve (non-recycling) until the investment is disposed of. At the time of disposal, the amount accumulated in the investment revaluation reserve (non-recycling) is transferred to retained profits. It is not recycled through profit or loss. Dividends from an investment in equity securities, irrespective of whether classified as at FVPL or FVOCI, are recognised in profit or loss as other income unless the dividends clearly represent a recovery of part of the cost of the investment.

(k) Trade and other receivables

A receivable is recognised when the Group has an unconditional right to receive consideration. A right to receive consideration is unconditional if only the passage of time is required before payment of that consideration is due. If revenue has been recognised before the Group has an unconditional right to receive consideration, the amount is presented as a contract asset.

Trade receivables that do not contain a significant financing component are initially measured at their transaction price. Trade receivable that contain a significant financing component and other receivables are initially measured at fair value plus transaction costs. All receivables are subsequently stated at amortised cost, using the effective interest method and include an allowance for credit losses.

(l) Trade and other payables

Trade and other payables are initially recognised at fair value. Subsequent to initial recognition, trade and other payables are stated at amortised cost unless the effect of discounting would be immaterial, in which case they are stated at invoice amounts.

(m) Credit losses and impairment of assets

(i) Credit losses from financial instruments, contract assets and lease receivables

The Group recognises a loss allowance for expected credit losses ("ECLs") on the following items:

- financial assets measured at amortised cost (including bank balances and cash, fixed bank deposits, trade and other receivables, amount due from a related company)
- contract assets as defined in IFRS 15
- finance lease receivable

Other financial assets measured at fair value, including equity investments at FVOCI and equity and debt securities measured at fair value through profit or loss are not subject to the ECL assessment.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

3 MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

(m) Credit losses and impairment of assets *(continued)*

(i) Credit losses from financial instruments, contract assets and lease receivables *(continued)*

Measurement of ECLs

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all expected cash shortfalls (i.e. the difference between the cash flows due to the Group in accordance with the contract and the cash flows that the Group expects to receive).

The expected cash shortfalls are discounted using the following discount rates where the effect of discounting is material:

- fixed-rate financial assets, trade and other receivables and contract assets: effective interest rate determined at initial recognition or an approximation thereof;
- variable-rate financial assets: current effective interest rate; and
- finance lease receivable: discount rate used in the measurement of the lease receivable.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

In measuring ECLs, the Group takes into account reasonable and supportable information that is available without undue cost or effort. This includes information about past events, current conditions and forecasts of future economic conditions.

ECLs are measured on either of the following bases:

- 12-month ECLs: these are losses that are expected to result from possible default events within the 12 months after the reporting date; and
- lifetime ECLs: these are losses that are expected to result from all possible default events over the expected lives of the items to which the ECLs model applies.

Loss allowances for trade receivables and contract assets are always measured at an amount equal to lifetime ECLs. ECLs on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors and an assessment of both the current and forecast general economic conditions at the reporting date.

For all other financial instruments, the Group recognises a loss allowance equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument since initial recognition, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

3 MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

(m) Credit losses and impairment of assets *(continued)*

(i) Credit losses from financial instruments, contract assets and lease receivables *(continued)*

Significant increases in credit risk

In assessing whether the credit risk of a financial instrument has increased significantly since initial recognition, the Group compares the risk of default occurring on the financial instrument assessed at the reporting date with that assessed at the date of initial recognition. In making this reassessment, the Group considers that a default event occurs when (i) the borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or (ii) the financial asset is 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate. The Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly since initial recognition:

- failure to make payments of principal or interest on their contractually due dates;
- an actual or expected significant deterioration in a financial instrument's external or internal credit rating (if available);
- an actual or expected significant deterioration in the operating results of the debtor; and
- existing or forecast changes in the technological, market, economic or legal environment that have a significant adverse effect on the debtor's ability to meet its obligation to the Group.

Depending on the nature of the financial instruments, the assessment of a significant increase in credit risk is performed on either an individual basis or a collective basis. When the assessment is performed on a collective basis, the financial instruments are grouped based on shared credit risk characteristics, such as past due status and credit risk ratings.

ECLs are remeasured at each reporting date to reflect changes in the financial instrument's credit risk since initial recognition. Any change in the ECL amount is recognised as an impairment gain or loss in profit or loss. The Group recognizes an impairment gain or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account, except for investments in debt securities that are measured at FVOCI (recycling), for which the loss allowance is recognised in other comprehensive income and accumulated in the fair value reserve (recycling).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

3 MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

(m) Credit losses and impairment of assets *(continued)*

(i) Credit losses from financial instruments, contract assets and lease receivables *(continued)*

Basis of calculation of interest income

Interest income is calculated based on the gross carrying amount of the financial asset unless the financial asset is credit-impaired, in which case interest income is calculated based on the amortised cost (i.e. the gross carrying amount less loss allowance) of the financial asset.

Credit-impaired financial assets

At each reporting date, the Group assesses whether a financial asset is credit-impaired. A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable events:

- significant financial difficulties of the debtor;
- a breach of contract, such as a default or a past due event;
- it becoming probable that the borrower will enter into bankruptcy or other financial reorganisation;
- significant changes in the technological, market, economic or legal environment that have an adverse effect on the debtor; or
- the disappearance of an active market for a security because of financial difficulties of the issuer.

Write-off policy

The gross carrying amount of a financial asset, contract asset or finance lease receivable is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off.

Subsequent recoveries of an asset that was previously written off are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

3 MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

(m) Credit losses and impairment of assets *(continued)*

(ii) Impairment of other non-current assets

Internal and external sources of information are reviewed at the end of each reporting period to identify indications that the following assets may be impaired or an impairment loss previously recognised no longer exists or may have decreased:

- property, plant and equipment, including right-of-use assets;
- investments in subsidiaries and associates in the Company's statement of financial position.

If any such indication exists, the asset's recoverable amount is estimated.

- Calculation of recoverable amount

The recoverable amount of an asset is the greater of its fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where an asset does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the smallest group of assets that generates cash inflows independently (i.e. a cash-generating unit). A portion of the carrying amount of a corporate asset (for example, head office building) is allocated to an individual cash-generating unit if the allocation can be done on a reasonable and consistent basis, or to the smallest group of cash-generating units if otherwise.

- Recognition of impairment losses

An impairment loss is recognised in profit or loss whenever the carrying amount of an asset, or the cash-generating unit to which it belongs, exceeds its recoverable amount. Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the cash-generating unit (or group of units) and then, to reduce the carrying amount of the other assets in the unit (or group of units) on a pro rata basis, except that the carrying value of an asset will not be reduced below its individual fair value less costs of disposal (if measurable) or value in use (if determinable).

The Group assesses whether there is objective evidence that the interest in an associate may be impaired. When any objective evidence exists, the entire carrying amount of the investment (including goodwill) is tested for impairment as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount. Any impairment loss recognised is not allocated to any asset, including goodwill, that forms part of the carrying amount of the investment.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

3 MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

(m) Credit losses and impairment of assets *(continued)*

(ii) Impairment of other non-current assets *(continued)*

- Reversal of impairment losses

An impairment loss is reversed if there has been a favourable change in the estimates used to determine the recoverable amount.

A reversal of an impairment loss is limited to the asset's carrying amount that would have been determined had no impairment loss been recognised in prior years. Reversals of impairment losses are credited to profit or loss in the year in which the reversals are recognised.

(n) Inventories

Inventories, excluding digital assets inventories, are stated at the lower of cost and net realisable value. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the inventories to their present location and condition. Cost is calculated using the first-in, first-out method. Net realisable value represents the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

Digital assets inventories are held mainly for the purposes of trading in the ordinary course of the Group's information technology development and application business in the over-the-counter ("OTC") market.

Digital assets inventories held in the Group's digital asset wallets primarily comprise digital assets that are prefunded. They also include the Group's proprietary digital assets sourced from liquidity providers and exchanges.

Since the Group actively trades digital assets, purchasing them with a view to their resale in the near future, and generating a profit from fluctuations in the price, the Group applies the guidance in IAS 2 for commodity broker-traders and measures the digital assets inventories at fair value less costs to sell. The Group considers there are no significant "costs to sell" digital assets and hence measurement of digital assets is based on their fair values with changes in fair values recognised in the statement of profit or loss and other comprehensive income in the period of the changes.

(o) Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. Cash and cash equivalents are assessed for ECLs.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

3 MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

(p) Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

(q) Leased assets

At inception of a contract, the Group assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Control is conveyed where the customer has both the right to direct the use of the identified asset and to obtain substantially all of the economic benefits from that use.

(i) As a lessee

Where the contract contains lease component(s) and non-lease component(s), the Group has elected to separate non-lease components and accounts for each lease component and any associated non-lease components as a single lease component for all leases.

At the lease commencement date, the Group recognises a right-of-use asset and a lease liability, except for short-term leases that have a lease term of 12 months or less and leases of low-value assets which, for the Group, are primarily office and other equipment. When the Group enters into a lease in respect of a low-value asset, the Group decides whether to capitalise the lease on a lease-by-lease basis. The lease payments associated with those leases which are not capitalised are recognised as an expense on a systematic basis over the lease term.

Where the lease is capitalised, the lease liability is initially recognised at the present value of the lease payments (less any lease incentives receivable) payable over the lease term, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using a relevant incremental borrowing rate. After initial recognition, the lease liability is measured at amortised cost and interest expense is calculated using the effective interest method. Variable lease payments that do not depend on an index or rate are not included in the measurement of the lease liability and hence are charged to profit or loss in the accounting period in which they are incurred.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

3 MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

(q) Leased assets *(continued)*

(i) As a lessee *(continued)*

The right-of-use asset recognised when a lease is capitalised is initially measured at cost, which comprises the initial amount of the lease liability plus any lease payments made at or before the commencement date, and any initial direct costs incurred. Where applicable, the cost of the right-of-use assets also includes an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, discounted to their present value, less any lease incentives received. The right-of-use asset is subsequently stated at cost less accumulated depreciation and impairment losses.

The initial fair value of refundable rental deposits is accounted for separately from the right-of-use assets in accordance with the accounting policy applicable to investments in debt securities carried at amortised cost. Any difference between the initial fair value and the nominal value of the deposits is accounted for as additional lease payments made and is included in the cost of right-of-use assets.

The lease liability is remeasured when there is a change in future lease payments arising from a change in an index or rate, or there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or there is a change arising from the reassessment of whether the Group will be reasonably certain to exercise a purchase, extension or termination option. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The lease liability is also remeasured when there is a change in the scope of a lease or the consideration for a lease that is not originally provided for in the lease contract ("**lease modification**") that is not accounted for as a separate lease. In this case the lease liability is remeasured based on the revised lease payments and lease term using a revised discount rate at the effective date of the modification.

The Group presents lease liabilities as a separate line item on the consolidated statement of financial position. In the consolidated statement of financial position, the current portion of long-term lease liabilities is determined as the present value of contractual payments that are due to be settled within twelve months after the reporting period.

(ii) As a lessor

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance or operating leases, a lease is classified as a finance lease if it transfers substantially all the risks and rewards of the ownership of an underlying asset to the lessee. If this is not the case, the leases is classified as an operating leases.

When the Group is an intermediate lessor, the sub-leases are classified as a finance or an operating lease with reference to the right-of-use asset arising from the head lease. If the head lease is a short-term lease to which the Group applies exemption described in note 3(q)(i), then the Group classifies the sub-lease as an operating lease.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

3 MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

(q) Leased assets *(continued)*

(ii) As a lessor *(continued)*

Amounts due from lessees under finance leases are recognised as receivables at the amount of the Group's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Group's net investment outstanding in respect of the leases.

Subsequent to initial recognition, the Group regularly reviews the estimated unguaranteed residual value and applies the impairment requirements of IFRS 9, recognising an allowance for expected credit losses on the lease receivables.

Finance lease income is calculated with reference to the gross carrying amount of the lease receivables, except for credit-impaired financial assets for which interest income is calculated with reference to their amortised cost (i.e. after a deduction of the loss allowance).

(r) Foreign currencies

In preparing the financial statements of each individual group entity, transactions in currencies other than the functional currency of that entity (foreign currencies) are recognised at the rates of exchanges prevailing on the dates of the transactions. At the end of the reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences arising on the settlement of monetary items, and on the retranslation of monetary items, are recognised in profit or loss in the period in which they arise.

For the purposes of presenting the consolidated financial statements, the assets and liabilities of the Group's foreign operations are translated into the presentation currency of the Group (i.e. Singapore dollars) using exchange rates prevailing at the end of each reporting period. Income and expenses items are translated at the average exchange rates for the period, unless exchange rates fluctuate significantly during that period, in which case the exchange rates at the dates of transactions are used. Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in equity under the heading of translation reserve (attributed to non-controlling interests as appropriate).

On the disposal of a foreign operation (i.e. a disposal of the Group's entire interest in a foreign operation, or a disposal involving loss of control over a subsidiary that includes a foreign operation, or a partial disposal of an interest in a joint arrangement or an associate that includes a foreign operation of which the retained interest becomes a financial asset), all of the exchange differences accumulated in equity in respect of that operation attributable to the owners of the Company are reclassified to profit or loss.

In addition, in relation to a partial disposal of a subsidiary that does not result in the Group losing control over the subsidiary, the proportionate share of accumulated exchange differences are re-attributed to non-controlling interests and are not recognised in profit or loss. For all other partial disposals (i.e. partial disposals of associates that do not result in the Group losing significant influence), the proportionate share of the accumulated exchange differences is reclassified to profit or loss.

Goodwill and fair value adjustments on identifiable assets acquired arising on an acquisition of a foreign operation are treated as assets and liabilities of that foreign operation and translated at the rate of exchange prevailing at the end of each reporting period. Exchange differences arising are recognised in other comprehensive income.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

3 MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

(s) Related parties

- (a) A person, or a close member of that person's family is related to the Group if that person:
 - (i) has control or joint control over the Group;
 - (ii) has significant influence over the Group; or
 - (iii) is a member of key management personnel of the Group.
- (b) An entity is related to the Group if any of the following conditions applies:
 - (i) The entity and the Group 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 the employees of the Group or an entity related to the Group.
 - (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 key management personnel of the entity (or of a parent of the entity).
 - (viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the Group.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by, that person in their dealings with the entity.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

3 MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

(t) Interest-bearing borrowings

Interest-bearing borrowings are measured initially at fair value less transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method. Interest expense is recognised in accordance with the Group's accounting policy for borrowing costs

(u) Contract assets and contract liabilities

A contract asset represents the Group's right to consideration in exchange for goods or services that the Group has transferred to a customer that is not yet unconditional. It is assessed for impairment in accordance with IFRS 9. In contrast, a receivable represents the Group's unconditional right to consideration, i.e. only the passage of time is required before payment of that consideration is due.

A contract liability represents the Group's 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.

A contract asset and a contract liability relating to the same contract are accounted for and presented on a net basis.

(v) Share-based payments

Share options granted to the directors and employees of the Group

The fair value of share options granted to employees is recognised as an employee cost with a corresponding increase in a share options reserve within equity. The fair value is measured at grant date using the Binomial Option Pricing Model, taking into account the terms and conditions upon which the options were granted. Where the employees have to meet vesting conditions before becoming unconditionally entitled to the options, the total estimated fair value of the options is spread over the vesting period, taking into account the probability that the options will vest.

During the vesting period, the number of share options that is expected to vest is reviewed. Any resulting adjustment to the cumulative fair value recognised in prior years is charged/credited to the profit or loss for the year of the review, unless the original employee expenses qualify for recognition as an asset, with a corresponding adjustment to the share options reserve. On vesting date, the amount recognised as an expense is adjusted to reflect the actual number of options that vest (with a corresponding adjustment to the share options reserve) except where forfeiture is only due to not achieving vesting conditions that relate to the market price of the company's shares. The equity amount is recognised in the share options reserve until either the option is exercised (when it is included in the amount recognised in share capital and share premium for the shares issued) or the option expires (when it is released directly to retained profits).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

3 MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

(v) Share-based payments *(continued)*

Share options granted to other participants

Share options issued in exchange for goods or services are measured at the fair value of the goods or services received, unless that fair value cannot be reliably measured, in which case the goods or services received are measured by reference to the fair value of the share options granted. The fair values of the services received are recognised as expenses, with a corresponding increase in equity (share options reserve), when the Group obtains the goods or when the counterparties render services, unless the goods or services qualify for recognition as assets.

4 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

a) Critical judgements

In the process of applying the Group's accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognised in the consolidated financial statements:

i) Accounting of digital assets transactions and balances

IFRS Accounting Standards do not specifically address accounting for digital assets. Accordingly, for the preparation of the Group's consolidated financial statements, management needs to apply judgement in determining appropriate accounting policies based on the facts and circumstances of the Group's information technology development and application business.

Given the business model of the Group, digital assets are accounted for as inventories and are measured at fair value less costs to sell on the consolidated statement of financial position.

Furthermore, in determining fair values, management needs to apply judgement to identify the relevant available markets, and to consider accessibility to and activity within those markets in order to identify the principal digital asset markets for the Group.

The carrying amount of digital assets inventories at 31 March 2025 was S\$5,661,854 (2024: S\$2,227,478).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

4 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY *(continued)*

a) Critical judgements *(continued)*

ii) **Determining the lease term of contracts with renewal options**

The Group applies judgement to determine the lease term for lease contracts in which it is a lessee that include renewal options. The assessment of whether the Group is reasonably certain to exercise renewal options impacts the lease term, which significantly affects the amount of lease liabilities and rights-of-use assets recognised. The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee.

When assessing reasonable certainty, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

iii) **Properties with dual use**

During the year ended 31 March 2024, the Group acquired a property situated at 40 Kaki Bukit Crescent, Singapore 416266. A significant portion of the building was used in the production or supply of goods or services or for administrative purposes. Additionally, the portion of the building held to earn rentals or for capital appreciation cannot be sold separately (or leased out separately under a finance lease). In accordance with IAS 40, the Group does not account for the portion leased out separately and the whole building is classified as property, plant and equipment.

b) Key sources of estimation uncertainty

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

i) **Valuation of equity investments classified as level 3 in the fair value hierarchy**

The Group holds financial instruments that are not traded or quoted in active markets. The Group uses its judgment to select the appropriate methods and make assumptions based on market conditions existing at the end of the reporting period to estimate the fair value of these financial instruments and classifies them as level 3 in the fair value hierarchy. Although best estimate is used in estimating fair value, there are inherent limitations in any valuation technique. Estimated fair value may differ from the value that would have been used if a readily available market existed.

As at 31 March 2025, the carrying amount of equity investments classified as level 3 in the fair value hierarchy was S\$357,701 (2024: S\$291,690).

ii) **Impairment of financial assets measured at amortised cost**

The Group reviews portfolios of trade receivables, finance lease receivable, other receivables and deposits, and amount due from a related company to assess whether any impairment losses exist and the amount of impairment losses if there is any indication of impairment. Objective evidence for impairment includes observable data indicating that there is a measurable decrease in the estimated future cash flows for the respective financial instrument. It also includes observable data indicating adverse changes in the repayment status of the debtors, or change in national or local economic conditions that causes the default in payment.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

4 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY *(continued)*

b) Key sources of estimation uncertainty *(continued)*

ii) **Impairment of financial assets measured at amortised cost** *(continued)*

The impairment loss for the respective financial instrument using the expected credit loss model is subjected to a number of key parameters and assumptions, including the identification of loss stages, estimates of probability of default, loss given default, exposures at default and discount rate, adjustments for forward-looking information and other adjustment factors. The expected credit losses for the respective financial instrument are derived from estimates whereby management takes into consideration historical data, the historical loss experience and other adjustment factors. Historical loss experience is adjusted on the basis of the relevant observable data that reflect current economic conditions and the judgment based on management's historical experience. Management reviews the selection of those parameters and the application of the assumptions regularly to reduce any difference between loss estimates and actual loss.

As at 31 March 2025, the carrying amount of billed trade receivables, other receivables, amounts due from brokers and amounts due from associates were S\$15,734,473, S\$95,181, S\$12,827,570 and S\$Nil (2024: S\$9,512,212, S\$202,687, S\$12,889,585 and S\$537,722), respectively.

The details of the impairment assessment are disclosed in note 36.3(c).

iii) **Recognition of revenue**

As explained in note 3, revenue from construction contracts are recognised over time using the output method. Such revenue and profit recognition on uncompleted projects is dependent on estimating the total outcome of the contract, as well as the work done to date. Based on the Group's recent experience and the nature of the construction activities undertaken by the Group, the Group has made estimates of the point at which it considered the work was sufficiently advanced such that the outcome of the contract can be reasonably measured. Actual outcomes in terms of total costs or revenue may be higher or lower than estimated at the end of the reporting period, which would affect the revenue and profit recognised in future years as an adjustment to the amounts recorded to date.

iv) **Income tax**

There are certain transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities 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 recorded, such differences will be reflected in the income tax expense and deferred tax provisions in the period in which such determination is made. In addition, the realisation of future income tax assets is dependent on the Group's ability to generate sufficient taxable income in future years to utilise income tax benefits and tax loss carry-forwards. Deviations of future profitability from estimates or in the income tax rate would result in adjustments to the value of future income tax assets and liabilities that could have a significant effect on the income tax expenses.

The carrying amount of income tax payable and deferred tax liabilities at 31 March 2025 was S\$247,016 (2024: S\$256,839) and S\$89,830 (2024: S\$125,372) respectively.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

5 CAPITAL RISKS MANAGEMENT

The Group manages its capital to ensure that it will be able to continue as a going concern while maximising the return to shareholders through the optimisation of the debt and equity balance. The Group's overall strategy remains unchanged from prior year.

The capital structure of the Group consists of cash and cash equivalent and equity attributable to owners of the Group, comprising share capital and reserves.

The Group monitors capital on the basis of gearing ratio. The gearing ratio (calculated based on loans and borrowings and lease liabilities divided by total equity) of the Group as of 31 March 2025 was approximately 1.1% (2024: approximately 0.7%).

The directors of the Company review the capital structure from time to time. As part of this review, the directors consider the cost of capital and their associated risks thereto. The Group will balance its overall capital structure through the payment of dividends, the issue of new shares and new debts. The Group's overall strategy remains unchanged from 2024.

The externally imposed capital requirements for the Group is in order to maintain its listing on the Stock Exchange, it has to have a public float of at least 25% of the shares.

6 REVENUE AND SEGMENT INFORMATION

Revenue represents income from (i) providing integrated building services, with a focus on maintenance and installations of mechanical and electrical systems ("**M&E**") and including minor repairs and improvement works ("**Integrated Building Services**"), (ii) undertaking building and construction works ("**Building Construction Works**") and (iii) engaging in information technology development and application businesses, including provision of service related to blockchain technologies and other internet applications, as well as digital assets trading ("**Information Technology Development and Application**").

Information is reported to the Executive Director, being the chief operating decision maker ("**CODM**") of the Group, for the purposes of resource allocation and performance assessment. The CODM reviews revenue by nature of services, i.e. "Integrated Building Services", "Building Construction Works" and "Information Technology Development and Application" and profit or loss for the year as a whole. No analysis of the Group's results, assets and liabilities is regularly provided to CODM for review as the CODM does not regularly review such information for the purpose of resources allocation and performance assessment. Accordingly, only entity-wide disclosures on services, major customers and geographical information are presented in accordance with IFRS 8 "Operating Segments".

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

6 REVENUE AND SEGMENT INFORMATION (continued)

An analysis of the Group's revenue for the year is as follows:

	Year ended 31 March	
	2025	2024
	S\$	S\$
Revenue from contracts with customers within the scope of IFRS 15		
Integrated Building Services (note a and b)	70,077,172	56,055,847
Building Construction Works (note a and b)	35,723,203	20,791,054
Information Technology Development and Application (note c)	79,345	32,991
	105,879,720	76,879,892
Income from other sources		
Information Technology Development and Application (note d)	3,891,535	7,649,529
	109,771,255	84,529,421

Notes:

- (a) The Group provides integrated building services and building construction works to its customers. Under the terms of contracts, the Group's performance creates and enhances the properties which the customers control during the course of work by the Group. Revenue from provision of contracting services is therefore recognised over time using output method. The Group normally receives progress payment from customers on a monthly basis with reference to the value of works done.
- (b) The Group has applied practical expedient in paragraph 121 of IFRS 15 to exempt the disclosure of revenue expected to be recognised in the future arising from contracts with customers in existence at the reporting date to its contract revenue as the Group recognises revenue at the amount to which it has a right to invoice, which corresponds directly with the value to the customer of the Group's performance completed to date.
- (c) For revenue from contracts with customers within the scope of IFRS15 under Information Technology Development and Application, the performance obligation of software license leasing under Information Technology Development and Application is satisfied over time and upfront fee is normally required. The Group has applied practical expedient in paragraph 121 of IFRS 15 as the performance obligation is part of a contract that has an original expected duration of one year or less.

	Year ended 31 March	
	2025	2024
	S\$	S\$
Income from information technology development and application business:		
Trading of digital assets	3,445,956	6,672,721
Fair value gain on digital assets inventories	445,579	976,808
	3,891,535	7,649,529

Income from information technology development and application business mainly represents trading revenue arising from trading of Bitcoin, a digital asset and net gain or loss from remeasurement of digital assets inventories.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

6 REVENUE AND SEGMENT INFORMATION *(continued)*

Information about major customers

Revenue from customers contributing over 10% of the total revenue of the Group are as follows:

	Year ended 31 March	
	2025	2024
	S\$	S\$
Customer A	13,594,290	13,699,674
Customer B	25,508,031	18,879,453

Note:

The revenue from all the above customers are generated from provision of integrated building services and building construction works in Singapore.

Geographical information

The following table sets out information about the geographical location of the Group's revenue from customers and the Group's property, plant and equipment and interest in associates ("**specified non-current assets**"). The geographical locations of customers are based on the location at which the services were provided. The geographical location of the specified non-current assets is based on the physical location of the asset, in the case of property, plant and equipment, and the location of operations, in the case of interests in associates.

	Year ended 31 March	
	2025	2024
	S\$	S\$
Revenue from external customers		
Singapore	105,800,375	76,846,901
The People's Republic of China ("PRC")	54,727	32,991
Hong Kong	24,618	—
Income from other sources		
Hong Kong	3,891,535	7,649,529
	109,771,255	84,529,421

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

6 REVENUE AND SEGMENT INFORMATION *(continued)*

Geographical information *(continued)*

	As at 31 March	
	2025	2024
	S\$	S\$
Non-current assets		
Singapore	15,589,122	16,019,904
PRC (including Hong Kong)	2,492,468	2,839,728
	18,081,590	18,859,632

Disaggregation of revenue

Revenue from contracts with customers within the scope of IFRS 15 is further analysed as follows:

	Integrated Building Services		Building Construction Works		Information Technology Development and Application		Total	
	2025	2024	2025	2024	2025	2024	2025	2024
	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$
Disaggregated by timing of revenue recognition								
Over time	70,077,172	56,055,847	35,723,203	20,791,054	79,345	32,991	105,879,720	76,879,892

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

7 OTHER INCOME

	Year ended 31 March	
	2025	2024
	S\$	S\$
Bank interest income	222,741	625,895
Interest income from financial assets at fair value through profit or loss		
— Wealth management product	—	1,451
Dividend income from financial assets at fair value through profit or loss-listed equity investments	26,195	8,223
Finance lease interest income	—	4,911
Government grants (<i>note</i>)	15,058	1,179,057
Rental income	175,705	52,433
Others	128,172	98,551
	567,871	1,970,521

Note:

For the year ended 31 March 2024, the Group's government grant included S\$1,124,184 related to a scheme in the People's Republic of China to encourage companies to move to Hangzhou. The condition of the grant has been fully satisfied.

8 OTHER GAINS AND LOSSES

	Year ended 31 March	
	2025	2024
	S\$	S\$
Gain on disposals of property, plant and equipment	400	1,650
Loss on written-off of property, plant and equipment	—	(1,812)
Foreign exchange (loss)/gain, net	(28,743)	707,353
Net loss on financial assets at fair value through profit or loss	(42,242)	(1,736,948)
Others	(2,878)	294
	(73,463)	(1,029,463)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

9 FINANCE COSTS

	Year ended 31 March	
	2025	2024
	S\$	S\$
Interest on other borrowings	41,323	59,492
Interest on lease liabilities	39,636	35,689
	80,959	95,181

10 (LOSS)/PROFIT BEFORE TAXATION

(Loss)/profit before taxation has been arrived at after charging/(crediting):

	Year ended 31 March	
	2025	2024
	S\$	S\$
Depreciation of property, plant and equipment (<i>note a</i>)	1,570,242	1,077,810
Impairment loss on investment in an associate	518,128	70,936
Impairment loss on other receivables	563,693	—
Impairment loss recognised on finance lease receivable	172,786	145,918
	736,479	145,918
Auditor's remuneration:		
— Audit services	173,533	167,527
— Non-audit services	—	—
Directors' remuneration (<i>note 12</i>)	1,481,822	1,469,846
Other staff costs		
— Salaries and other benefits	14,152,597	12,124,846
— Retirement benefit scheme contributions (<i>note b</i>)	540,377	478,922
	16,174,796	14,073,614
Total staff costs (<i>note c</i>)		
	16,174,796	14,073,614
Cost of inventories recognised as cost of sales and services	8,883,106	8,161,075
Subcontractor costs recognised as cost of sales and services	76,548,466	52,619,297

Note:

- Depreciation of S\$157,459 (2024: S\$115,992) is included in cost of sales and services.
- The Group has no forfeited contributions (by employers on behalf of employees who leave the defined contribution scheme prior to vesting fully in such contributions) to offset existing level of contribution during the Review Year and the Last Year.
- Staff costs of S\$6,731,490 (2024: S\$5,963,007) are included in cost of sales and services.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

11 INCOME TAX EXPENSE

	Year ended 31 March	
	2025	2024
	S\$	S\$
Tax expense comprises:		
Current tax		
— Singapore corporate income tax ("CIT")	268,602	255,427
— PRC corporate income tax	—	8,261
(Over)/under provision in respect of prior years	(82,466)	69,519
Deferred tax (note 27)	(35,542)	59,905
	150,594	393,112

Singapore CIT is calculated at 17% (2024: 17%) on the estimated assessable profits eligible for CIT rebate of 50%, capped at S\$40,000 for the year of assessment 2025. Singapore incorporated companies can also enjoy 75% tax exemption on the first S\$10,000 of normal chargeable income and a further 50% tax exemption on the next S\$190,000 of normal chargeable income for the years of assessment 2025 and 2024.

Under the two-tiered profits tax rates regime, the first HK\$2 million of profits of the qualifying group entity will be taxed at 8.25%, and profits above HK\$2 million will be taxed at 16.5%. The profits of group entities not qualifying for the two-tiered profits tax rates regime will continue to be taxed at a flat rate of 16.5%. No provision for the Hong Kong profits tax has been made as the Group had not generated any taxable profits in Hong Kong during the year (2024: Nil).

PRC corporate income tax is calculated at 25% on the assessable profits.

The income tax expense for the year can be reconciled to the (loss)/profit before taxation per the consolidated statement of profit or loss and other comprehensive income as follows:

	Year ended 31 March	
	2025	2024
	S\$	S\$
(Loss)/profit before taxation	(1,326,407)	2,405,632
Tax at the income tax rate of 17%	(225,489)	408,957
Effect of different tax rate of the companies operating in other jurisdictions	(13,465)	(73,287)
Tax effect of expenses not deductible for tax purpose	277,633	813,081
Tax effect of income not subject to tax	(78,976)	(550,594)
Effect of tax concessions and partial tax exemptions	(69,317)	(34,850)
(Over)/under provision in respect of prior years	(82,466)	69,519
Tax effect of unused tax losses not recognised	488,890	133,548
Utilisation of previously unrecognised tax losses	(172,860)	(270,758)
Tax effect of temporary differences not recognised	26,644	(102,504)
Income tax expense	150,594	393,112

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

12 DIRECTORS', CHIEF EXECUTIVE'S EMOLUMENTS AND EMPLOYEES' EMOLUMENTS

a) Directors' and chief executive's emoluments

Directors' emoluments disclosed pursuant to section 383(1) of the Hong Kong Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation are as follows:

Year ended 31 March 2025

	Fees	Discretionary bonus (note b)	Salaries, allowances and benefit in kind	Contributions to retirement benefit scheme	Total
	S\$	S\$	S\$	S\$	S\$
Executive Director					
Mr. Yao Yongjie (note a)	—	—	330,633	3,124	333,757
Non-Executive Directors					
Mr. Chua Seng Hai	—	600,000	360,000	12,048	972,048
Ms. Lu Xuwen (resigned on 5 July 2024)	11,429	—	—	—	11,429
Mr. Yao Zeqian (appointed on 5 July 2024)	25,657	—	—	—	25,657
Ms. Yu Zhuochen	34,707	—	—	—	34,707
Independent Non-Executive Directors					
Mr. Chu Chung Yue, Howard	34,707	—	—	—	34,707
Mr. Fan Jianyin (resigned on 28 February 2025)	31,814	—	—	—	31,814
Mr. Qi Xiaolei (appointed on 28 February 2025)	2,996	—	—	—	2,996
Mr. Li Kanlin	34,707	—	—	—	34,707
	176,017	600,000	690,633	15,172	1,481,822

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

12 DIRECTORS', CHIEF EXECUTIVE'S EMOLUMENTS AND EMPLOYEES' EMOLUMENTS (continued)

a) Directors' and chief executive's emoluments (continued)

Year ended 31 March 2024

	Fees	Discretionary bonus (note b)	Salaries, allowances and benefit in kind	Contributions to retirement benefit scheme	Total
	S\$	S\$	S\$	S\$	S\$
Executive Director					
Mr. Yao Yongjie (note a)	—	—	312,706	3,127	315,833
Non-Executive Directors					
Mr. Chua Seng Hai	—	600,000	360,000	11,602	971,602
Ms. Lu Xuwen	43,431	—	—	—	43,431
Ms. Yu Zhuochen	34,745	—	—	—	34,745
Independent Non-Executive Directors					
Mr. Chu Chung Yue, Howard	34,745	—	—	—	34,745
Mr. Fan Jianyin	34,745	—	—	—	34,745
Mr. Li Kanlin	34,745	—	—	—	34,745
	182,411	600,000	672,706	14,729	1,469,846

Note:

- a) Mr. Yao Yongjie acts as the chairman of the Company.
- b) The discretionary bonus is determined by reference to the duties and responsibilities of the relevant individual within the Group and the Group's performance.

The emoluments for the executive director shown above were for his services in connection with the management affairs of the Company and the Group.

The emoluments for the independent non-executive directors shown above were mainly for their services as directors of the Company.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

12 DIRECTORS', CHIEF EXECUTIVE'S EMOLUMENTS AND EMPLOYEES' EMOLUMENTS *(continued)*

a) Directors' and chief executive's emoluments *(continued)*

During both reporting periods, there was no arrangement under which a director waived or agreed to waive any remuneration.

Save for disclosed in note 29 to the consolidated financial statements, no significant transactions, arrangements and contracts in relation to the Group's business to which the Company was a party and in which a director of the Company and the director's connected party had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during both reporting periods.

b) Individuals with highest emoluments

Of the five individuals with the highest emoluments in the Group, two (2024: two) are directors of the Company whose emoluments are disclosed in note(a) above. The emoluments of the remaining three (2024: three) individuals are as follows:

	Year ended 31 March	
	2025	2024
	S\$	S\$
Salaries and allowances	562,587	551,417
Discretionary bonus	151,500	157,306
Contributions to retirement benefits scheme	38,416	38,640
	752,503	747,363

The emoluments of the three (2024: three) individuals with the highest emoluments are within the following bands:

	Number of employees	
	2025	2024
Emolument bands		
HK\$1,000,001 to HK\$1,500,000	2	2
HK\$1,500,001 to HK\$2,000,000	1	1
HK\$2,000,001 to HK\$2,500,000	—	—
HK\$2,500,001 to HK\$3,000,000	—	—
HK\$3,000,001 to HK\$3,500,000	—	—
HK\$3,500,001 to HK\$4,000,000	—	—
	3	3

During both reporting periods, no emoluments were paid by the Group to any of the directors of the Company or the five highest paid individuals of the Group as an inducement to join or upon joining the Group or as compensation for loss of office.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

13 DIVIDENDS

The directors do not recommend the payment of any dividend in respect of the year end 31 March 2025 (2024: Nil).

14 (LOSS)/EARNINGS PER SHARE

	Year ended 31 March	
	2025	2024
(Loss)/profit attributable to the owners of the Company (S\$)	(1,023,568)	2,209,872
Weighted average number of ordinary shares in issue (number of shares)	1,195,040,000	1,195,040,000

The calculation of basic (loss)/earnings per share is based on the (loss)/profit for the year attributable to owners of the Company and the weighted average number of shares in issue.

For the year ended 31 March 2024, the computation of diluted earnings per share does not assume the exercise of the Company's outstanding share options since their exercise price is higher than the average market price of the Company's share for the year ended 31 March 2024 and there was no outstanding share options as at 31 March 2024. Accordingly, the basic and diluted earnings per share are the same.

For the year ended 31 March 2025, the diluted loss per share is equal to the basic loss per share because the Group has no dilutive securities that are convertible into shares during the Review Year.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

15 PROPERTY, PLANT AND EQUIPMENT

	Plant and machinery S\$	Ownership interest in leasehold property S\$	Computer and office equipment S\$	Motor vehicles S\$	Furniture and fittings S\$	Other properties leased for own use S\$	Leasehold improvements S\$	Total S\$
Cost								
At 1 April 2023	345,100	7,150,000	1,396,829	3,173,650	45,554	1,337,410	327,325	13,775,868
Additions	—	9,472,100	117,042	300,573	—	359,954	219,817	10,469,486
Disposals/written-off	—	—	(39,921)	—	—	—	—	(39,921)
Exchange alignment	—	—	200	1,894	57	(3,302)	34	(1,117)
At 31 March 2024 and 1 April 2024	345,100	16,622,100	1,474,150	3,476,117	45,611	1,694,062	547,176	24,204,316
Additions	—	—	61,760	443,791	1,032	320,235	—	826,818
Increase arising from reassessment of lease terms	—	—	—	—	—	165,693	—	165,693
Disposals/written-off	—	—	(32,400)	—	—	—	—	(32,400)
Exchange alignment	—	—	(76)	(602)	5	(770)	—	(1,443)
At 31 March 2025	345,100	16,622,100	1,503,434	3,919,306	46,648	2,179,220	547,176	25,162,984
Accumulated depreciation								
At 1 April 2023	305,193	1,718,223	885,960	2,914,298	38,461	814,339	327,325	7,003,799
Charge for the year	16,720	272,123	201,207	128,795	2,101	443,556	13,308	1,077,810
Elimination on disposals/written-off	—	—	(279)	—	—	—	—	(279)
Exchange alignment	—	—	182	1,428	52	1,012	34	2,708
At 31 March 2024 and 1 April 2024	321,913	1,990,346	1,087,070	3,044,521	40,614	1,258,907	340,667	8,084,038
Charge for the year	11,140	483,812	214,254	170,098	1,980	644,995	43,963	1,570,242
Decrease arising from reassessment of lease terms	—	—	—	—	—	(348,506)	—	(348,506)
Elimination on disposals/written-off	—	—	(32,400)	—	—	—	—	(32,400)
Exchange alignment	—	—	(17)	(33)	—	(622)	—	(672)
At 31 March 2025	333,053	2,474,158	1,268,907	3,214,586	42,594	1,554,774	384,630	9,272,702
Carrying amount								
At 31 March 2025	12,047	14,147,942	234,527	704,720	4,054	624,446	162,546	15,890,282
At 31 March 2024	23,187	14,631,754	387,080	431,596	4,997	435,155	206,509	16,120,278

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

15 PROPERTY, PLANT AND EQUIPMENT *(continued)*

Note:

Right-of-use assets

- (i) The analysis of the carrying amount of right-of-use assets by class of underlying asset is as follows:

	At 31 March	
	2025	2024
	S\$	S\$
Ownership interests in leasehold property held for own use, carried at depreciated cost, with remaining lease term between 10 and 50 years	14,147,942	14,631,754
Other properties leased for own use, carried at depreciated cost	624,446	435,155
	14,772,388	15,066,909

The other properties leased for own use represents office and staff quarters.

- (ii) The analysis of expense items in relation to leases recognised in the consolidated statement of profit or loss is as follows:

	Year ended 31 March	
	2025	2024
	S\$	S\$
Depreciation charge of right-of-use assets by class of underlying asset:		
Other properties leased for own use	644,995	443,556
Ownership interests in leasehold property	483,812	272,123
	1,128,807	715,679
Interest expense on lease liabilities	39,636	35,689

- (iii) Additional information relating to leases:

The additions and reassessment of right-of-use assets of S\$320,235 and S\$514,199, respectively during the year end 31 March 2025 were related to the capitalised lease payments payable under new or renewed tenancy agreements; while the additions of right-of-use assets of S\$9,832,054 during the year end 31 March 2024 were related to the capitalised lease payments payable under new or renewed tenancy agreements and an acquisition of a building in Singapore with remaining lease term between 10 and 50 years. The additions and reassessment of right-of-use assets of S\$320,235 and S\$514,199, respectively (2024: S\$359,954 and nil) were non-cash transactions.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

15 PROPERTY, PLANT AND EQUIPMENT *(continued)*

Note: *(continued)*

(iv) Amounts included in the consolidated statement of cash flows for leases comprise the following:

	Year ended 31 March	
	2025	2024
	S\$	S\$
Within financing cash flows	683,974	478,759
	683,974	478,759

Details of the maturity analysis of the Group's lease liabilities are set out notes 26 and 36.3(d).

16 INTERESTS IN ASSOCIATES

	As at 31 March	
	2025	2024
	S\$	S\$
Cost of investments in associates	3,133,738	3,133,738
Share of post-acquisition losses and other comprehensive income, net of dividends received	(286,150)	(258,506)
Share of net assets	2,847,588	2,875,232
Less: provision for impairment loss	(656,280)	(135,878)
	2,191,308	2,739,354

On 27 May 2022, Grandshores Technology (Hong Kong) Limited ("GS (HK)"), a wholly owned subsidiary of the Company, and Lion Wealth Management Limited ("Lion WM"), agreed to increase their capital contribution in Aquarius II Sponsor Ltd. ("Aquarius II") by subscription of 49 and 51 new ordinary shares with no par value in the issued share capital of Aquarius II for an aggregate subscription price of US\$1,592,500 and US\$1,657,500, respectively (the "Capital Increase"). Aquarius II is an associate of the Company and is owned as to 49% and 51% by GS (HK) and Lion WM, respectively, since its incorporation. Upon completion of the Capital Increase, the Group continues to hold 49% of the issued shares of Aquarius II and will continue to account for its interest in Aquarius II as an associate.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

16 INTERESTS IN ASSOCIATES (continued)

All of the associates are accounted for using the equity method. Particulars of the associates as at 31 March 2025 are as follows:

Name	Place of incorporation/ operation	Particulars of paid up capital and issued share capital	Proportion of ownership interest indirectly held by the Company		Principal activities
			2025	2024	
Hangzhou Shunpu Trading Co., Ltd.* ("Hangzhou Shunpu") (杭州舜樸貿易有限公司)	PRC	RMB10,000,000	40%	40%	Inactive
Aquarius Sponsor Ltd.	BVI/Hong Kong	USD100	49%	49%	Investment
Aquarius II Sponsor Ltd. ("Aquarius II")	BVI/Hong Kong	USD300	49%	49%	Investment

* The English name of companies established in the PRC are for identification purpose only.

(a) Material associates

Hangzhou Shunpu and Aquarius II are considered material to the Group and their summarised financial information is set out below:

	Aquarius II		Hangzhou Shunpu	
	2025	2024	2025	2024
	S\$	S\$	S\$	S\$
Non-current assets	—	—	—	—
Current assets	4,903,732	5,048,931	1,640,701	1,696,862
Current liabilities	(431,675)	(566,305)	—	—
Net assets	4,472,057	4,482,626	1,640,701	1,696,862

	Aquarius II		Hangzhou Shunpu	
	2025	2024	2025	2024
	S\$	S\$	S\$	S\$
Revenue	—	—	—	—
(Loss)/profit for the year	(9,355)	(196,716)	186	20,966
Other comprehensive (loss)/income	(1,214)	90,105	(56,347)	(35,768)
Total comprehensive loss	(10,569)	(106,611)	(56,161)	(14,802)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

16 INTERESTS IN ASSOCIATES *(continued)*

(a) Material associates *(continued)*

Reconciliation of the above summarised financial information to the carrying amount of the interests in an associates recognised in the consolidated financial statements is as follows:

	Aquarius II		Hangzhou Shunpu	
	2025	2024	2025	2024
	S\$	S\$	S\$	S\$
Net assets	4,472,057	4,482,626	1,640,701	1,696,862
Proportion of the Group's ownership interest	49%	49%	40%	40%
The Group's share of net assets	2,191,308	2,196,487	656,280	678,745
Provision for impairment loss <i>(note)</i>	—	—	(656,280)	(135,878)
Carrying amount in the consolidated financial statements	2,191,308	2,196,487	—	542,867

Note: As at 31 March 2025, in view of the continuous unsatisfactory operation results of Hangzhou Shunpu, the management of the Group carried out an impairment assessment on the Group's interest in Hangzhou Shunpu by comparing its recoverable amount with its carrying amount. Based on the result of the review, the recoverable amount of the Group's interest in Hangzhou Shunpu is estimated to be lower than its carrying amount and accordingly, an impairment loss of S\$518,128 (2024: S\$70,936) is recognized in the profit or loss during the year ended 31 March 2025.

The recoverable amount of the investment in Hangzhou Shunpu was assessed to be S\$Nil (2024: S\$542,867). The fair value less costs of disposal method was adopted in calculating at the recoverable amount. Valuation techniques used to support the valuation include the asset-based approach which uses the fair market value of its total assets minus its total liabilities. The fair value on which the recoverable amount is based on is categorised as a Level 3 measurement.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

16 INTERESTS IN ASSOCIATES *(continued)*

(b) Other associates

Aggregate information of associates that are not individual material is summarised as follows:

	2025	2024
	S\$	S\$
Aggregate carrying amount of individually immaterial associates in the consolidated financial statements	—	—
Aggregate amounts of the Group's share of		
Loss for the year	—	—
Other comprehensive income	—	—
Total comprehensive loss	—	—

17 FINANCE LEASE RECEIVABLE

	2025	2024
	S\$	S\$
Minimum finance lease receivable:		
— Within one year	344,125	346,754
Gross amount of finance lease receivable	344,125	346,754
Less: Unearned finance lease income	—	—
Present value of minimum finance lease receivable	344,125	346,754
Less: allowance for impairment loss	(344,125)	(173,377)
Carrying amount of finance lease receivable	—	173,377
	2025	2024
	S\$	S\$
Present value of minimum finance lease receivable:		
— Within one year	344,125	346,754
Total	344,125	346,754

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

17 FINANCE LEASE RECEIVABLE (continued)

Analysis of security

The finance lease receivable is secured by leased assets which are used in power supply. Additional collaterals may be obtained from customer to secure the repayment obligations under finance lease and such collaterals include property, plant and equipment, guarantee of the customer and/or its related parties.

Analysis of credit quality

The following is a credit quality analysis of the finance lease receivable. In the event that an instalment repayment of a finance lease is overdue for more than 30 days, the entire outstanding balance of the finance lease receivable is classified as overdue. If the instalment repayment is overdue within 30 days, only the balance of this instalment is classified as overdue.

	2025	2024
	S\$	S\$
Overdue and credit impaired	344,125	346,754
Neither past due nor credit-impaired	—	—
Less: allowances for impairment losses	(344,125)	(173,377)
	—	173,377

On 31 March 2024, the Group and the customer entered into a repayment extension agreement, whereby the customer agreed to repay the entire amount of RMB1,866,373 (equivalent to approximately S\$344,125) on or before 31 December 2024. The same amount had defaulted during the year ended 31 March 2025. In accordance with the repayment extension agreement, the default interest would be applicable should the customer fail to repay the amount on or before 31 December 2024 which was approximately 0.05% per day from 1 April 2023 until the repayment date and the Group retains the right to collect the amount since 1 April 2023, being the first default date. Up to 31 March 2025, the accumulated default interest was approximately S\$112,701.

Having taken into account the historical repayment pattern of the debtor, the repayment extension agreement and default event which occurred during the year ended 31 March 2025, the directors considered that the finance lease receivable had become credit impaired. Details of the expected credit loss assessment are further detailed as below.

	2025	2024
	Lifetime ECL - credit impaired	Lifetime ECL - credit impaired
	S\$	S\$
Present value of minimum finance lease receivable	344,125	346,754
Less: Provision for impairment loss	(344,125)	(173,377)
Carrying amount of finance lease receivable	—	173,377

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

17 FINANCE LEASE RECEIVABLE (continued)

Analysis of credit quality (continued)

	2025	2024
	12 month ECL	12 month ECL
	S\$	S\$
Present value of minimum finance lease receivable	—	—
Less: Provision for impairment loss	—	—
Carrying amount of finance lease receivable	—	—

The movements in the provision for impairment loss of finance lease receivable is as follows:

	12 month ECL	Lifetime ECL - not credit impaired	Lifetime ECL - credit impaired
	S\$	S\$	S\$
At 1 April 2023	30,154	—	—
Transfer to Lifetime ECL - credit impaired	(30,154)	—	30,154
Net remeasurement of loss allowance	—	—	145,918
Exchange movement	—	—	(2,695)
At 31 March 2024	—	—	173,377
At 1 April 2024	—	—	173,377
Net remeasurement of loss allowance	—	—	172,786
Exchange movement	—	—	(2,038)
At 31 March 2025	—	—	344,125

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

18 EQUITY INVESTMENTS AT FVOCI

		As at 31 March	
		2025	2024
		S\$	S\$
Unlisted equity investments (<i>note</i>)			
— 杭州麥塔文化科技有限公司		212,039	172,785
— 麥塔宇宙數字科技(杭州)有限公司		145,662	118,905
— 浙江鈦鎂文化傳播有限公司 (“浙江鈦鎂”)		—	—
		357,701	291,690

Note:

The Group has elected to designate the investments as financial assets at FVOCI (non-recycling) as the investments are held for long term strategic purposes.

In March 2022, the Group entered into a share transfer agreement with a third party to dispose of the unlisted equity investment in 浙江鈦鎂 at a consideration of RMB1,120,000 (equivalent to S\$238,339). According to the share transfer agreement, the third party shall pay the consideration on or before 15 December 2022. However, the third party failed to pay the consideration on the due date and the disposal has not been completed up to the date of approval of these financial statements. Details of the fair value of the unlisted equity investments are set out in note 36.3(g).

19 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

		As at 31 March	
		2025	2024
		S\$	S\$
Non-current			
Unlisted equity investment	<i>a</i>	—	—
Listed equity investment	<i>b</i>	—	21,377
		—	21,377
Current			
Listed debt securities	<i>c</i>	26,803	28,641
Listed equity investments	<i>c</i>	2,174,670	2,871,797
		2,201,473	2,900,438
		2,201,473	2,921,815

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

19 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS *(continued)*

Notes:

- a) On 27 April 2021, the Group entered into an investment agreement with Hong Kong Beian Network Technology Co., Limited (“**Beian**”) and its shareholders, pursuant to which the Group agreed to subscribe 10% equity interest in Beian at a consideration of HK\$8,500,000 (equivalent to S\$1,484,716). Beian is a private limited liability company incorporated in Hong Kong and principally engaged in the development and operation of a social platform. The details of the fair value of the unlisted equity investment in Beian are set out in note 36.3(g).
- b) The listed equity investment represented the shares of Statehouse Holdings Inc. (formerly known as “Harborside Inc.”) held in escrow. The details of the fair value of the listed equity investment in Statehouse Holdings Inc. as at 31 March 2025 and 2024 are set out in note 36.3(g).
- c) As at 31 March 2025 and 2024, the fair value of the listed equity investments and listed debt securities is determined at the quoted active market bid price on the respective stock exchanges.

20 INVENTORIES

	As at 31 March	
	2025	2024
	S\$	S\$
Low value consumables	447,404	376,714
Digital assets inventories	5,661,854	2,227,478
	6,109,258	2,604,192

The balance of digital assets inventories represents the Group’s proprietary inventories. The balance is measured at fair value less costs to sell.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

21 TRADE RECEIVABLES

	As at 31 March	
	2025	2024
	S\$	S\$
Billed trade receivables	15,734,473	9,512,212
Unbilled trade receivables (note)	3,180,965	6,514,622
	18,915,438	16,026,834

Note:

Unbilled trade receivables represents (i) the accrued revenue from integrated building services for work performed but yet to be billed; and (ii) the remaining balances of construction revenue to be billed for completed building construction works which are entitled for billing.

For the majority of customers, invoices are issued upon completion of rendering services.

The Group grants credit terms to customers typically between 15 to 60 days from the invoice date for billed trade receivables. The following is an aged analysis of the billed trade receivables presented based on the invoice date at the end of the reporting period:

	As at 31 March	
	2025	2024
	S\$	S\$
Within 90 days	12,888,246	7,889,762
91 days to 180 days	1,847,677	981,829
181 days to 365 days	653,414	436,970
Over 1 year but not more than 2 years	289,805	122,718
More than 2 years	55,331	80,933
	15,734,473	9,512,212

Before accepting any new customer, the Group assesses the potential customer's credit quality and defined credit limit to each customer on an individual basis. Limits attributed to customers are reviewed once a year.

In determining the recoverability of trade receivables, the management of the Group considers any change in the credit quality of the trade receivables from the initial recognition date to the end of the reporting period. Movement in the provision for impairment of trade receivable which have been net with the amount stated above are as follows:

	2025	2024
	S\$	S\$
At the beginning of the year	—	238,725
Provision for impairment	—	—
Written-off	—	(238,725)
At the end of the year	—	—

Details of the impairment assessment are set out in note 36.3(c).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

21 TRADE RECEIVABLES (continued)

The following is an aged analysis of the billed trade receivables, presented based on the due date at the end of each reporting period:

	As at 31 March	
	2025	2024
	S\$	S\$
Not past due	9,998,630	5,694,071
Less than 90 days	3,819,784	2,937,889
91 days to 180 days	1,116,165	387,326
More than 180 days	799,894	492,926
	15,734,473	9,512,212

The Group does not hold any collateral over these balances.

22 OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	As at 31 March	
	2025	2024
	S\$	S\$
Deposits	347,509	422,653
Prepayments	1,867,786	1,930,400
Advances to staff	—	28,500
Other receivables	95,181	202,687
Goods and services tax recoverable	—	7,737
Value-added tax receivable	200,309	195,953
Amounts due from brokers (Note a)	12,827,570	12,889,585
Amounts due from associates (Note b)	—	537,722
	15,338,355	16,215,237

Note a: The Group trades digital assets and securities through brokers and has maintained trading accounts with them. Amount due from brokers represents prefunding for future trading and unwithdrawn trading proceeds kept in the trading accounts with brokers. The balance in the trading accounts are freely withdrawable at the discretion of the Group.

Note b: The amounts due from associates are unsecured, interest free and repayable on demand.

Details of impairment assessment of financial assets included other receivables and deposits for the years ended 31 March 2025 and 2024 are set out in note 36.3(c).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

23 AMOUNTS DUE FROM A RELATED PARTY

Amount due from a related party

	As at 31 March	
	2025	2024
	S\$	S\$
Non-trade balance due from a related party	—	238

As at 31 March 2024, the non-trade balance was due from a key management personnel of the Company. The non-trade balance was unsecured, interest-free and repayable on demand.

24 FIXED BANK DEPOSITS/BANK BALANCES AND CASH

	As at 31 March	
	2025	2024
	S\$	S\$
Fixed bank deposits (<i>note a</i>)	—	1,000,000
Bank balances and cash (<i>note b</i>)	11,861,692	15,804,006

Note:

- a) Fixed bank deposits represent deposits placed with banks with an original maturity over 3 months.
- b) Bank balances carried interest at market rates at 0.05% to 0.25% (2024: 0.1% to 0.15% per annum) per annum as at 31 March 2025.

As at 31 March 2025, bank balances of approximately RMB2,000,000 (equivalent to approximately S\$370,000) were maintained with banks in the People's Republic of China ("PRC"), the remittance of which is subject to exchange control regulations imposed by the PRC government.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

24 FIXED BANK DEPOSITS/BANK BALANCES AND CASH (continued)

Reconciliation of liabilities arising from financing activities

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	Other borrowings S\$	Lease liabilities S\$ (Note 26)	Total S\$
At 1 April 2023	—	512,299	512,299
Cash flows			
— Proceeds from other borrowings	12,601,742	—	12,601,742
— Repayment of other borrowings	(12,661,234)	—	(12,661,234)
— Repayment for lease liabilities	—	(478,759)	(478,759)
Addition of leases	—	359,954	359,954
Interest expenses	59,492	35,689	95,181
Exchange alignment	—	2,386	2,386
At 31 March 2024 and 1 April 2024	—	431,569	431,569
Cash flows			
— Proceeds from other borrowings	29,058,795	—	29,058,795
— Repayment of other borrowings	(29,100,118)	—	(29,100,118)
— Repayment for lease liabilities	—	(683,974)	(683,974)
Addition of leases	—	834,434	834,434
Interest expenses	41,323	39,636	80,959
Exchange alignment	—	(981)	(981)
At 31 March 2025	—	620,684	620,684

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

25 TRADE AND OTHER PAYABLES

	As at 31 March	
	2025	2024
	S\$	S\$
Trade payables	9,251,655	7,131,020
Trade accruals	334,020	2,516,780
	9,585,675	9,647,800
Accrued operating expenses	1,192,917	1,161,673
Deposit	46,196	47,173
Other payables		
GST payable	738,124	390,588
Others	130,609	159,217
	11,693,521	11,406,451

The following is an aged analysis of trade payables presented based on the invoice date at the end of the reporting period:

	As at 31 March	
	2025	2024
	S\$	S\$
Within 90 days	8,684,720	6,721,845
91 to 180 days	242,049	298,613
181 days to 365 days	193,289	16,760
Over 1 year but not more than 2 years	37,794	8,533
Over 2 years	93,803	85,269
	9,251,655	7,131,020

The credit period on purchases from suppliers and subcontractors is between 15 to 90 days or payable upon delivery.

26 LEASE LIABILITIES

At 31 March 2025, the lease liabilities were repayable as follows:

	2025	2024
	S\$	S\$
Within 1 year	543,277	306,352
After 1 year but within 2 years	77,407	118,737
After 2 years but within 3 years	—	6,480
	77,407	125,217
	620,684	431,569

The carrying amounts of lease liabilities and the movements during the year are disclosed in Note 24 and the maturity analysis of lease liabilities is disclosed in Note 36.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

27 DEFERRED TAX LIABILITIES

The following are the major deferred tax liabilities recognised by the Group, and the movements thereon, during the current and prior reporting periods:

	Accelerated tax depreciation S\$
At 1 April 2023	65,467
Charge to profit or loss (<i>note 11</i>)	59,905
At 31 March 2024	125,372
At 1 April 2024	125,372
Credit to profit or loss (<i>note 11</i>)	(35,542)
At 31 March 2025	89,830

Note:

Deferred tax liabilities resulted from temporary differences arising from accelerated depreciation in relation to capital allowance claims on qualified assets in accordance with prevailing tax laws in Singapore.

The Group had unrecognized tax losses of approximately S\$11,729,000 as at 31 March 2025 (2024: S\$9,870,000) that may be carried forward for offsetting against future taxable income. Tax loss of PRC entities amounting to approximately S\$1,398,000 (2024: S\$593,000) will expire in five years after the losses were incurred and the remaining tax losses have no expiry date and can be carried forward indefinitely.

At the end of the reporting period, the Group incurred an impairment loss of approximately S\$736,000 (2024: S\$146,000) on financial assets. However, no deferred tax asset has been recognised in respect of the resulting deductible temporary differences as it is not probable that future taxable profits will be available against which the deductible temporary differences can be utilised.

28 SHARE CAPITAL

	Number of shares	Par value HK\$	Share capital HK\$
Authorised share capital:			
At 1 April 2023, 31 March 2024, 1 April 2024 and 31 March 2025	5,000,000,000	0.01	50,000,000
		Number of shares	Share capital S\$
At 1 April 2023, 31 March 2024, 1 April 2024 and 31 March 2025		1,195,040,000	2,142,708

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

29 RELATED PARTY TRANSACTIONS

Apart from those related party transactions disclosed elsewhere in the consolidated financial statements, the following transactions were carried out with related parties.

a) Compensation of key management personnel

The remuneration of key management personnel of the Group, including the amounts paid to the directors and certain of the highest paid employees as disclosed in note 12 during the reporting period was as follows:

	Year ended 31 March	
	2025	2024
	S\$	S\$
Short term benefits	2,378,736	2,359,842
Post-employment benefits	65,635	64,959
Total compensation	2,444,371	2,424,801

b) Balances with related parties

		As at 31 March	
	Note	2025	2024
		S\$	S\$
Amounts due from associates	22	—	537,722
Amount due from a related party	23	—	238
Amount due to an associate	(i)	2,330,040	2,330,650

Note(i) The amount is non-trade in nature, unsecured, interest free and repayable on demand.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

30 PARTICULARS OF SUBSIDIARIES

Details of the Group's principal subsidiaries held by the Company as at 31 March 2025 are set out below.

Name	Place of incorporation/operation	Issued and fully paid share capital/registered capital	Proportion of ownership interest held by the Group	Principal activities
<u>Directly held by the Company</u>				
Jinfeng Ventures Limited	BVI	US\$1	100%	Investment holding
Pine Vantage Limited	BVI	US\$1	100%	Investment holding
Grand Shores Blockchain Group Limited (雄岸區塊鏈集團有限公司)	Hong Kong	HK\$1	100%	Investment holding
Grandshores Technology (Hong Kong) Limited (雄岸科技(香港)有限公司)	Hong Kong	HK\$1	100%	Provision of information technology development and application products and services
Silver Fame Investment Limited (銀榮投資有限公司)	Hong Kong	HK\$1	100%	Investment holding
<u>Indirectly held by the Company</u>				
SH Integrated Services Pte. Ltd.	Singapore	S\$3,000,000	100%	General contractors (building services with a focus on maintenance and/or installations of mechanical systems including repairs and renovation services and construction works)
CSH Development Pte. Ltd.	Singapore	S\$100,000	100%	Property investment
Hong Kong Grandshores Digital Economy Development Limited (香港雄岸數字經濟發展有限公司)	Hong Kong	HK\$15,000,000	75%	Provision of financial technology services
Grandshores Creative Technology Limited (雄岸創意科技有限公司)	Hong Kong	HK\$14,500,000	100%	Provision of information technology development and application products and services
Hong Kong Grandshores Star Technology Limited* (香港雄岸星辰科技有限公司)	Hong Kong	HK\$10,000	51%	Provision of information technology development and application products and services
杭州雄岸偉成科技有限公司 (Hangzhou Grandshores Weicheng Technology Co., Ltd.)*@	PRC	RMB17,305,000	100%	Provision of information technology development and application products and services

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

30 PARTICULARS OF SUBSIDIARIES (continued)

Name	Place of incorporation/ operation	Issued and fully paid share capital/registered capital	Proportion of ownership interest held by the Group	Principal activities
Grandshores Asset Management Limited (雄岸資產管理有限公司)	Hong Kong	HK\$2,000,000	100%	Provision of asset management and other financial services
杭州聚瀾數字科技有限公司 (Hangzhou Julian Digital Technology Co., Ltd.)*@@	PRC	RMB2,040,816	49.98%	Provision of information technology development and application products and services

None of the subsidiaries had issued any debt securities at the end of the reporting period.

The table below shows details of non-wholly owned subsidiaries of the Group that have material non-controlling interests:

Name of subsidiary	Place of incorporation and principal place of business	Proportion of ownership interests and voting rights held by non-controlling interests		Loss allocated to non-controlling interests		Accumulated non-controlling interests	
		2025	2024	2025	2024	2025	2024
				S\$	S\$	S\$	S\$
Hong Kong Grandshores Digital Economy Development Limited (香港雄岸數字經濟發展有限公司)	Hong Kong	25%	25%	(145)	(122)	434,554	434,814
Hong Kong Grandshores Star Technology Limited (香港雄岸星辰科技有限公司)	Hong Kong	49%	49%	(453,288)	(197,230)	(644,875)	(194,765)
Individually immaterial subsidiaries with non-controlling interests				—	—	—	—
				(453,433)	(197,352)	(210,321)	240,049

* English name for identification purpose only.

The subsidiary was incorporated during the year ended 31 March 2024.

@ The subsidiary is wholly foreign-owned enterprise established under the PRC Law.

@@ The subsidiary is 98% foreign-owned enterprise established under the PRC Law. The Group holds an effective interest of 49.98% in Hangzhou Julian Digital Technology Co., Ltd. through its 51%-owned subsidiary, Hong Kong Grandshores Star Technology Limited, which holds 98% equity interest in Hangzhou Julian Digital Technology Co., Ltd. As the Group ultimately controls Hangzhou Julian Digital Technology Co., Ltd through Hong Kong Grandshores Star Technology Limited, it is accounted for as a subsidiary in accordance with IFRS 10.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

30 PARTICULARS OF SUBSIDIARIES (continued)

Summarised financial information in respect of each of the Group's subsidiaries that has material non-controlling interests is set out below. The summarised financial information below represents amounts before intragroup eliminations.

	Hong Kong Grandshores Digital Economy Development Limited	
	2025	2024
	S\$	S\$
Current assets	1,738,217	1,739,257
Current liabilities	—	—
Net assets	1,738,217	1,739,257
Carrying amount of non-controlling interests	434,554	434,814
Revenue	—	—
Expenses	(580)	(497)
Loss and total comprehensive loss for the year	(580)	(497)
Loss allocated to non-controlling interests	(145)	(122)
Cash flows used in operating activities	(183)	(83)
Cash flows from investing activities	—	—
Cash flows used in financing activities	—	—
Net decrease in cash and cash equivalents	(183)	(83)
Dividend paid to non-controlling interests	—	—

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

30 PARTICULARS OF SUBSIDIARIES *(continued)*

Hong Kong Grandshores Star Technology Limited and its subsidiary		
	2025	2024
	S\$	S\$
Non-current assets	73,999	71,915
Current assets	82,611	269,892
Current liabilities	(1,447,011)	(739,288)
Net liabilities	(1,290,401)	(397,481)
Carrying amount of non-controlling interests	(644,875)	(194,765)
Revenue	79,345	32,991
Expenses	(978,556)	(435,502)
Loss and total comprehensive loss for the year	(899,211)	(402,511)
Loss allocated to non-controlling interests	(453,288)	(197,230)
Cash flows used in operating activities	(58,317)	(394,235)
Cash flows used in investing activities	—	(8,781)
Cash flows (used)/from financing activities	(71,551)	580,807
Net (decrease)/increase in cash and cash equivalents	(129,868)	177,791
Dividend paid to non-controlling interests	—	—

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

31 ACQUISITION OF A SUBSIDIARY

There are no acquisition of subsidiaries during the year ended 31 March 2024 and 2025.

32 ACQUISITION OF NON-CONTROLLING INTERESTS

There are no acquisition of non controlling interests during the year ended 31 March 2024 and 2025.

33 DISPOSAL OF A SUBSIDIARY

There are no disposal of subsidiaries during the year ended 31 March 2024 and 2025.

34 SHARE OPTION SCHEME

The Company's share option scheme was adopted pursuant to a resolution passed on 5 January 2017 (the **"Share Option Scheme"**) for the purpose of providing an incentive or a reward to any employee, director, supplier, customer, consultant, advisor or other eligible person (collectively the **"Eligible Persons"**) for their contribution to the Group and/or to enable the Group to recruit and retain high-calibre employees and attract human resources that are valuable to the Group or any entity in which the Group holds any equity interest (**"Invested Entity"**). Under the Share Option Scheme, the Board of Directors of the Company may grant options to the aforementioned Eligible Persons, to subscribe for shares in the Company.

Under the Share Option Scheme, the total number of shares which may be allotted and issued upon exercise of all share options to be granted under the Share Option Scheme and any other share option scheme of the Company must not in aggregate exceed 30% of the total number of shares in issue from time to time.

The maximum number of shares issued and to be issued upon exercise of the options granted to each Eligible Persons (including both exercised and outstanding options), in any 12-month period shall not exceed 1% of the shares of the Company in issue for the time.

Options granted shall be taken up upon payment of S\$1 as consideration for the grant of option. Options may be exercised at any time not exceeding a period of 10 years from the date which the share option is deemed to be granted and accepted. The exercise price is determined by the Board of Directors of the Company, and shall be at least the higher of (i) the closing price of the shares as stated in the Stock Exchange's daily quotations sheet on the date of grant, (ii) the average closing price of the shares as stated in the Stock Exchange's daily quotation sheets for the five consecutive business days immediately preceding the date of grant and (iii) the nominal value of a share on the date of grant.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

34 SHARE OPTION SCHEME (continued)

(a) The terms and conditions of the options granted are as follows:

For the year ended 31 March 2024

Category of grantee	Date of grant	Exercise period	Contractual life of options	Number of options	Number of options	Number of options as at 31 March 2024	Vesting conditions
				as at 1 April 2023	lapsed during the year		
Employees	16 May 2019	16 May 2020 to 15 May 2023	4 years	500,000	(500,000)	—	One year from the date of grant
		16 May 2021 to 15 May 2023	4 years	500,000	(500,000)	—	Two years from the date of grant
Non-employees	15 May 2019	15 May 2019 to 14 May 2023	4 years	5,000,000	(5,000,000)	—	Upon achievement of specific performance target
	16 May 2019	16 May 2020 to 15 May 2023	4 years	12,000,000	(12,000,000)	—	One year from the date of grant
		16 May 2021 to 15 May 2023	4 years	12,000,000	(12,000,000)	—	Two years from the date of grant
				30,000,000	(30,000,000)	—	

For the year ended 31 March 2025

No share options were outstandings as at 31 March 2024 and 31 March 2025. During the Review Year, no share options were granted, exercised, cancelled or lapsed under the share option scheme.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

34 SHARE OPTION SCHEME (continued)

- (b) The movements of number of share options and weighted average exercise price of share options are as follows:

	Weighted average exercise price	Number of options	Weighted average exercise price	Number of options
	2025	2025	2024	2024
Outstanding at the beginning of the year	—	—	HK\$1.18	30,000,000
Lapsed during the year	—	—	HK\$1.18	30,000,000
Outstanding at the end of the year	—	—	—	—
Exercisable at the end of the year	—	—	—	—

There were no options outstanding as at 31 March 2025 and 31 March 2024.

There was no remaining contractual life as at 31 March 2025 and 31 March 2024.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

34 SHARE OPTION SCHEME (continued)

(c) Fair value of share options and assumptions

The fair value of services received in return for share options granted is measured by reference to the fair value of share options granted. The estimate of the fair value of the share options granted is measured by reference to valuations performed by ValQuest Advisory Group Limited, an independent professional valuer not connected to the Group, based on the Binomial Option Pricing Model. The contractual life of the share option is used as an input into this model.

	On 23 August 2018		On 15 May 2019		On 16 May 2019		On 18 September 2019			
Vesting date	23 August 2019	23 August 2020	15 May 2019	16 May 2020	16 May 2021	18 September 2019	18 March 2020	18 September 2020	18 March 2021	18 September 2021
Fair value at measurement date	HK\$0.33	HK\$0.34	HK\$0.37	HK\$0.35	HK\$0.36	HK\$0.15	HK\$0.085	HK\$0.086	HK\$0.093	HK\$0.076
Share price at date of grant	HK\$1.2	HK\$1.2	HK\$1.19	HK\$1.17	HK\$1.17	HK\$0.56	HK\$0.56	HK\$0.56	HK\$0.56	HK\$0.56
Exercise price	HK\$1.2	HK\$1.2	HK\$1.2	HK\$1.17	HK\$1.17	HK\$0.568	HK\$0.568	HK\$0.568	HK\$0.568	HK\$0.568
Life of options	4 years	4 years	4 years	4 years	4 years	2 years	2.5 years	3 years	3.5 years	4 years
Risk free rate	2.06%	2.06%	1.59%	1.56%	1.56%	1.67%	1.60%	1.53%	1.44%	1.44%
Dividend yield	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Volatility	34.02%	34.02%	38.21%	38.27%	38.27%	46.82%	43.57%	43.08%	40.34%	40.34%
Exercise multiple	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8
Employee exit rate post-vesting	10%	10%	0%	10%	10%	0%	0%	0%	0%	0%

Note:

- (a) Exercise multiple defines the early exercise strategy.
- (b) Risk free rate represents the yields to maturity of Hong Kong Exchange Fund Note with respective terms to maturity as at the valuation date.
- (c) Dividend yield was calculated based on the closing price as at valuation date and the historical dividends per share.
- (d) Employee exit rate-post vesting is the percentage of share option lapsed after the vesting period.
- (e) Volatility is the annualised standard deviation of daily return of the share price of the comparable listed companies which are engaged in similar business of the Company with reference to Bloomberg.

The fair value of the share options granted to non-employees are measured at fair values of options granted as these participants are providing services that are similar to those rendered by employees.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

35 STATEMENT OF FINANCIAL POSITION AND RESERVES OF THE COMPANY

Information about the statement of financial position of the Company at the end of the reporting period is as follows:

	As at 31 March	
	2025	2024
	S\$	S\$
ASSETS AND LIABILITIES		
Non-current assets		
Investments in subsidiaries	5	5
Current assets		
Amounts due from subsidiaries	25,122,478	25,577,330
Prepayments and other receivable	63,814	57,423
Bank balances and cash	139,089	137,530
	25,325,381	25,772,283
Current liabilities		
Other payables	180,989	175,225
Amounts due to subsidiaries	50,263	125,863
	231,252	301,088
Net current assets	25,094,129	25,471,195
Net assets	25,094,134	25,471,200
EQUITY		
Capital and reserves		
Share capital	2,142,708	2,142,708
Reserves	22,951,426	23,328,492
Equity attributable to owners of the Company	25,094,134	25,471,200

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

35 STATEMENT OF FINANCIAL POSITION AND RESERVES OF THE COMPANY

(continued)

A summary of the Company's reserves is as follows:

	Share premium S\$	Capital redemption reserve S\$	Share option reserve S\$	Accumulated losses S\$	Total S\$
At 1 April 2023	29,372,121	16,114	1,260,748	(7,230,809)	23,418,174
Total comprehensive loss for the year:					
Loss for the year	—	—	—	(89,682)	(89,682)
Transactions with owners, recognised directly in equity:					
Transfer of share-based payment reserve upon the lapse of share options	—	—	(1,260,748)	1,260,748	—
Total	—	—	(1,260,748)	1,260,748	—
At 31 March 2024 and 1 April 2024	29,372,121	16,114	—	(6,059,743)	23,328,492
Total comprehensive loss for the year:					
Loss for the year	—	—	—	(377,066)	(377,066)
At 31 March 2025	29,372,121	16,114	—	(6,436,809)	22,951,426

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

36 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT

Categories of financial instruments

	As at 31 March	
	2025	2024
	S\$	S\$
Financial assets		
<i>Financial assets at FVOCI</i>		
Equity investment	357,701	291,690
<i>Financial assets at FVPL</i>		
Equity investments	2,174,670	2,893,174
Debt securities	26,803	28,641
	2,201,473	2,921,815
<i>Financial assets at amortised cost</i>		
Trade receivables	18,915,438	16,026,834
Other receivables and deposits	13,270,260	14,081,147
Finance lease receivable	—	173,377
Amount due from a related party	—	238
Fixed bank deposits	—	1,000,000
Bank balances and cash	11,861,692	15,804,006
	44,047,390	47,085,602
Total	46,606,564	50,299,107
Financial liabilities		
<i>Financial liabilities at amortised cost</i>		
Trade and other payables	10,955,397	11,015,863
Amount due to an associate	2,330,040	2,330,650
Lease liabilities	620,684	431,569
Total	13,906,121	13,778,082

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

36 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT *(continued)*

36.1 Business development and the associated risks

During the year, the Group was engaged in the information technology development and application business line.

Management considers that the risks and uncertainties associated with the information technology development and application business is largely related to information technology, safekeeping of digital assets, fluctuation of asset prices as well as the fast developing nature of the markets. As the industry is in a growth stage, the Group has been implementing an operational infrastructure to support business development and growth. These initiatives include identifying physical locations, expanding IT infrastructure and hiring additional management personnel with an emphasis on experience in legal, regulatory, financial reporting, operations and technology development.

36.2 Risk management of the information technology development and application business

(i) Price risk of digital assets inventories

The Group holds digital assets inventories for the information technology development and application business. Price volatility of digital assets may cause significant impact to the Group's performance.

To manage the risk, the level of digital asset holdings is closely monitored by the Group's top management. During times of heightened price volatility, the Group may choose to reduce its digital asset inventory exposure by selling down or entering into hedge transactions such as exchange traded futures contracts.

For further details of the financial risk related to pricing, refer to note 36.3(e).

(ii) Risks related to safekeeping of assets

The Group maintains digital assets in both "hot" (connected to the Internet) and "cold" (not connected to the internet) wallets. "Hot" wallets are more susceptible to cyber-attacks or potential theft due to the fact they are connected to the public internet. To mitigate such risks, the Group has implemented guidelines and risk control protocols to dynamically adjust the level of digital assets maintained in "hot" wallets required to facilitate settlement. The Group has developed a proprietary digital asset wallet solution for its wallets with comprehensive security controls and risk mitigation processes in place. Control procedures cover wallet generation, day-to-day wallet management and security, as well as monitoring and safeguarding of the Group's "hot" and "cold" wallets and public and private keys.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

36 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT *(continued)*

36.3 Financial risk management objectives and policies

The Group's major financial instruments include trade and other receivables, finance lease receivable, amount due from a related party, fixed bank deposits, equity investments at FVOCI, financial assets at fair value through profit or loss, bank balances and cash, trade and other payables, amount due to an associate and lease liabilities. Details of these financial instruments are disclosed in respective notes. The risks associated with these financial instruments include market risk (interest rate risk and currency risk), credit risk, liquidity risk and other price risk. The policies on how to mitigate these risks are set out below. The management manages and monitors these exposures to ensure appropriate measures are implemented on a timely and effective manner.

(a) Market risk

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group is exposed to cash flow interest rate risk on the variable rate of interest earned on bank balances. The Group is also exposed to fair value interest rate risk in relation to fixed-rate borrowings and fixed interest on pledged bank deposits and time deposits. It is the Group's policy to maintain an appropriate level between its fixed-rate and variable-rate borrowings so as to minimize the fair value and cash flow interest rate risks.

The Group currently does not have an interest rate hedging policy. However, the management monitors interest rate risk exposure and will consider interest rate hedging should the need arise.

Sensitivity analysis

The directors of the Company consider that the exposure of cash flow interest rate risk arising from bank balances is not significant as the fluctuation of the interest rates on bank balances is minimal. Accordingly, no sensitivity analysis is prepared and presented.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

36 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT *(continued)*

36.3 Financial risk management objectives and policies *(continued)*

(b) Currency risk

The Group undertakes certain transactions which expose the Group to foreign currency risk. The related balances include other receivables, cash and cash equivalents and other payables, denominated in a currency other than the functional currency, and so exposures to exchange rate fluctuations arise. The Group currently does not have any foreign currency hedging policy. However, the Group monitors foreign exchange exposure and will consider hedging significant foreign currency exposure should the need arise. The carrying amounts of the Group's monetary assets and monetary liabilities which are denominated in a currency other than the functional currency of the relevant group entities at the reporting date are as follows:

	2025		2024	
	United States Dollars	Hong Kong Dollars	United States Dollars	Hong Kong Dollars
	S\$	S\$	S\$	S\$
Trade and other receivables	10,280,944	—	12,836,183	—
Cash and cash equivalents	1,214,566	139,070	3,589,767	137,502
Trade and other payables	—	(180,989)	—	(175,224)
Gross exposure arising from recognised assets and liabilities	11,495,510	(41,919)	16,425,950	(37,722)

As the Hong Kong dollar is pegged against the United States dollar, it is assumed that there would not be any material change in value of the United States dollar against Hong Kong dollars.

Assuming that all other variables remain constant at year end, a 5% (2024: 5%) depreciation/appreciation of the S\$ against USD, the loss before taxation would decrease/increase by S\$574,776 (2024: profit before taxation would increase/decrease by S\$821,298) for the year ended 31 March 2025.

In the management's opinion, the sensitivity analysis above is unrepresentative for the currency risk as the exposure at the end of reporting period does not reflect the exposure during the year.

The Group monitors foreign currency exposure and will consider hedging significant currency exposure should the need arise.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

36 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT *(continued)*

36.3 Financial risk management objectives and policies *(continued)*

(c) Credit risk

In order to minimize the credit risk, the Group has policies in place for determination of credit limits, credit approvals and other monitoring procedures to ensure that follow-up action is taken to recover overdue debts. Before accepting any new customer, the Group carries out research on the credit risk of the new customer and assesses the potential customer's credit quality and defines credit limits by customer. Limits attributed to customers are reviewed when necessary.

In addition, the Group reviews the recoverable amount of each individual trade debt at the end of the reporting period to ensure that adequate impairment losses are made for irrecoverable amounts. In this regard, management of the Group considers that the Group's credit risk is significantly reduced.

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer rather than the industry or country in which the customers operate and therefore significant concentrations of credit risk primarily arise when the Group has significant exposure to individual customers. At the end of the reporting period, 28% (2024: 25%) and 61% (2024: 43%) of the total trade receivables was due from the Group's largest customer and the five largest customers which exposed the Group to concentration of credit risk. In addition, the amount due from a broker of S\$10,256,361 (2024: S\$12,116,957) were due from single debtor.

The Group measures loss allowances for trade receivables at an amount equal to lifetime ECLs, which is calculated using a provision matrix. Given the customers of the Group are mainly reputable companies and the Government of Singapore and its related organisations and institutional bodies and the Group has not experienced any significant credit losses in the past, management considered that the allowance for ECLs is insignificant. As a result, no provision for impairment of trade receivables is necessary during the year except for certain credit impaired and doubtful trade receivables.

The Group has taken measures to identify credit risks arising from loan receivables. The Group manages credit risk at every stage of the risk management system, including pre-approval, review and credit approval and post-transaction monitoring processes. The Group conducts acceptance and due diligence during the pre-approval process. A transaction may be subject to the review and approval depending on the transaction size.

During the post-transaction monitoring process, the Group performs credit evaluations on each and every major debtors periodically. These evaluations focus on the debtors' past history of making payments when due and current ability to pay, and take into account information specific to the debtors as well as pertaining to the economic environment in which the debtors operate. In addition, the Group performs impairment assessment under ECL model under IFRS 9 on loan receivables. In this regard, the directors of the Company consider that the Group's credit risk is significantly reduced.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

36 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT *(continued)*

36.3 Financial risk management objectives and policies *(continued)*

(c) Credit risk (continued)

In respect of other receivables, individual credit evaluations are performed on all debtors requiring credit over a certain amount. These evaluations focus on the debtor's past history of making payments when due and current ability to pay, and take into account information specific to the debtors as well as pertaining to the economic environment in which the debtor operates.

At the end of each reporting period, the Group's maximum exposure to credit risk which will cause a financial loss to the Group due to failure to discharge an obligation by the counterparties is arising from the carrying amounts of the respective recognised financial assets as stated in the consolidated statement of financial position.

Impairment assessment for the years ended 31 March 2025 and 2024

The Group's internal credit risk grading assessment comprises the following categories:

Internal credit rating	Description	Trade receivables	Other financial assets/ other items
Low risk	The counterparty has a low risk of default and does not have any past-due amounts	Lifetime ECL — not credit-impaired	12-month ECL
Watch list	Debtor frequently repays after due dates but usually settle after due date	Lifetime ECL — not credit-impaired	12-month ECL
Doubtful	There have been significant increases in credit risk since initial recognition through information developed internally or external resources	Lifetime ECL — not credit-impaired	Lifetime ECL — not credit-impaired
Loss	There is evidence indicating the asset is credit impaired	Lifetime ECL — credit-impaired	Lifetime ECL — credit-impaired
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery	Amount is written off	Amount is written off

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

36 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT *(continued)*

36.3 Financial risk management objectives and policies *(continued)*

(c) Credit risk (continued)

Impairment assessment for the years ended 31 March 2025 and 2024 (continued)

The tables below detail the credit risk exposures of the Group's financial assets, which are subject to ECL assessment:

	Note	Internal credit rating	12-month or lifetime ECL	Gross carrying amounts 2025 S\$	2024 S\$
Financial assets at amortised cost					
Trade receivables <i>(note i)</i>	21	Low risk	Lifetime ECL — not credit-impaired	9,998,630	5,694,071
		Watch list	Lifetime ECL — not credit-impaired	3,819,784	2,937,889
		Doubtful	Lifetime ECL — not credit-impaired	1,916,059	800,252
		Loss	Lifetime ECL — credit-impaired	—	—
Other receivables and deposits <i>(note ii)</i>	22	Low risk	12-month ECL	13,270,260	14,081,147
		Loss	Lifetime ECL — credit-impaired	572,324	6,243
Finance lease receivable <i>(note iii)</i>	17	Low risk	12-month ECL	—	—
		Loss	Lifetime ECL — credit-impaired	344,125	346,754
Non-trade balances due from a related party <i>(note iv)</i>	23	Low risk	12-month ECL	—	238
Fixed bank deposits <i>(note v)</i>	24	Low risk	12-month ECL	—	1,000,000
Bank balances and cash <i>(note v)</i>	24	Low risk	12-month ECL	11,861,692	15,804,006

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

36 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT *(continued)*

36.3 Financial risk management objectives and policies *(continued)*

(c) Credit risk (continued)

Impairment assessment for the years ended 31 March 2025 and 2024 (continued)

Note:

(i) Trade receivables

The Group has applied the simplified approach in IFRS 9 to measure the loss allowance on lifetime ECL basis for trade receivables. The Group assessed ECL allowance for trade receivables individually and/or collectively using a provision matrix, grouped by internal credit rating adjusted by forward-looking information. Given the customers of the Group are mainly credit worthy companies with good payment history and the Government of Singapore and its related organisations and institutional bodies and the Group has not experienced any significant credit loss in the past, management concluded that the ECL allowance for trade receivables were insignificant.

(ii) Other receivables and deposits

In determining the ECL for other receivables, the management has made periodic individual assessment on the recoverability of these balances based on historical settlement records, past experience, and also forward-looking information, as appropriate. The management has considered the consistently low historical default rate in connection with relevant counterparties, and concluded the credit risk inherent in these amounts is insignificant for non credit-impaired other receivable and thus no loss allowance was recognised while the loss allowances for credit-impaired other receivables were measured at an average loss rate of 100%.

(iii) Finance lease receivable

For the purpose of internal credit risk management, the Group uses historical past due experience and forward-looking information to assess whether credit risk has increased significantly since initial recognition. As at 31 March 2025, the management assessed that the finance lease receivable are credit impaired and the balance is considered to be loss and the lifetime ECL credit-impaired rate of 100% is being used in the calculation of the loss allowance. As at 31 March 2024, the management assessed that the finance lease receivable are credit impaired and the balance is considered to be loss and the lifetime ECL credit-impaired rate of 50% is being used in the calculation of the loss allowance.

(iv) Non-trade balance due from a related party

As at 31 March 2025, for purpose of impairment assessment, the Group uses historical past due experience and forward-looking information to assess whether credit risk has increased significantly since initial recognition. The non-trade balances due from a related party is considered to have low credit risk as there has been no significant increase in the risk of default on the receivables since initial recognition. Accordingly, for the purpose of impairment assessment for the asset, the loss allowance is measured at an amount equal to 12-month ECL. The management determines the non-trade balance due from a related party is subject to immaterial credit loss and thus no loss allowance was recognized.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

36 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT *(continued)*

36.3 Financial risk management objectives and policies *(continued)*

(c) Credit risk (continued)

Impairment assessment for the years ended 31 March 2025 and 2024 (continued)

Note: (continued)

(v) Fixed bank deposits and bank balances and cash

Fixed bank deposits and bank balances were placed in the banks in Hong Kong, Singapore and the PRC and governed by relevant regulatory authorities. In view of the stable bank systems in Hong Kong, Singapore and the PRC, and the high credit rating assigned by international or PRC rating agencies to these banks, the ECL allowance is expected to be very minimal.

The following table shows reconciliation of loss allowances that have been recognised for trade receivables and other receivables:

	Finance lease receivable		Trade receivables		Other receivables	
	2025	2024	2025	2024	2025	2024
	S\$	S\$	S\$	S\$	S\$	S\$
At the beginning of the year	173,377	30,154	—	238,725	6,243	6,243
Provided for the year	170,748	143,223	—	—	566,081	—
Written-off	—	—	—	(238,725)	—	—
At the end of the year	344,125	173,377	—	—	572,324	6,243

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

36 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT *(continued)*

36.3 Financial risk management objectives and policies *(continued)*

(d) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulties in meeting its financial obligations as and when they fall due. In the management of the liquidity risk, the Group monitors and maintains a level of cash and cash equivalents deemed adequate by the management to finance the Group's operations and mitigate the effects of fluctuations in cash flows.

Non-derivative financial liabilities

The following table details the Group's remaining contractual maturity for its non-derivative financial liabilities. The tables have been drawn up based on the undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the relevant market rates as at the reporting date) of financial liabilities based on the earliest date on which the Group can be required to pay. The table includes both interest and principal cash flows, where applicable.

Liquidity and interest rate tables	Weighted average effective interest rate	On demand or within one year	After one year, but within two years	After two years, but within three years	Total undiscounted cash flows	Carrying amount
	%	S\$	S\$	S\$	S\$	S\$
As at 31 March 2025						
<i>Non-interest bearing instruments</i>						
Trade and other payables	—	10,955,397	—	—	10,955,397	10,955,397
Amount due to an associate	—	2,330,040	—	—	2,330,040	2,330,040
<i>Fixed interest bearing instruments</i>						
Lease liabilities	3.10-5.88	557,945	77,932	—	635,877	620,684
Total		13,843,382	77,932	—	13,921,314	13,906,121

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

36 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT *(continued)*

36.3 Financial risk management objectives and policies *(continued)*

(d) Liquidity risk (continued)

	Weighted average effective interest rate %	On demand or within one year S\$	After one year, but within two years S\$	After two years, but within three years S\$	Total undiscounted cash flows S\$	Carrying amount S\$
As at 31 March 2024						
<i>Non-interest bearing instruments</i>						
Trade and other payables	—	11,015,863	—	—	11,015,863	11,015,863
Amount due to an associate	—	2,330,650	—	—	2,330,650	2,330,650
<i>Fixed interest bearing instruments</i>						
Lease liabilities	2.48-5.25	325,598	121,440	6,480	453,518	431,569
Total		13,672,111	121,440	6,480	13,800,031	13,778,082

Non-derivative financial assets

All financial assets of the Group as at 31 March 2025 and 2024 are non-interest bearing and repayable on demand or due within one year, except for fixed bank deposits and bank balances as disclosed in note 24.

(e) Other price risk

Price risk on equity investments

The Group's equity investments at FVOCI and listed equity investments and debt securities and unlisted equity investments at fair value through profit or loss are measured at fair value at the end of the reporting period. Therefore, the Group is exposed to price risk in relation to these financial assets. In order to mitigate such risk, the Group would monitor the price risk and will consider hedging the risk exposure should the need arise.

Sensitivity analysis

The sensitivity analysis below has been determined based on the exposure to price risks at the reporting date.

If the prices of the listed equity investments, listed debt securities and unlisted equity investments measured at fair value through profit or loss had been 5% (2024: 5%) higher/lower, the loss before taxation would decrease/increase by S\$110,074 (2024: profit before taxation would increase/decrease by S\$146,091).

If the prices of the unlisted equity investments measured at fair value through other comprehensive income had been 5% (2024: 5%) higher/lower, the other comprehensive income would increase/decrease by S\$17,885 (2024: other comprehensive loss would decrease/increase by S\$14,585).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

36 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT *(continued)*

36.3 Financial risk management objectives and policies *(continued)*

(f) Financial instruments not measured at fair value

The management of the Group considers that the carrying amounts of financial assets and financial liabilities recorded at amortised cost in the consolidated financial statements approximate to their fair values.

(g) Financial instruments measured at fair value

The Group has a team headed by the finance manager performing valuations for the financial instruments which are categorised into Level 3 of the fair value hierarchy. The team reports directly to the financial controller. A valuation report with analysis of changes in fair value measurement is prepared by the team at each interim and annual reporting date, and is reviewed and approved by the financial controller. Discussion of the valuation process and results with the financial controller is held twice a year, to coincide with the reporting dates.

The Group did not have any financial liabilities measured at fair value as at 31 March 2025 and 2024. The following table presents the fair value of the Group's financial instruments measured at the end of the reporting period on a recurring basis, categorised into the three-level fair value hierarchy as defined in IFRS 13 "Fair value measurement".

Fair value hierarchy

	Level 1	Level 2	Level 3	Total
	S\$	S\$	S\$	S\$
As at 31 March 2025:				
Financial asset at FVOCI				
— Unlisted equity investments	—	—	357,701	357,701
Financial assets at FVPL				
— Unlisted equity investment	—	—	—	—
— Listed debt securities	26,803	—	—	26,803
— Listed equity investments	2,174,670	—	—	2,174,670
	2,201,473	—	357,701	2,559,174

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

36 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (continued)

36.3 Financial risk management objectives and policies (continued)

(g) Financial instruments measured at fair value (continued)

	Level 1 S\$	Level 2 S\$	Level 3 S\$	Total S\$
As at 31 March 2024:				
Financial asset at FVOCI				
— Unlisted equity investments	—	—	291,690	291,690
Financial assets at FVPL				
— Unlisted equity investment	—	—	—	—
— Listed debt securities	28,641	—	—	28,641
— Listed equity investments	2,893,174	—	—	2,893,174
	2,921,815	—	291,690	3,213,505

During the year ended 31 March 2025, there were no transfers of fair value measurements between Level 1, Level 2 and Level 3 (2024: Nil).

Information about Level 3 fair value measurement

The following table summarises the basis of valuation used in Level 3 fair value measurements:

Description	Note	Fair value As 31 March	
		2025 S\$	2024 S\$
Zhejiang Ti Mg Culture Communication Co., Ltd.* ("Zhejiang Ti Mg") 浙江鈦鎂文化傳播有限公司	(i)	—	—
杭州麥塔文化科技有限公司	(ii)	212,039	172,785
麥塔宇宙數字科技(杭州)有限公司	(ii)	145,662	118,905
Hong Kong Beian Network Technology Co., Limited ("Beian")	(iii)	—	—
		357,701	291,690

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

36 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT *(continued)*

36.3 Financial risk management objectives and policies *(continued)*

(g) Financial instruments measured at fair value (continued)

Information about Level 3 fair value measurement (continued)

- (i) In March 2022, the Group entered into a share transfer agreement with a third party to dispose of Zhejiang Ti Mg for a consideration of RMB1,120,000 (equivalent to S\$238,339). As at 31 March 2022, the fair value was determined by reference to the said transaction price. According to the share transfer agreement, the third party shall pay the consideration on or before 15 December 2022. However, the third party failed to pay the consideration on the due date and the disposal has not been completed up to the date of approval of these financial statements. In the absence of reliable market-based inputs and based on the financial information and poor performance of Zhejiang Ti Mg, the management adopted a cost approach adjusted for impairment as the valuation technique under Level 3 of the fair value hierarchy. Given the non-payment of consideration by the buyer under a prior share transfer agreement and the lack of observable future economic benefit from the investment, the directors concluded that the fair value was negligible and therefore impaired to zero as at 31 March 2024 and 2025.
- (ii) The Group engaged an independent professional valuer to perform the fair value valuation of the unlisted equity investments in 杭州麥塔文化科技有限公司 and 麥塔宇宙數字科技(杭州)有限公司. The fair value of these investments is determined using the guideline public company method under market approach. Key inputs used in valuing the investments including the quoted market price of comparable companies with an average comparable increase in market price of 11.2% (2024: decrease 9.8%). The fair value measurement is positively correlated to the market price of comparable companies. As at 31 March 2025, it is estimated that with all other variables held constant, an increase/decrease in market price of the comparable companies by 20% would increase/decrease the fair value of 杭州麥塔文化科技有限公司 and 麥塔宇宙數字科技(杭州)有限公司 by S\$42,408 and S\$29,132 (2024: S\$34,557 and S\$23,781) respectively.

**The English name of companies established in the PRC are for identification purpose only.*

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

36 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT *(continued)*

36.3 Financial risk management objectives and policies *(continued)*

(g) Financial instruments measured at fair value (continued)

Information about Level 3 fair value measurement (continued)

- (iii) The Group engaged an independent professional valuer to perform the fair value valuation of the unlisted equity investment in Beian. The fair value of Beian as at 31 March 2024 was determined using the discounted cash flows, adjusted for lack of marketability discount. As at 31 March 2024, the fair value of Beian was Nil.

Following a thorough review of Beian's financial data and cash flows for the year, the directors considered that the fair value of the investment in Beian was Nil as at 31 March 2025.

The movements during the period in the balance of the Level 3 fair value measurement are as follows:

Unlisted equity investments	2025	2024
	S\$	S\$
At the beginning of the year	291,690	694,478
Additions	—	27,868
Fair value loss recognised in profit or loss (included in other gains and losses)	—	(383,576)
Fair value gain/(loss) recognised in other comprehensive income	68,221	(39,016)
Exchange alignment	(2,210)	(8,064)
At the end of the year	357,701	291,690
Total losses for the period included in profit or loss for assets held at the end of the reporting period	—	(383,576)

The fair value loss recognised in profit or loss on financial assets at fair value through profit or loss is included in "net loss on financial assets at fair value through profit or loss of other gains and losses". Transfers between levels of the fair value measurement hierarchy were recognised as of the date of the event or change in circumstances that caused the transfer.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

36 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT *(continued)*

36.3 Financial risk management objectives and policies *(continued)*

(h) Non-financial instruments measured at fair value

(i) Fair value hierarchy

This note explains the judgements and estimates made in determining the fair values of the non-financial instruments that is recognised and measured at fair value in the consolidated financial statements. To provide an indication about the reliability of the inputs used in determining fair value, the Group has classified its non-financial instruments into the three levels prescribed under the accounting standards. An explanation of each level is provided in note 3 above.

	Level 1	Level 2	Level 3	total
	S\$	S\$	S\$	S\$
As at 31 March 2025:				
— Digital assets inventories	5,661,854	—	—	5,661,854

	Level 1	Level 2	Level 3	total
	S\$	S\$	S\$	S\$
As at 31 March 2024:				
— Digital assets inventories	2,227,478	—	—	2,227,478

There were no transfers between levels 1, 2 and 3 for recurring fair value measurements during the year.

(ii) Valuation inputs and relationships to fair value

Digital assets inventories are held mainly for the purposes of trading in the ordinary course of the Group's information technology development and application business in the OTC market.

As at 31 March 2025 and 2024, the digital assets inventories are measured at level 1 fair value. The fair value of the digital assets inventories is determined with reference to the quoted prices from the principal digital asset markets of the corresponding digital assets.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the financial year ended 31 March 2025

37 COMMITMENTS

As at 31 March 2025 and 2024, the Group has no outstanding capital commitment.

Operating lease commitments - where the Group is a lessor

Certain portion of the property located at 40 Kaki Bukit Crescent, Singapore 416266 was leased out to external third parties.

The future minimum lease receivables under non-cancellable operating lease contracted for at the end of the reporting period are as follows:

	2025	2024
	S\$	S\$
Within one year	70,850	170,040
Within one to two years	—	70,850
	70,850	240,890

38 EVENTS AFTER THE REPORTING PERIOD

Subsequent to the reporting period and up to the date of approval of these financial statements, the market price of Bitcoin increased from approximately US\$83,000 as at 31 March 2025 to approximately US\$108,000 as at the date of this report.

39 IMMEDIATE AND ULTIMATE CONTROLLING PARTY

At 31 March 2025, the directors consider the immediate holding company and ultimate holding company of the Group to be Morgan Hill Holdings Limited and Great Scenery Ventures Limited, both of which are incorporated in the British Virgin Islands. The ultimate controlling party of the Group is Mr. Yao Yongjie. Morgan Hill Holdings Limited and Great Scenery Ventures Limited does not produce financial statements available for public use.

FINANCIAL SUMMARY

A summary of the results and of the assets and liabilities of the Group for the last five financial years, as extracted from the published financial statements, is set out as below:

	2025	2024	2023	2022	2021
	S\$	S\$	S\$	S\$	S\$
RESULTS					
Revenue	109,771,255	84,529,421	57,768,008	44,702,564	49,149,302
Costs of services	(92,327,287)	(66,866,673)	(48,674,212)	(32,657,745)	(27,381,933)
Gross profit	17,443,968	17,662,748	9,093,796	12,044,819	21,767,369
Other income	567,871	1,970,521	558,224	740,453	1,225,844
Other gains and losses	(73,463)	(1,029,463)	(3,170,837)	(2,364,454)	(950,619)
Selling expenses	(309,794)	(150,990)	(23,701)	(41,951)	(79,942)
Administrative expenses	(18,869,520)	(15,863,999)	(12,831,053)	(10,820,783)	(12,843,119)
Finance costs	(80,959)	(95,181)	(47,375)	(6,158)	(30,689)
Share of loss of an associate	(4,510)	(88,004)	(37,977)	(24,578)	(3,655)
(Loss)/profit before taxation	(1,326,407)	2,405,632	(6,458,923)	(472,652)	9,085,189
Income tax expense	(150,594)	(393,112)	(29,565)	(694,955)	(2,083,834)
(Loss)/profit for the year	(1,477,001)	2,012,520	(6,488,488)	(1,167,607)	7,001,355
(Loss)/profit for the year attributable to:					
— owners of the Company	(1,023,568)	2,209,872	(6,428,856)	(982,487)	5,276,960
— non-controlling interests	(453,433)	(197,352)	(59,632)	(185,120)	1,724,395
	(1,477,001)	2,012,520	(6,488,488)	(1,167,607)	7,001,355
ASSETS AND LIABILITIES					
Non-current assets	18,439,291	19,172,699	10,347,258	9,636,424	10,493,890
Current assets	54,426,216	54,724,322	58,186,396	63,348,688	65,275,890
Total assets	72,865,507	73,897,021	68,533,654	72,985,112	75,769,780
Non-current liabilities	167,237	250,589	203,550	202,276	333,801
Current liabilities	14,813,854	14,300,292	10,349,394	9,295,759	10,973,503
Total liabilities	14,981,091	14,550,881	10,552,944	9,498,035	11,307,304
Total equity	57,884,416	59,346,140	57,980,710	63,487,077	64,462,476
Equity attributable to owners of the Company	58,094,737	59,106,091	57,554,211	61,931,042	62,326,736
Non-controlling interests	(210,321)	240,049	426,499	1,556,035	2,135,740
	57,884,416	59,346,140	57,980,710	63,487,077	64,462,476