HLB ATREDE

Directors' Statement and
Audited Financial Statements

R Systems IBIZCS Pte. Ltd. and its Subsidiaries

(Co. Reg. No. 200715700E)

For the year ended 31 December 2023

R Systems IBIZCS Pte. Ltd. and its Subsidiaries
(Co. Reg. No. 200715700E)

General Information

Directors

Gunalan Kalairajan	
Chan Kum Ming	(Appointed on 10 May 2023)
Bernard Lim Sheun Long	(Appointed on 10 May 2023)
Dr. Satinder Singh Rekhi	(Resigned on 10 May 2023)
Sartaj Singh Rekhi	(Resigned on 10 May 2023)

Secretaries

Ng Chee Tiong
Yio Swee Kim

Independent Auditor

HLB Atrede LLP

Contents

R Systems IBIZCS Pte. Ltd. and its Subsidiaries
(Co. Reg. No. 200715700E)

Directors' Statement

The directors present their statement to the members together with the audited consolidated financial statements of R Systems IBIZCS Pte. Ltd. (the "Company") and its subsidiaries (the "Group") and statement of financial position and statement of changes in equity of the Company for the financial year ended 31 December 2023.

1. OPINION OF THE DIRECTORS

In the opinion of the directors,

(a) the consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2023 and of the financial performance, changes in equity and cash flows of the Group and changes in equity of the Company for the year ended on that date; and

(b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

2. DIRECTORS

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

Gunalan Kalairajan
Chan Kum Ming
Bernard Lim Sheun Long

3. ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES AND DEBENTURES

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

4. DIRECTORS' INTERESTS IN SHARES AND DEBENTURES

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

	Holding registered in names of directors		**Holdings in which directors are deemed to have an interest**	
Name of directors	**At date of appointment**	**At end of year**	**At date of appointment**	**At end of year**
	Ordinary shares of Rs. 1 each			
The intermediate holding company - R Systems International Limited				
Chan Kum Ming	8,000	8,000	–	–

5. SHARE OPTIONS

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

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

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

6. INDEPENDENT AUDITOR

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

On behalf of the board of directors,

DocuSigned by: Bernard Lim 7F74E364CA16414...	DocuSigned by: Gunalan Kalairajan 13F8460CB0C2446...
Bernard Lim Sheun Long Director	Gunalan Kalairajan Director

Singapore

6 February 2024

HLB ATREDE

Independent Auditor's Report
to the member of R Systems IBIZCS Pte. Ltd.
(Co. Reg. No. 200715700E)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of R Systems IBIZCS Pte. Ltd. (the "Company") and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at 31 December 2023, and the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group, statement of changes in equity of the Company for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position, and statement of changes in equity of the Company are properly drawn up in accordance with the provision of the Companies Act 1967 (the "Act") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the consolidated financial position of the Group and financial position of the Company as at 31 December 2023, and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and changes in equity of the Company for the year ended on that date.

Basis for Opinion

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

Other Information

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

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Independent Auditor's Report
to the member of R Systems IBIZCS Pte. Ltd. – continued
(Co. Reg. No. 200715700E)

Other Information (continued)

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

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

Responsibilities of Management and Directors for the Financial Statements

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

Independent Auditor's Report
to the member of R Systems IBIZCS Pte. Ltd. – continued
(Co. Reg. No. 200715700E)

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities and business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

Independent Auditor's Report
to the member of R Systems IBIZCS Pte. Ltd. – continued
(Co. Reg. No. 200715700E)

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the Act to be kept by the Company and by those subsidiary corporations incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

HLB Atrede LLP
Public Accountants and
Chartered Accountants

Singapore

6 February 2024

R Systems IBIZCS Pte. Ltd. and its Subsidiaries
(Co. Reg. No. 200715700E)

Statements of Financial Position as at 31 December 2023

		Group		Company	
	Note	2023 $	2022 $	2023 $	2022 $
Non-current assets					
Plant and equipment	4	123,805	52,227	104,488	31,371
Right of use assets	5	84,254	82,793	84,254	58,340
Intangible assets	6	61,218	91,277	–	–
Investment in subsidiaries	7	–	–	804,819	893,530
		269,277	226,297	993,561	983,241
Current assets					
Trade receivables	8	1,586,516	1,800,330	1,009,355	1,228,190
Other receivables	9	207,325	152,977	75,371	89,627
Contract assets	10	529,888	575,619	328,829	251,216
Amounts due from immediate holding company	11	–	34,347	4,187	34,347
Amounts due from subsidiary companies	12	–	–	8,661	253,859
Amounts due from related companies	13	–	13,200	–	–
Cash and cash equivalents	14	4,652,771	4,332,299	2,735,832	1,924,244
		6,976,500	6,908,772	4,162,235	3,781,483
Current liabilities					
Trade payables	15	541,898	934,122	362,231	569,490
Other payables	16	596,813	643,022	360,050	339,436
Contract liabilities	17	1,838,795	2,039,670	1,106,975	1,503,497
Lease liability	18	42,994	88,588	42,994	61,009
Amounts due to intermediate holding company	19	151,426	16,657	101,544	–
Amounts due to immediate holding company	11	55,040	–	–	–
Amounts due to subsidiary companies	12	–	–	90,137	30,189
Amount due to related companies	13	8,921	5,136	5,849	5,136
Tax payable		55,063	22,740	11,113	15,641
		3,290,950	3,749,935	2,080,893	2,524,398
Net current assets		3,685,550	3,158,837	2,081,342	1,257,085
Non-current liability					
Lease liability	18	41,440	–	41,440	–
		41,440	–	41,440	–
Net assets		3,913,387	3,385,134	3,033,463	2,240,326

R Systems IBIZCS Pte. Ltd. and its Subsidiaries
(Co. Reg. No. 200715700E)

Statements of Financial Position as at 31 December 2023 – continued

		Group		Company	
	Note	2023	2022	2023	2022
		$	$	$	$
Equity attributable to owner of the Company					
Share capital	20	1,151,000	1,151,000	1,151,000	1,151,000
Foreign currency translation reserve	21	(64,779)	(29,018)	–	–
Accumulated profits		2,827,066	2,263,052	1,882,463	1,089,326
		3,913,287	3,385,034	3,033,463	2,240,326
Non-controlling interest		100	100	–	–
Total equity		3,913,387	3,385,134	3,033,463	2,240,326

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

R Systems IBIZCS Pte. Ltd. and its Subsidiaries
(Co. Reg. No. 200715700E)

Consolidated Statement of Comprehensive Income
for the financial year ended 31 December 2023

	Note	2023 $	2022 $
Revenue	22	11,511,270	11,482,398
Other operating income	23	100,093	89,449
		11,611,363	11,571,847
Purchases of licenses/services		(4,863,747)	(4,177,026)
Subcontractor services		(328,952)	(911,908)
Staff costs	24	(4,388,532)	(4,408,870)
Allowance for expected credit losses			
– trade receivables		(73,365)	(107,193)
– contract assets		(39,843)	(25,415)
Amortisation of intangible assets		(29,053)	(31,458)
Bad debt written off – trade		–	(510)
Depreciation of plant and equipment		(34,753)	(36,757)
Depreciation of right-of-use assets		(85,762)	(164,131)
Finance cost	25	(1,710)	(8,053)
Rental of premises		(35,117)	(77,826)
Reversal for allowance for impairment			
– trade receivables		116,744	68,181
– contract assets		50,441	–
Other expenses	26	(1,074,887)	(901,350)
Profit before tax		822,827	789,531
Income tax expense	27	(258,813)	(142,185)
Profit for the year		564,014	647,346
Other comprehensive loss:			
Items that may be reclassified subsequently to profit or loss:			
Foreign currency translation		(35,761)	(41,666)
Other comprehensive loss for the year, net of tax		(35,761)	(41,666)
Total comprehensive income for the year		528,253	605,680
Profit attributable to:			
Owner of the Company		564,014	647,346
Total comprehensive income attributable to:			
Owner of the Company		528,253	605,680

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

Statements of Changes in Equity for the financial year ended 31 December 2023

	Share capital $	Foreign currency translation adjustment reserve $	Accumulated profits $	Sub-total $	Non-controlling interest $	Total $
Group						
Balance at 1 January 2022	1,151,000	12,648	1,615,706	2,779,354	100	2,779,454
Total comprehensive income for the year	–	(41,666)	647,346	605,680	–	605,680
Balance at 31 December 2022	1,151,000	(29,018)	2,263,052	3,385,034	100	3,385,134
Total comprehensive income for the year	–	(35,761)	564,014	528,253	–	528,253
Balance at 31 December 2023	1,151,000	(64,779)	2,827,066	3,913,287	100	3,913,387

Statements of Changes in Equity for the financial year ended 31 December 2023 – continued

	Share capital $	Accumulated profits $	Total $
Company			
Balance at 1 January 2022	1,151,000	898,843	2,049,843
Total comprehensive income for the year	–	190,483	190,483
Balance at 31 December 2022	1,151,000	1,089,326	2,240,326
Total comprehensive income for the year	–	793,137	793,137
Balance at 31 December 2023	1,151,000	1,882,463	3,033,463

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

R Systems IBIZCS Pte. Ltd. and its Subsidiaries
(Co. Reg. No. 200715700E)

Consolidated Statement of Cash Flows for the financial year ended 31 December 2023

	2023 $	2022 $
CASH FLOWS FROM OPERATING ACTIVITIES		
Profit before tax	822,827	789,531
Adjustments for:		
Amortisation of intangible assets	29,053	31,458
Depreciation of plant and equipment	34,753	36,757
Depreciation of right-of-use asset	85,762	164,131
Bad debt written off on trade	–	510
Interest expenses on lease liabilities	1,710	8,053
Interest income	(24,959)	(33)
Allowance for expected credit losses on contract asset	39,843	25,415
Allowance for expected credit losses on trade receivables	73,365	107,193
Gain on disposal of plant and equipment	(735)	–
Reversal of allowance for impairment on trade receivables	(116,744)	(68,181)
Reversal of allowance for impairment on contract asset	(50,441)	–
Operating profit before working capital changes	894,434	1,094,834
Decrease in trade and other receivables, contract assets	253,487	144,363
Decrease in trade and other payables, contract liabilities	(634,949)	(202,547)
Decrease/(increase) in amounts due from immediate holding company	34,347	(34,347)
Increase/(decrease) in amount due to immediate holding company	55,040	(23,520)
Increase in amounts due to related companies	713	–
Cash generated from operations	603,072	978,783
Tax paid	(226,846)	(190,614)
Net cash flows from operating activities	376,226	788,169
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of plant and equipment	(106,983)	(29,195)
Sales proceed from disposal of plant and equipment	747	–
Interest received	24,959	33
Net cash flows used in investing activities	(81,277)	(29,162)
CASH FLOWS FROM FINANCING ACTIVITIES		
Increase in amounts due to intermediate holding company	134,769	16,657
Decrease in amounts due from related companies	16,272	12,981
Interest paid	(1,710)	(8,053)
Repayment of principal lease liabilities	(91,445)	(167,249)
Net cash flows from/(used in) financing activities	57,886	(145,664)
Net increase in cash and cash equivalents	352,835	613,343
Effect of exchange rate changes on cash and cash equivalents	(32,363)	(43,281)
Cash and cash equivalents at beginning of year	4,332,299	3,762,237
Cash and cash equivalents at end of year	4,652,771	4,332,299

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

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

1. CORPORATE INFORMATION

The Company is a private company limited by shares incorporated and domiciled in Singapore.

The Company's immediate holding is R Systems (Singapore) Pte Ltd, incorporated in Singapore. In the previous year, the Company's ultimate holding company was R Systems International Limited, a company incorporated in India and listed on the National Stock Exchange of India Limited and BSE Limited.

During the year, a majority of R Systems International Limited's shares were acquired by BCP Asia II TopCo II Pte. Ltd. As a result, the ultimate, penultimate, and intermediate holding companies of the Company became BCP Asia II Holdco II Pte. Ltd (incorporated in Singapore), BCP Asia II TopCo II Pte. Ltd (incorporated in Singapore) and R Systems International Limited (previously the ultimate holding company), respectively.

The registered office of the Company is located at 2 Jalan Kilang Barat, #04-01 Panasonic Building, Singapore 159346.

The principal activities of the Company are those relating to the business of information technology consulting and general trading.

The principal activities of the subsidiaries are disclosed in Note 7 to the financial statements.

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION

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

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

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

The accounting policies adopted are consistent with those of the previous financial year except that in current financial year, the Group and the Company has adopted all the new and amended standards which are relevant to the Group and the Company and are effective for annual financial period beginning on 1 January 2023. The adoption of these standards did not have any material effect on the financial statements of the Group and the Company.

Standards issued but not yet effective

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

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

(b) *Basis of consolidation and business combination*

(i) *Basis of consolidation*

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

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

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

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

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

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

(ii) *Business combinations and goodwill*

Business combinations are accounted for by applying the acquisition method. Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Acquisition-related costs are recognised as expenses in the periods in which the costs are incurred and the services are received.

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

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

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

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

The Group elects for each individual business combination, whether non-controlling interest in the acquiree (if any), that are present ownership interests and entitle their holders to a proportionate share of net assets in the event of liquidation, is recognised on the acquisition date at fair value, or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets. Other components of non-controlling interests are measured at their acquisition date fair value, unless another measurement basis is required by another FRS.

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

Goodwill is initially measured at cost. Following initial recognition, goodwill is measured at cost less any accumulated impairment losses.

For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to the Group's cash generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the acquire are assigned to those units.

The cash-generating units to which goodwill have been allocated is tested for impairment annually and whenever there is an indication that the cash generating unit may be impaired. Impairment is determined for goodwill by assessing the recoverable amount of each cash-generating unit (or group of cash-generating units) to which the goodwill relates.

(c) ***Foreign currency***

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

(i) *Transactions and balances*

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

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

(c) *Functional currency (continued)*

(i) *Transactions and balances (continued)*

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

(ii) *Consolidated financial statements*

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

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

(d) *Plant and equipment*

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

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

Communication equipment	–	3 years
Furniture and fitting	–	5 years
Computer equipment	–	1 to 3 years
Leasehold improvements	–	1.5 to 3 years

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

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

(d) *Plant and equipment (continued)*

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

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

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

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

(e) *Intangible assets*

Intangible assets acquired separately are measured initially at cost. The cost of intangible assets acquired in a business combination is their fair value as at the date of acquisition. Following initial acquisition, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Internally generated intangible assets, excluding capitalised development costs, are not capitalised and expenditure is reflected in profit or loss in the year in which the expenditure is incurred.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite useful lives are amortised over the estimated useful lives and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method are reviewed at least at each financial year-end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. Intangible asset are depreciated on straight-line basis over the estimated useful lives of the assets as follows:

Customer contract	–	Over the contract period
Non-compete fee	–	Over the non-compete period
Software	–	3 years

Intangible assets with indefinite useful lives or not yet available for use are tested for impairment annually, or more frequently if the events and circumstances indicate that the carrying value may be impaired either individually or at the cash-generating unit level. Such intangible assets are not amortised. The useful life of an intangible asset with an indefinite useful life is reviewed annually to determine whether the useful life assessment continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

(e) *Intangible assets (continued)*

An intangible asset is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the statement of profit or loss when the asset is derecognised.

- *Purchased goodwill*

  Purchased goodwill is attributable to the acquisition of the business. Purchased goodwill measures at the date of business acquisition as the fair values of the consideration transferred over the net recognised amount of the identifiable assets acquired. The purchased goodwill acquired has an indefinite useful lives as the management believes there is no foreseeable limit to the period over which the business acquired is expected to generate net cash inflows for the Company. The purchased goodwill is tested annually for impairment.

(f) *Subsidiaries*

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

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

(g) *Leases*

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

(i) *As lessee*

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

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

(g) ***Leases (continued)***

(i) *As lessee (continued)*

- *Right-of-use assets*

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

Guest house – 1.5 years

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment as the accounting policy disclosed in Note 2(j).

- *Lease liabilities*

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

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

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

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

(g) ***Leases (continued)***

(i) *As lessee (continued)*

- *Lease liabilities (continued)*

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

- *Short term and low value leases*

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

(h) ***Financial instrument***

(i) ***Financial assets***

Initial recognition and measurement

Financial assets are recognised when, and only when, the Group becomes a party to the contractual provision of the financial instrument.

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

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

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

(h) *Financial instrument (continued)*

(i) *Financial assets (continued)*

Subsequent measurement

Amortised cost

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

Derecognition

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

(ii) *Financial liabilities*

Initial recognition and measurement

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

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

Subsequent measurement

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

Derecognition

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

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

(h) *Financial instrument (continued)*

(iii) *Offsetting of financial instruments*

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

(i) *Impairment of financial assets*

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

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

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

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

(j) *Impairment of non-financial assets*

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

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

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

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

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

(k) *Contract balances*

<u>*Contract assets*</u>

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

<u>*Contract liabilities*</u>

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

(l) *Cash and cash equivalents*

Cash and cash equivalents comprise cash on hand and at bank, and demand deposits that are readily convertible to known amount of cash and which are subject to an insignificant risk of change in value. These also include bank overdrafts that form an integral part of the Group's cash management.

(m) *Trade and other payables*

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

(n) *Government grant*

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

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

(n) *Government grant (continued)*

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

(o) ***Provisions***

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

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

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

(p) ***Employee benefits***

(i) *Defined contribution plans*

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

The Group makes contributions to the Central Provident Fund ("CPF") scheme in Singapore, a defined contribution pension scheme. These contributions are recognised as an expense in the period in which the related service is performed.

(ii) *Employee leave entitlement*

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

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

(q) *Revenue*

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

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

(i) *IT Professional services*

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

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

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

(ii) *Commission income*

Commission income is recognised upon services rendered and for vendors.

(iii) *Interest income*

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

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

(r) *Taxes*

(i) *Current income tax*

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

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

(ii) *Deferred tax*

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

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

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

(iii) *Sales tax*

Revenue, expenses and assets are recognised net of the amount of sales tax except:

- Where the sales tax incurred in a purchase of assets or services is not recoverable from the taxation authority, in which case the goods and services tax is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and

- Receivables and payables that are stated with the amount of sales tax included.

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

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (continued)

(s) *Related parties*

A related party is defined as follows:

(a) A person or a close member of that person's family is related to the Group and the Company if that person:
- (i) Has control or joint control over the Company;
- (ii) Has significant influence over the Company; or
- (iii) Is a member of the key management personnel of the Group or Company or of a parent of the Company.

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

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

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

(i) *Judgement made in applying accounting policies*

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

- *Revenue from contracts with customers*

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

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

(ii) *Estimates and assumptions*

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

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

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

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

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (continued)

(ii) *Estimates and assumptions (continued)*

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

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

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

  The information about the ECLs on the Group's trade receivables and contract assets is disclosed in Note 8 and Note 10 respectively.

- *Income tax*

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

4. PLANT AND EQUIPMENT

Group	Communication equipment $	Furniture and fitting $	Computer equipment $	Leasehold improvements $	Total $
Cost:					
At 1 January 2022	84,332	56,326	201,612	123,166	465,436
Additions	399	1,460	27,336	–	29,195
Disposal	–	–	(2,479)	–	(2,479)
Currency alignment	(2,505)	(2,690)	(5,449)	(4,178)	(14,822)
At 31 December 2022 and 1 January 2023	82,226	55,096	221,020	118,988	477,330
Additions	111	25,180	21,593	60,099	106,983
Disposal	–	(2,468)	(20,139)	–	(22,607)
Currency alignment	(1,773)	(402)	(3,729)	(6,841)	(12,745)
At 31 December 2023	80,564	77,406	218,745	172,246	548,961
Accumulated depreciation:					
At 1 January 2022	83,243	53,251	145,787	122,097	404,378
Charge for the year	415	2,434	33,075	833	36,757
Disposal	–	–	(2,479)	–	(2,479)
Currency alignment	(2,480)	(2,614)	(4,367)	(4,092)	(13,553)
At 31 December 2022 and 1 January 2023	81,178	53,071	172,016	118,838	425,103
Charge for the year	118	659	33,635	341	34,753
Disposal	–	(2,456)	(20,139)	–	(22,595)
Currency alignment	(1,091)	(820)	(3,188)	(7,006)	(12,105)
At 31 December 2023	80,205	50,454	182,324	112,173	425,156
Net carrying amount:					
At 31 December 2022	1,048	2,025	49,004	150	52,227
At 31 December 2023	359	26,952	36,421	60,073	123,805

4. PLANT AND EQUIPMENT (continued)

Company	Communication equipment $	Furniture and fitting $	Computer equipment $	Leasehold improvements $	Total $
Cost:					
At 1 January 2022	31,839	12,311	111,563	44,777	200,490
Additions	–	–	14,944	–	14,944
At 31 December 2022 and 1 January 2023	31,839	12,311	126,507	44,777	215,434
Additions	–	25,180	7,360	59,748	92,288
Written off	–	–	(19,418)	–	(19,418)
At 31 December 2023	31,839	37,491	114,449	104,525	288,304
Accumulated depreciation:					
At 1 January 2022	31,839	11,947	75,757	44,777	164,320
Charge for the year	–	364	19,379	–	19,743
At 31 December 2022 and 1 January 2023	31,839	12,311	95,136	44,777	184,063
Charge for the year	–	19,171	–	–	19,171
Written off	–	–	(19,418)	–	(19,418)
At 31 December 2023	31,839	31,482	75,718	44,777	183,816
Net carrying amount:					
At 31 December 2022	–	–	31,371	–	31,371
At 31 December 2023	–	6,009	38,731	59,748	104,488

5. RIGHT OF USE ASSETS

	Guest house $	Office $	Total $
Group			
Cost:			
At 1 January 2022	70,789	494,013	564,802
Written off	–	(105,346)	(105,346)
At 31 December 2022	70,789	388,667	459,456
Addition	87,917	–	87,917
Written off	–	(310,733)	(310,733)
At 31 December 2023	158,706	77,934	23,6640
Accumulated depreciation:			
At 1 January 2022	2,950	312,584	315,534
Charge for the year	35,395	128,736	164,131
Written off	–	(105,346)	(105,346)
Currency alignment	–	2,344	2,344
At 31 December 2022	38,345	338,318	376,663
Charge for the year	36,107	49,655	85,762
Written off	–	(310,733)	(310,733)
Currency alignment	–	694	694
At 31 December 2023	74,452	77,934	152,386
Net carrying amount:			
At 31 December 2022	32,444	50,349	82,793
At 31 December 2023	84,254	–	84,254

5. RIGHT OF USE ASSETS (continued)

Company	Guest house $	Office $	Total $
Cost:			
At 1 January 2022 and 31 December 2022	70,789	310,733	381,522
Addition	87,917	–	87,917
Lease expired	–	(310,733)	(310,733)
At 31 December 2023	158,706	–	158,706
Accumulated depreciation:			
At 1 January 2022	2,950	181,260	184,210
Charge for the year	35,395	103,577	138,972
At 31 December 2022	38,345	284,837	323,182
Charge for the year	36,107	25,896	62,003
Lease expired	–	(310,733)	(310,733)
At 31 December 2023	74,452	–	74,452
Net carrying amount:			
At 31 December 2022	32,444	25,896	58,340
At 31 December 2023	84,254	–	84,254

The Group and the Company entered into commercial leases primarily for its office premises and guesthouse. The average lease terms are 2 years (2022: 2 to 3 years).

The maturity analysis of lease liabilities is present in Note 18.

(i) *Amounts recognised in profit and loss*

	Group		Company	
	2023 $	**2022** $	**2023** $	**2022** $
Depreciation expense on right-of-use assets	85,762	164,131	62,003	138,972
Interest expense on lease liabilities	1,710	8,053	1,222	6,480
	87,472	172,184	63,225	145,452

(ii) *Total cash outflow*

The Group and Company had total cash flow for all the leases of $93,155 and $65,871 (2022: $175,302 and $148,886) respectively.

5. RIGHT OF USE ASSETS (continued)

(iii) *Extension options*

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

6. INTANGIBLE ASSETS

	Purchased goodwill $	Customer contract $	Non-compete fee $	Software $	Total $
Group					
Cost:					
At 1 January 2022	18,074	51,576	44,395	44,407	158,452
Currency alignment	(742)	(2,116)	(1,822)	(1,822)	(6,502)
At 31 December 2022	17,332	49,460	42,573	42,585	151,950
Currency alignment	(229)	(655)	(563)	(563)	(2,010)
At 31 December 2023	17,103	48,805	42,010	42,022	149,940
Amortisation:					
At 1 January 2022	–	18,981	4,440	7,401	30,822
Charge for the year	–	8,499	8,608	14,351	31,458
Currency alignment	–	(871)	(276)	(460)	(1607)
At 31 December 2022	–	26,609	12,772	21,292	60,673
Charge for the year	–	6,488	8,461	14,104	29,053
Currency alignment	–	(398)	(228)	(378)	(1,004)
At 31 December 2023	–	32,699	21,005	35,018	88,722
Net carrying amount:					
At 31 December 2022	17,332	22,851	29,801	21,293	91,277
At 31 December 2023	17,103	16,106	21,005	7,004	61,218

7. INVESTMENT IN SUBSIDIARIES

	Company 2023 $	 2022 $
Unquoted shares, at cost	804,819	1,153,819
Less: Impairment loss	–	(260,289)
	804,819	893,530

7. INVESTMENT IN SUBSIDIARIES (continued)

Details of the subsidiaries at 31 December 2023 are as follows:

Name and principal activities	Country of incorporation	Cost of investments 2023 $	Cost of investments 2022 $	Proportion (%) of ownership interest 2023 %	Proportion (%) of ownership interest 2022 %
Held by the Company					
IBIZ Consulting Services Pte Ltd (Struck-off)	Singapore	–	349,000	–	100
R Systems IBIZCS Sdn. Bhd. (I.T. integrated solution services and I.T. support)	Malaysia	176,675	176,675	100	100
PT RSYSTEMS IBIZCS International (I.T. integrated solution services and I.T. support)	Indonesia	359,250	359,250	99.56	99.56
IBIZ Consulting Services Limited (I.T. integrated solution services and I.T. support)	Hong Kong	1,859	1,859	100	100
IBIZ Consulting (Thailand) Co., Ltd (Dormant)	Thailand	267,035	267,035	100	100
		804,819	1,153,819		

The details of the indirect subsidiaries held by IBIZ Consulting Pte. Ltd. at 31 December are as follows:

Name and principal activities	Country of incorporation	Proportion (%) of ownership interest 2023 %	Proportion (%) of ownership interest 2022 %
Held by direct subsidiary company – IBIZ Consulting Services Limited			
IBIZ Consulting Services (Shanghai) Co., Ltd (I.T. integrated solution services and I.T. support)	China	100	100

Subsidiary struck off

On 31 August 2023, the shareholders of the Company approved to strike off a subsidiary, IBIZ Consulting Services Pte Ltd., and the remaining funds in the subsidiary of $131,084 was returned to the Company.

8. TRADE RECEIVABLES

	Group		Company	
	2023	2022	2023	2022
	$	$	$	$
Trade receivables	1,696,527	1,972,397	1,076,977	1,372,641
Less: Allowance for expected credit losses	(110,011)	(172,067)	(67,622)	(144,451)
	1,586,516	1,800,330	1,009,355	1,228,190

Trade receivables are non-interest bearing and are generally on 30 to 90 days' terms. They are recognised at their original invoice amounts which represents their fair values on initial recognition. The Group and the Company assesses at the end of each reporting period whether there is objective evidence that trade and other receivables are impaired. Receivables over 180 days past due are generally fully impaired as historical experience has indicated that these receivables are largely not recoverable.

Receivables that are impaired

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

	Lifetime ECL not credit impaired $
Group	
Balance as at 1 January 2022	138,233
Allowance made for the year	107,193
Reversal during the year	(68,181)
Currency alignment	(5,178)
Balance as at 31 December 2022	172,067
Allowance made for the year	73,365
Reversal during the year	(116,744)
Currency alignment	(1,828)
Written off against trade receivables	(16,849)
Balance as at 31 December 2023	110,011

8. TRADE RECEIVABLES (continued)

Receivables that are impaired

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

	Lifetime ECL not credit impaired $
Company	
Balance as at 1 January 2022	96,757
Allowance made for the year	96,116
Reversal during the year	(48,422)
Balance as at 31 December 2022	144,451
Allowance made for the year	29,453
Reversal during the year	(106,282)
Balance as at 31 December 2023	67,622

The Group and the Company uses an allowance matrix to measure the ECLs of trade receivables from individual customers.

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

	Expected credit loss %	Gross carrying amount $	Impairment loss allowance $	Credit impaired
Group				
2023				
Current (not past due)	0.29	758,350	(1,745)	No
1 to 90 days past due	0.38	716,622	(4,402)	No
90 to 180 days past due	0.83	111,279	(554)	No
More than 180 days past due	2.00	110,276	(103,310)	Yes
		1,696,527	(110,011)	
2022				
Current (not past due)	0.23	782,866	–	No
1 to 90 days past due	0.31	746,234	–	No
90 to 180 days past due	0.72	328,802	(57,572)	No
More than 180 days past due	2.00	114,495	(114,495)	Yes
		1,972,397	(172,067)	

8. TRADE RECEIVABLES (continued)

	Expected credit loss %	Gross carrying amount $	Impairment loss allowance $	Credit impaired
Company				
2023				
Current (not past due)	0.29	408,033	(1,745)	No
1 to 90 days past due	0.38	487,587	(2,194)	No
90 to 180 days past due	0.83	76,701	(554)	No
More than 180 days past due	2.00	104,656	(63,129)	Yes
		1,076,977	(67,622)	
2022				
Current (not past due)	0.23	375,320	–	No
1 to 90 days past due	0.31	582,647	–	No
90 to 180 days past due	0.72	326,017	(55,794)	No
More than 180 days past due	2.00	88,657	(88,657)	Yes
		1,372,641	(144,451)	

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

	Group		Company	
	2023 $	2022 $	2023 $	2022 $
Indonesian Rupiah	131,633	184,471	–	–
Malaysia Ringgit	339,436	248,826	–	–
Others currencies	27,088	70,511	–	–
Singapore Dollar	678,703	975,031	678,703	975,031
United States Dollar	409,656	321,491	330,652	253,159
	1,586,516	1,800,330	1,009,355	1,228,190

9. OTHER RECEIVABLES

	Group 2023 $	Group 2022 $	Company 2023 $	Company 2022 $
Financial assets				
Deposits	29,921	65,031	8,471	39,206
Staff advances – interest free	20,717	33,892	–	12,287
Sundry receivables	1,077	1,077	1,077	1,077
	51,715	100,000	9,548	52,570
Non-financial assets				
GST Receivable	20,671	–	–	–
Tax recoverable	2,075	–	–	–
Prepayments	75,353	19,362	11,673	7,014
Deferred costs	57,511	33,615	54,150	30,043
	207,325	152,977	75,371	89,627

9. OTHER RECEIVABLES (continued)

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

	Group		Company	
	2023	**2022**	**2023**	**2022**
	$	$	$	$
Indonesia Rupiah	29,318	34,364	–	–
Others currencies	4,214	1,191	–	–
Malaysia Ringgit	8,635	8,760	–	–
Singapore Dollar	9,548	55,685	9,548	52,570
	51,715	100,000	9,548	52,570

10. CONTRACT ASSETS

Contract assets	639,585	697,809	386,937	352,867
Less: Allowance for expected credit losses	(109,697)	(122,190)	(58,108)	(101,651)
	529,888	575,619	328,829	251,216

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

There were no significant changes in the contract asset balances during the reporting period.

Management always estimates the loss allowance on amounts due from customers at an amount equal to lifetime ECL, taking into account the historical default experience and the future prospects of the Technology industry.

The movement in allowances accounts used to record the impairment as follows:

Balance at beginning of year	122,190	96,775	101,651	83,540
Charge for the year	39,843	25,415	–	18,111
Reversal during the year	(50,441)	–	(43,543)	–
Currency alignment	(1,895)	–	–	–
Balance at end of the year	109,697	122,190	58,108	101,651

10. CONTRACT ASSETS (continued)

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

	Expected credit loss %	Gross carrying amount $	Impairment loss allowance $	Credit impaired
Group				
2023				
Current (not past due)	0.29	252,249	(39,843)	No
1 to 90 days past due	0.38	257,050	–	No
90 to 180 days past due	0.83	44,176	(7,354)	No
More than 180 days past due	2.00	86,110	(62,500)	No
		639,585	(109,697)	
2022				
Current (not past due)	0.23	189,659	–	No
1 to 90 days past due	0.31	260,919	(19,241)	No
90 to 180 days past due	0.72	73,347	(31,148)	No
More than 180 days past due	2.00	173,884	(71,801)	No
		697,809	(122,190)	
Company				
2023				
Current (not past due)	0.29	105,359	–	No
1 to 90 days past due	0.38	216,028	–	No
90 to 180 days past due	0.83	14,796	(7,354)	No
More than 180 days past due	2.00	50,754	(50,754)	No
		386,937	(58,108)	
2022				
Current (not past due)	0.23	99,697	–	No
1 to 90 days past due	0.31	170,760	(19,241)	No
90 to 180 days past due	0.72	31,148	(31,148)	No
More than 180 days past due	2.00	51,262	(51,262)	Yes
		352,867	(101,651)	

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

11. AMOUNTS DUE FROM/(TO) IMMEDIATE HOLDING COMPANY

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

12. AMOUNTS DUE FROM/(TO) SUBSIDIARY COMPANIES

	Company	
	2023	**2022**
	$	$
Amount due from subsidiary companies		
Trade	385,996	740,499
Less: Allowance for impairment	(377,335)	(606,677)
	8,661	133,822
Non-trades	399,523	568,473
Less: Allowance for impairment	(399,523)	(448,436)
	–	120,037
	8,661	253,859

The movement in allowances accounts used to record the impairment as follows:

Balance at beginning of year	1,055,113	1,073,780
Charge to for the year	1,001	–
Reversal during the year	(279,256)	(18,667)
Balance at end of the year	776,858	1,055,113

The amounts due from subsidiary companies are denominated in the following currencies as at 31 December:

Singapore Dollar	8,661	66,450
United States Dollar	–	187,409
	8,661	253,860

The amounts due to subsidiary companies are denominated in the following currencies as at 31 December:

Singapore Dollar	19,303	6,848
United States Dollar	67,224	23,341
Malaysia Ringgit	3,610	–
	90,137	30,189

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

13. AMOUNTS DUE FROM/(TO) RELATED COMPANIES

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

14. CASH AND CASH EQUIVALENTS

	Group		Company	
	2023	2022	2023	2022
	$	$	$	$
Cash at bank	3,222,606	3,893,449	1,935,832	1,924,243
Cash on hand	4,176	3,058	–	1
Short term deposits	1,425,989	435,792	800,000	–
Cash and cash equivalent stated in cash flow	4,652,771	4,332,299	2,735,832	1,924,244

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

Chinese Renminbi	152,754	297,596	–	–
Hong Kong Dollar	80,805	71,829	–	–
Indonesia Rupiah	820,038	958,160	–	–
Malaysia Ringgit	740,455	646,668	–	–
Singapore Dollar	1,446,818	1,005,338	1,446,818	888,486
Thai Baht	120,004	49,121	–	–
United States dollar	1,291,897	1,303,587	1,289,014	1,035,758
	4,652,771	4,332,299	2,735,832	1,924,244

Cash at bank earns interest at floating rates based on daily bank deposits rates. Short-term deposits are placed for varying periods of three months depending on the immediate cash requirements of the Group and Company and earn interests ranging from 2.5% to 5% (2022: 3.5% to 4%) per annum.

15. TRADE PAYABLES

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

Chinese Renminbi	–	–	–	–
Indonesia Rupiah	21,636	36,506	–	–
Malaysia Ringgit	128,513	234,293	–	–
Others currencies	28,521	39,892	–	–
Singapore Dollar	245,437	116,524	245,437	116,524
United States dollar	117,791	506,907	116,794	452,966
	541,898	934,122	362,231	569,490

16. OTHER PAYABLES

	Group		Company	
	2023	**2022**	**2023**	**2022**
	$	$	$	$
Financial liabilities				
Accrued liabilities	240,033	83,755	207,450	44,500
Accrued salaries and related cost	126,527	294,158	32,677	174,455
Sundry payables	42,049	18,861	33,160	8,941
	408,609	396,774	273,287	227,896
Non-financial liabilities				
Advance from customer	–	4,748	–	–
GST payables	91,289	123,063	56,628	75,162
Provision for unutilised leave	38,553	59,225	30,135	36,378
Withholding tax payable	58,362	59,212	–	–
	596,813	643,022	360,050	339,436

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

Chinese Renminbi	10,478	19,589	–	–
Hong Kong Dollar	2,194	2,552	–	–
Malaysia Ringgit	22,059	25,510	–	–
Singapore Dollar	273,287	230,896	273,287	227,896
Indonesia Rupiah	75,434	97,590	–	–
Thai Baht	25,157	20,637	–	–
	408,609	396,774	273,287	227,896

17. CONTRACT LIABILITIES

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

18. LEASE LIABILITIES

	Group		Company	
	2023	2022	2023	2022
	$	$	$	$
Analysed as:				
Current	42,994	88,588	42,994	61,009
Non-current	41,440	–	41,440	–
	84,434	88,588	84,434	61,009
Maturity analysis:				
Year 1	46,200	91,995	46,200	62,163
Year 2	42,350	–	42,350	–
	88,550	91,995	88,550	62,163
Less: Unearned interest	(4,116)	(3,407)	(4,116)	(1,154)
	84,434	88,588	84,434	61,009

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

19. AMOUNTS DUE TO INTERMEDIATE HOLDING COMPANY

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

20. SHARE CAPITAL

	Group and Company			
	2023		2022	
	Number of shares	$	Number of shares	$
Issued and fully paid:				
Ordinary shares	1,151,000	1,151,000	1,151,000	1,151,000

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

21. FOREIGN CURRENCY TRANSLATION RESERVE

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

22. REVENUE

	Group	
	2023	**2022**
	$	$
Type of goods and services:		
Sale of licence	4,940,968	4,823,891
Sale of hardware	31,078	40,491
Rendering of services	4,237,115	4,468,174
Annual maintenance and support service	1,639,895	1,619,354
Hosting service	662,214	530,488
	11,511,270	11,482,398
Timing of revenue recognition:		
Goods transferred at a point in time	4,972,046	4,864,382
Services transferred over time	6,539,224	6,618,016
	11,511,270	11,482,398

23. OTHER OPERATING INCOME

Interest income	24,959	33
Commission income	–	58,184
Sundry income	75,134	31,232
	100,093	89,449

24. STAFF COSTS

Salaries, bonuses and others	3,883,789	3,955,173
Contribution to defined contribution plan	401,646	403,788
Other staff costs	103,097	64,260
Total employee benefits	4,388,532	4,423,221
Government grants – Job support scheme	–	(14,351)
	4,388,532	4,408,870

The job support scheme payout is a government grant to provide wage support to employers to help them retain their local employees during the period of economic uncertainty due to COVID-19 pandemic.

25. FINANCE COST

Interest expense on lease liabilities	1,710	8,053

26. OTHER EXPENSES

The other expenses are arrived at after crediting/charging:

Foreign exchange adjustment, loss	107,393	153,581
Gain on disposal of plant and equipment	(735)	–

27. INCOME TAX EXPENSE

(i) *Major components of income tax expense*

The major components of income tax expense for the years ended 31 December 2023 and 2022 are:

	Group	
	2023	**2022**
	$	$
Statement of comprehensive income:		
Current tax		
Current year	159,608	140,306
Under provision in prior year	99,205	1,879
	258,813	142,185

(ii) *Relationship between tax expense and accounting profit*

The reconciliation between the tax expense and the product of accounting profit multiplied by the applicable tax rate for the years ended 31 December 2023 and 2022 are as follows:

	2023	2022
Profit before tax	822,827	789,531
Tax at domestic rates applicable to profit in the country where the Group operates	139,881	134,220
Adjustments:		
Tax effect of expenses that are not deductible in determining taxable profit	27,040	28,646
Income not subject to tax	(15,973)	(5,223)
Tax exemption	(2,594)	(18,907)
Tax effect of temporary differences not recognised	(2,174)	232
Utilisation of deferred tax assets not recognised in prior year	(22,769)	(4,763)
Effect of differences in tax rates	31,851	22,142
Under provision in current year – current tax	–	(15,739)
Under provision in prior year – current tax	99,205	1,879
Others	4,346	(302)
Total tax expense	258,813	142,185

28. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

A reconciliation of (asset)/liabilities arising from financing activities is as follows:

	1.1.2023	Cash flows	Non-cash changes				31.12.2023
		Repayment	Additions	Accretion of interests	Current alignment	Others	
	$	$	$	$	$	$	$
Amounts due from intermediate holding company	16,657	134,769	–	–	–	–	151,426
Amounts due from related company	(13,200)	16,272	–	–	–	–	3,072
Lease liabilities							
– Current	88,588	(93,155)	87,917	1,710	(626)	(41,440)	42,994
– Non-current	–	–	–	–	–	41,440	41,440
	92,045	57,886	87,917	1,710	(626)	–	238,932

	1.1.2022	Cash flows	Non-cash changes				31.12.2022
		Repayment	Additions	Accretion of interests	Current alignment	Others	
	$	$	$	$	$	$	$
Amounts due to intermediate holding company	–	16,657	–	–	–	–	16,657
Amounts due from related company	(26,181)	12,981	–	–	–	–	(13,200)
Lease liabilities							
– Current	167,900	(175,302)	–	8,053	(2,530)	90,467	88,588
– Non-current	90,467	–	–	–	–	(90,467)	–
	232,186	(145,664)	–	8,053	(2,530)	–	92,045

29. RELATED PARTY DISCLOSURES

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

(i) *Significant related party transactions*

	Group		Company	
	2023	2022	2023	2022
	$	$	$	$
Intermediate holding company				
Purchases of goods/services	(879,232)	(620,303)	(711,051)	(459,876)

29. RELATED PARTY DISCLOSURES (continued)

(i) *Significant related party transactions (continued)*

	Group		Company	
	2023	**2022**	**2023**	**2022**
	$	$	$	$
Immediate holding company				
Service income	40,200	130,390	–	34,347
Holding company				
Consultancy fee	–	–	–	34,347
Related companies				
Lease rental charges	(57,984)	(34,671)	(30,700)	–
Sale	–	3,317	–	(3,317)
Support charges	(39,470)	(30,816)	(39,470)	(30,816)
Other services	(61,254)	–	–	–
Subsidiaries				
Sales	–	–	459,597	269,344
Purchase of goods/services			(87,765)	–
Capital withdrawn	–	–	–	450,000
Dividend income	–	–	474,296	–
Professional services expenses	–	–	(116,383)	(88,968)

(ii) *Compensation of key management personnel*

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

	Group/Company	
	2023	**2022**
	$	$
Directors' remuneration	256,378	218,400

30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

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

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

(i) *Credit risk*

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's and the Company's exposure to credit risk arises primarily from trade and other receivables. For other financial asset including cash and cash equivalents, the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

The Group and the Company's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposures. Credit policies with guidelines on credit terms and limits set the basis for risk control.

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

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

Category	Description	Basis for recognising expected credit losses ("ECL")
Performing	The counterparty has a low risk of default and does not have any past-due amounts.	12-month ECL
Doubtful	Amount is >30 days past due or there has been a significant increase in credit risk since initial recognition.	Lifetime ECL – not credit-impaired
In default	Amount is >90 days past due or there is evidence indicating the asset is credit-impaired.	Lifetime ECL – credit-impaired
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and the group has no realistic prospect of recovery.	Amount is written off

30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(i) *Credit risk (continued)*

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

	Note	External credit rating	Internal credit rating	12-month or lifetime ECL	Gross carrying amount $	Loss allowance $	Net carrying amount $
Group							
2023							
Trade receivables	8	N.A.	(a)	Lifetime ECL (simplified approach)	1,696,527	(110,011)	1,586,516
Other receivables	9	N.A.	Performing	12m ECL	51,715	–	51,715
Contract assets	10	N.A.	(a)	Lifetime ECL (simplified approach)	639,585	(109,697)	529,888
						(219,708)	
2022							
Trade receivables	8	N.A.	(a)	Lifetime ECL (simplified approach)	1,972,397	(172,067)	1,800,330
Other receivables	9	N.A.	Performing	12m ECL	100,000	–	100,000
Contract assets	10	N.A.	(a)	Lifetime ECL (simplified approach)	697,809	(122,190)	575,619
Amounts due from immediate holding company	11	N.A.	(b)	12m ECL	34,347	–	34,347
Amounts due from related companies	13	N.A.	(b)	12m ECL	13,200	–	13,200
						(294,257)	
Company							
2023							
Trade receivables	8	N.A.	(a)	Lifetime ECL (simplified approach)	1,076,977	(67,622)	1,009,355
Other receivables	9	N.A.	Performing	12m ECL	9,548	–	9,548
Contract assets	10	N.A.	(a)	Lifetime ECL (simplified approach)	386,937	(58,108)	328,829
Amounts due from immediate holding company	11	N.A.	(b)	12m ECL	4,187	–	4,187
Amounts due from subsidiary companies	12	N.A.	(b)	12m ECL	8,661	–	8,661
						(125,730)	

30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(i) *Credit risk (continued)*

	Note	External credit rating	Internal credit rating	12-month or lifetime ECL	Gross carrying amount $	Loss allowance $	Net carrying amount $
Company (continued)							
2022							
Trade receivables	8	N.A.	(a)	Lifetime ECL (simplified approach)	1,372,641	(144,451)	1,228,190
Other receivables	9	N.A.	Performing	12m ECL	52,570	–	52,570
Contract assets	10	N.A.	(a)	Lifetime ECL (simplified approach)	352,867	(101,651)	251,216
Amounts due from immediate holding company	11	N.A.	(b)	12m ECL	34,347	–	34,347
Amounts due from subsidiary companies	12	N.A.	(b)	12m ECL	253,859	–	253,859
						(246,102)	

(a) Trade receivables and contract assets

For trade receivables and contract assets, the Group and the Company have applied the simplified approach in FRS 109 to measure the loss allowance at lifetime ECL. The Group and the Company determines the expected credit losses on these items by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions. Accordingly, the credit risk profile of these assets is presented based on their past due status in terms of the provision matrix (Note 8 and 9).

(b) Amount due from immediate holding company, related companies and subsidiaries

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

Exposure to credit risk

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

Credit risk concentration profile

At the end of the reporting period, there were no significant concentrations of credit risk due to the Group's many varied customers.

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

30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(i) *Credit risk (continued)*

Financial assets that are neither past due nor impaired

Trade and other receivables that are neither past due nor impaired are creditworthy debtors with good payment record with the Group. Cash and cash equivalents that are neither past due nor impaired are placed with or entered into with reputable financial institutions or companies with high credit ratings and no history of default.

Financial assets that are either past due or impaired

Information regarding financial assets that are either past due or impaired is disclosed in Note 8 (Trade receivables).

(ii) ***Foreign currency risk***

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

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

Sensitivity analysis for foreign currency risk

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

	Profit before tax	
	2023	**2022**
	$	$
USD		
– strengthened 1.9% (2022: 0.5%)	30,625	11,199
– weakened 1.9% (2022: 0.5%)	(30,625)	(11,199)
RMB		
– strengthened 9.4% (2022: 6.1%)	13,449	19,314
– weakened 9.4% (2022: 6.1%)	(13,449)	(19,314)
MYR		
– strengthened 5.7% (2022: Nil%)	53,870	–
– weakened 5.7% (2022: Nil%)	(53,870)	–

30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(iii) *Liquidity risk*

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

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

Analysis of financial instruments by remaining contractual maturities

The table below analyses the maturity profile of the Company's financial liabilities at the end of reporting period, based on contractual undiscounted repayment obligations.

	Total $	Within one year $	Within two to five years $
Group			
2023			
Trade payables	541,898	541,898	–
Other payables	408,609	408,609	–
Lease liabilities	88,550	46,200	42,350
Amounts due to immediate holding company	55,040	55,040	–
Amounts due to intermediate holding company	151,426	151,426	–
Amounts due to related companies	8,921	8,921	–
	1,254,444	1,212,094	42,350
2022			
Trade payables	934,122	934,122	–
Other payables	396,774	396,774	–
Lease liabilities	91,995	91,995	–
Amounts due to intermediate holding company	16,657	16,657	–
Amounts due to related company	5,136	5,136	–
	1,444,684	1,444,684	–

30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(iii) ***Liquidity risk (continued)***

	Total $	Within one year $	Within two to five years $
Company			
2023			
Trade payables	362,231	362,231	–
Other payables	273,287	273,287	–
Lease liabilities	88,550	46,200	42,350
Amounts due to subsidiary companies	90,137	90,137	–
Amounts due to intermediate holding company	101,544	101,544	–
Amounts due to related company	5,849	5,849	–
	921,598	879,248	42,350
2022			
Trade payables	569,490	569,490	–
Other payables	227,896	227,896	–
Lease liabilities	62,163	62,163	–
Amounts due to subsidiary companies	30,189	30,189	–
Amounts due to related company	5,136	5,136	–
	894,874	894,874	–

31. CLASSIFICATION OF FINANCIAL ASSETS AND LIABILITIES

The following table summarises the carrying amount of financial assets and liabilities recorded at the end of the reporting period:

	Group		Company	
	2023 $	2022 $	2023 $	2022 $
Financial assets at amortised cost				
Trade receivables	1,586,516	1,800,330	1,009,355	1,228,190
Other receivables	51,715	100,000	9,548	52,570
Contract assets	529,888	575,619	328,829	251,216
Amounts due from immediate holding company	–	34,347	4,187	34,347
Amounts due from subsidiary companies	–	–	8,661	253,859
Amounts due from related companies	–	13,200	–	–
Cash and cash equivalents	4,652,771	4,332,299	2,735,832	1,924,244
	6,820,890	6,855,795	4,096,412	3,744,426

31. CLASSIFICATION OF FINANCIAL ASSETS AND LIABILITIES (continued)

	Group		Company	
	2023	**2022**	**2023**	**2022**
	$	$	$	$
Financial liabilities at amortised cost				
Trade payables	541,898	934,122	362,231	569,490
Other payables	408,609	396,774	273,287	227,896
Amounts due to intermediate holding company	151,426	16,657	101,544	–
Amounts due to immediate holding company	55,040	–	–	–
Amounts due to subsidiary companies	–	–	90,137	30,189
Lease liabilities	84,434	88,588	84,434	–
Amounts due to related company	8,921	5,136	5,849	5,136
	1,250,328	1,441,277	917,482	832,711

32. FAIR VALUE OF FINANCIAL INSTRUMENTS

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

(i) Fair value hierarchy

The Group categories fair value measurements using a fair value hierarchy that is dependent on the valuation inputs used as follows:

- Level 1 – Quoted prices (unadjusted) in active market for identical assets or liabilities that the Company can access at the measurement date,
- Level 2 – Inputs other that quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly, and
- Level 3 – Unobservable inputs for the asset or liability.

The Group has no financial instruments that are carried at fair value at the end of each reporting period.

32. FAIR VALUE OF FINANCIAL INSTRUMENTS (continued)

(ii) Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value

Current trade and other receivables and payables (including amounts due from/(to) related companies), cash and cash equivalents, and accrued operating expenses.

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

33. CAPITAL MANAGEMENT

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

The Group's overall strategy remains unchanged for 2023 and it is not subject to externally imposed capital requirements.

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

34. AUTHORISATION OF FINANCIAL STATEMENTS

The financial statements for the year ended 31 December 2023 were authorised for issue in accordance with a resolution of the directors on the date of these statements.