

EMA PARTNERS SINGAPORE PTE. LIMITED
(Incorporated in the Republic of Singapore)
(Company Registration No.: 201020365N)

**FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED
31 MARCH 2026**

Audited by:



OneAsia Corporate Assurance PAC
Public Accountants and Chartered Accountants
(Registration No. 201526492K)

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EMA PARTNERS SINGAPORE PTE. LIMITED

DIRECTORS' STATEMENT FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

The directors are pleased to present their statement to the member together with the audited financial statements of EMA Partners Singapore Pte. Limited (the Company) for the financial year ended 31 March 2026.

1. Opinion of the directors

In the opinion of the directors,

- (a) the financial statements of the Company are drawn up so as to give a true and fair view of the financial position of the Company as at 31 March 2026 and of the financial performance, changes in equity and cash flows of the Company for the financial year then ended; 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 in office at the date of this statement are:

Krishnan Sudarshan
Dinesh Krishnaji Nerlekar
Lee Kim Hoong Melvin (appointed on 19.02.2026)

3. Arrangement to enable directors to acquire shares or 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 object is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of the Company or any other body corporate.

4. Directors' interest in shares or debentures

According to the register of directors' shareholdings kept by the Company under section 164 of the Singapore Companies Act 1967 (the Act), the directors of the Company who held office at the end of financial year had no interests in the shares or debentures of the Company and its related corporations except as stated below:

Name of director	Holdings registered in the name of director		Other holdings in which director are deemed to have an interest	
	At beginning of year	At end of year	At beginning of year	At end of year
	Number of Ordinary Shares		Number of Ordinary Shares	
Ordinary shares of the Company				
Krishnan Sudarshan	-	-	142,850	142,850

EMA PARTNERS SINGAPORE PTE. LIMITED

DIRECTORS' STATEMENT FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

4. Directors' interest in shares or debentures (cont'd)

Name of director	Holdings registered in the name of director		Other holdings in which director are deemed to have an interest	
	At beginning of year	At end of year	At beginning of year	At end of year
	Number of Ordinary Shares		Number of Ordinary Shares	
<u>Ordinary shares of the holding company</u>				
<u>EMA Partners India Limited</u>				
Krishnan Sudarshan	12,475,901	12,506,901	-	-

By virtue of section 7 of the Singapore Companies Act, Mr. Krishnan Sudarshan is deemed to have an interest in the Company.

5. Share options

There were no share options granted during the financial year to subscribe for unissued shares of the Company.

There were no shares issued during the financial year by virtue of the exercise of an option to take up unissued shares of the Company.

There were no unissued shares of the Company under option at the end of the financial year.

6. Independent auditor

OneAsia Corporate Assurance PAC has expressed its willingness to accept re-appointment as auditor.

On behalf of the Board of Directors,

K Sudarshan

.....
Krishnan Sudarshan
Director

Melvin

.....
Lee Kim Hoong Melvin
Director

Date: 17 April 2026

INDEPENDENT AUDITOR'S REPORT TO THE MEMBER OF EMA PARTNERS SINGAPORE PTE. LIMITED

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of EMA Partners Singapore Pte. Limited (the Company), which comprise the statement of financial position as at 31 March 2026, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions 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 financial position of the Company as at 31 March 2026 and of the financial performance, changes in equity and cash flows of the Company for the year ended on that date.

Basis of 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 Company 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.

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 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, 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.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBER OF
EMA PARTNERS SINGAPORE PTE. LIMITED**

Report on the Audit of the Financial Statements (cont'd)

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 Company'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 Company or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Company'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 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.

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 Company's internal control.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBER OF
EMA PARTNERS SINGAPORE PTE. LIMITED**

Report on the Audit of the Financial Statements (cont'd)

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

- 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 Company'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 Company 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.

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.

Report on Other Legal and Regulatory Requirements

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



OneAsia Corporate Assurance PAC
Public Accountants and
Chartered Accountants

Singapore

Date: 17 April 2026

EMA PARTNERS SINGAPORE PTE. LIMITED

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026**

	Note	2026 \$	2025 \$
Revenue	4	525,057	279,090
Cost of services		<u>(153,290)</u>	<u>-</u>
Gross profit		371,767	279,090
Other income	5	2,000	2,000
Administrative and other operating expenses		<u>(370,268)</u>	<u>(264,460)</u>
Profit before tax	6	3,499	16,630
Income tax expense	7	<u>(10,612)</u>	<u>(1,500)</u>
(Loss)/ profit for the year, representing total comprehensive (loss)/ income for the year		<u><u>(7,113)</u></u>	<u><u>15,130</u></u>

The accompanying notes form an integral part of these financial statements.

EMA PARTNERS SINGAPORE PTE. LIMITED

**STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2026**

	Note	2026 \$	2025 \$
ASSETS			
Non-current asset			
Property, plant and equipment	8	<u>2,855</u>	<u>1,834</u>
Current assets			
Trade and other receivables	9	262,235	158,888
Amount due from holding company	10	7,635	-
Cash and cash equivalents	11	<u>469,483</u>	<u>509,676</u>
Total current assets		<u>739,353</u>	<u>668,564</u>
Total assets		<u>742,208</u>	<u>670,398</u>
LIABILITIES AND EQUITY			
Current liabilities			
Other payables	12	104,280	13,191
Amount due to a director	13	-	1,130
Amount due to holding company	10	-	4,751
Tax payable		<u>2,015</u>	<u>8,300</u>
Total current liabilities		<u>106,295</u>	<u>27,372</u>
Total liabilities		<u>106,295</u>	<u>27,372</u>
Equity			
Share capital	14	142,850	142,850
Retained earnings		<u>493,063</u>	<u>500,176</u>
Total equity		<u>635,913</u>	<u>643,026</u>
Total liabilities and equity		<u>742,208</u>	<u>670,398</u>

The accompanying notes form an integral part of these financial statements.

EMA PARTNERS SINGAPORE PTE. LIMITED**STATEMENT OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026**

	Share capital \$	Retained earnings \$	Total equity \$
<u>2026</u>			
At 1 April 2025	142,850	500,176	643,026
Loss for the year, representing total comprehensive loss for the year	-	(7,113)	(7,113)
At 31 March 2026	142,850	493,063	635,913
<u>2025</u>			
At 1 April 2024	142,850	485,046	627,896
Profit for the year, representing total comprehensive income for the year	-	15,130	15,130
At 31 March 2025	142,850	500,176	643,026

The accompanying notes form an integral part of these financial statements.

EMA PARTNERS SINGAPORE PTE. LIMITED

**STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026**

	2026	2025
	\$	\$
Cash flows from operating activities		
Profit before income tax	3,499	16,630
Adjustments for:		
Depreciation on property, plant and equipment	1,017	835
Share based payment	(4,751)	4,751
Operating cash flow before movements in working capital	(235)	22,216
Trade and other receivables	(103,347)	(36,116)
Other payables	91,089	4,108
Cash used in operations	(12,493)	(9,792)
Tax paid	(16,897)	-
Net cash used in from operating activities	(29,390)	(9,792)
Cash flows from investing activity		
Acquisition of property, plant and equipment	(2,038)	(2,200)
Advance to holding company	(7,635)	-
Net cash used in investing activity	(9,673)	(2,200)
Cash flows from financing activity		
Advance from a director	-	1,082
Repayment to director	(1,130)	-
Net cash (used in)/ generated from financing activity	(1,130)	1,082
Net decrease in cash and cash equivalents	(40,193)	(10,910)
Cash and cash equivalents at beginning of financial year	509,676	520,586
Cash and cash equivalents at end of financial year	469,483	509,676

The accompanying notes form an integral part of these financial statements.

EMA PARTNERS SINGAPORE PTE. LIMITED

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

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

1. Corporate information

EMA Partners Singapore Pte. Limited (the Company) (Company Reg. No.: 201020365N) is incorporated and domiciled in Singapore with its registered office and principal place of business at 3 Temasek Avenue, #18-01 Centennial Tower, Singapore 039190.

The Company's holding company is EMA Partners India Limited, a company incorporated in India.

The principal activities of the Company are those of executive search services and employment agencies, excluding maid agencies. There have been no significant changes in the nature of these activities during the financial year.

2. Material accounting policy information

2.1 Basis of preparation

The financial statements of the Company have been drawn up in accordance with Financial Reporting Standards in Singapore (FRSs). The financial statements have been prepared on the historical cost basis except as disclosed in the accounting policies below.

The financial statements are presented in Singapore Dollars (\$), which is the Company's functional currency.

The financial statements of the Company have been prepared on the basis that it will continue to operate as a going concern.

2.2 Adoption of new and amended standards and interpretations

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

2.3 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. Material accounting policy information (cont'd)

2.4 Foreign currency transactions and balances

Transactions in foreign currencies are measured in the functional currency of the Company 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 at the rate of exchange ruling at the reporting date. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions.

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.

2.5 Revenue

Revenue is measured based on the consideration to which the Company 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 Company 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.

Service income

Revenue from rendering of services is recognised when the services have been performed and rendered to the customers and all criteria for acceptance have been satisfied.

The amount of revenue recognised is based on the transaction price, which comprises the contractual price, net of the estimated volume rebates and adjusted for expected returns. Based on the Company's experience with similar types of contracts, variable consideration is typically constrained and is included in the transaction only to the extent that it is a highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur when the uncertainty associated with the variable consideration is subsequently resolved.

NOTES TO FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

2. Material accounting policy information (cont'd)

2.6 Government grants

Government grants are recognised as a receivable when there is reasonable assurance that the grant will be received and all attached conditions will be complied with.

When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, the fair value is recognised as deferred income on the statement of financial position and is recognised as income in equal amounts over the expected useful life of the related asset.

When loans or similar assistance are provided by governments or related institutions with an interest rate below the current applicable market rate, the effect of this favourable interest is regarded as additional government grant.

2.7 Employee benefits

(a) Defined contribution plans

The Company makes contributions to the Central Provident Fund scheme in Singapore, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

(b) Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

2.8 Taxes

(a) 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 authority. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the end of the reporting period.

Current income taxes are recognised in profit or loss except to the extent that the 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.

2. Material accounting policy information (cont'd)

2.8 Taxes (cont'd)

(b) Deferred tax

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

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in 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 by 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 income tax assets against current income tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

(c) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST except:

- where the GST incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the GST 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 GST included.

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

2.9 Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses, if any. The cost of property, plant and equipment includes its purchase price and any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Dismantlement, removal or restoration costs are included as part of the cost of property, plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the property, plant and equipment.

NOTES TO FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

2. Material accounting policy information (cont'd)

2.9 Property, plant and equipment (cont'd)

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

	<u>Useful lives</u>
Computers and software	3 years
Office equipment	3 years

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

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

2.10 Impairment of non-financial assets

The Company assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, (or, where applicable, when an annual impairment testing for an asset is required), the Company makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets. Where the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Impairment losses are recognised in profit or loss.

A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss.

2. Material accounting policy information (cont'd)

2.11 Financial instruments

(a) Financial assets

Initial recognition and measurement

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

At initial recognition, the Company 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 receivable is measured at the amount of consideration to which the Company 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 receivable does not contain a significant financing component at initial recognition.

Subsequent measurement

Investments in debt instruments

Debt instruments of the Company mainly comprise of other receivables, amount due from immediate holding company, amount due from related companies, and cash and cash equivalents.

Subsequent measurement of debt instruments depends on the Company's business model for managing the asset and the contractual cash flow characteristics of the asset. The three measurement categories for classification of debt instruments are amortised cost, fair value through other comprehensive income (FVOCI) and FVPL. The Company only has debt instruments at 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 the 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.

2. Material accounting policy information (cont'd)

2.11 Financial instruments (cont'd)

(b) Financial liabilities

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Company becomes a party to the contractual provisions of the financial instrument. The Company 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, net of 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 derecognized, and through the amortisation process.

Derecognition

A financial liability is derecognised 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.

2.12 Impairment of financial assets

The Company recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at FVPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company 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 recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

For trade receivable, the Company applies a simplified approach in calculating ECLs. Therefore, the Company does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date 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.

EMA PARTNERS SINGAPORE PTE. LIMITED

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

2. Material accounting policy information (cont'd)

2.12 Impairment of financial assets (cont'd)

The Company considers a financial asset to be in default when internal or external information indicates that the Company is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Company. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2.13 Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and are subject to an insignificant risk of changes in value that form an integral part of the Company's cash management.

2.14 Provisions

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

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

2.15 Share capital

Proceeds from issuance of ordinary shares are recognised as share capital in equity. Incremental costs directly attributable to the issuance of ordinary shares are deducted against share capital.

2.16 Related parties

Entities and individuals that directly or indirectly, through one or more intermediaries, control, or are controlled by, or are under common control with, the Company, are related parties of the Company. Associates and individuals owning, directly or indirectly, an interest in the voting power of the Company that gives them significant influence over the entity, key management personnel, including directors and officers of the Company and close members of the family of these individuals and companies associated with these individuals, also constitute related parties.

In considering each possible related company relationship, attention is directed to the substance of the relationship, and not merely the legal form.

3. Significant accounting judgements and estimates

The preparation of the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the end of each reporting period. 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.

3.1 Critical judgements made in applying accounting policies

The management is of the opinion that any instances of applications of judgement are not expected to have a significant effect on the amounts recognised in the financial statements apart from those involving estimations which are dealt with below. Actual results may differ from these estimates.

3.2 Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period are discussed below. The Company based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

Allowance for expected credit loss on trade receivables

When measuring ECL, the Company uses reasonable and supportable forward-looking information, which is based on assumptions and forecasts of future economic conditions. 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.

As the calculation of loss allowance on trade receivables is subject to assumptions and forecasts, any changes to these estimations will affect the amounts of loss allowance recognised and the carrying amounts of trade receivables. Details of ECL measurement and carrying value of trade receivables at reporting date are disclosed in Note 16.

EMA PARTNERS SINGAPORE PTE. LIMITED

**NOTES TO FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026**

4. Revenue

	2026	2025
	\$	\$
<i>Recognised over time</i>		
Service income	496,057	200,207
<i>Recognised at a point in time</i>		
Service income	20,000	69,149
Administrative fee	9,000	9,734
	29,000	78,883
	525,057	279,090

5. Other income

	2026	2025
	\$	\$
Government grants	2,000	2,000

6. Profit before tax

Profit before tax has been arrived at after charging/ (crediting):

	2026	2025
	\$	\$
Depreciation of property, plant and equipment	1,017	835
Directors' remuneration:		
- Salaries	190,481	144,000
- Incentives	12,000	32,034
- Employer's contribution to CPF	2,720	-
- Share based payment	(4,751)	4,751
- Other related welfare costs	12,569	12,621
Foreign exchange loss	13,648	250
Shared office service costs	7,059	3,691
Staff salaries:		
- Salaries	71,985	18,380
- Employer's contribution to CPF	5,999	4,737
- Other related staff costs	323	173
Professional fees	10,000	-

EMA PARTNERS SINGAPORE PTE. LIMITED

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

7. Income tax expense

	2026 \$	2025 \$
Current income tax	397	1,500
Over-provision in prior year	(1,245)	-
Withholding tax	11,460	-
	<u>10,612</u>	<u>1,500</u>

Relationship between tax expense and accounting profit

A reconciliation of income tax expense applicable to profit before tax at the statutory income tax rate to income tax expense at the effective income tax rate of the Company is as follows:

	2026 \$	2025 \$
Profit before tax	<u>3,499</u>	<u>16,630</u>
Tax calculated at statutory tax rate of 17% (2025: 17%)	595	2,827
Tax effects on non-deductible expenses	1,508	1,831
Tax effects on non-taxable income	(340)	(340)
Temporary differences arising from tax depreciation	(174)	(232)
Stepped income exemption	(1,192)	(2,468)
Over-provision in prior year	(1,245)	-
Withholding tax	11,460	-
Others	-	(118)
Income tax expense recognised in profit or loss	<u>10,612</u>	<u>1,500</u>

8. Property, plant and equipment

	Computers & software \$	Office equipment \$	Total \$
<u>Costs</u>			
At 1 April 2024	13,201	887	14,088
Additions	2,200	-	2,200
At 31 March 2025	15,401	887	16,288
Additions	2,038	-	2,038
At 31 March 2026	17,439	887	18,326
<u>Accumulated depreciation</u>			
At 1 April 2024	12,732	887	13,619
Additions	835	-	835
At 31 March 2025	13,567	887	14,454
Additions	1,017	-	1,017
At 31 March 2026	14,584	887	15,471
<u>Net carrying value</u>			
At 31 March 2026	<u>2,855</u>	<u>-</u>	<u>2,855</u>
At 31 March 2025	<u>1,834</u>	<u>-</u>	<u>1,834</u>

EMA PARTNERS SINGAPORE PTE. LIMITED**NOTES TO FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026****9. Trade and other receivables**

	2026	2025
	\$	\$
Trade receivables – third parties	172,727	138,623
Other receivable	9,991	-
Deposits	24,165	20,265
Prepayments	55,352	-
	<u>262,235</u>	<u>158,888</u>

Trade receivables are non-interest bearing and are generally on 30 (2025: 30 to 60) days' term. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Trade and other receivables are denominated in the following currencies:

	2026	2025
	\$	\$
Singapore dollars	257,883	64,685
United States dollars	4,352	94,203
	<u>262,235</u>	<u>158,888</u>

10. Amount due from/ (to) holding company

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

11. Cash and cash equivalents

	2026	2025
	\$	\$
Cash at bank	<u>469,483</u>	<u>509,676</u>

Cash and cash equivalents are denominated in the following currencies:

	2026	2025
	\$	\$
Singapore dollars	334,507	395,445
United States dollars	134,976	114,231
	<u>469,483</u>	<u>509,676</u>

EMA PARTNERS SINGAPORE PTE. LIMITED

**NOTES TO FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026**

12. Other payables

	2026	2025
	\$	\$
GST payables	13,015	6,400
Other payables	-	1,418
Accrued operating expenses	91,265	5,373
	<u>104,280</u>	<u>13,191</u>

13. Amount due to a director

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

14. Share capital

	2026	2025
	\$	\$
<u>Issued and fully paid:</u>		
142,850 (2025: 142,850) ordinary shares	<u>142,850</u>	<u>142,850</u>

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

15. Related party transactions

Other than disclosed elsewhere in the financial statements, transactions by the Company with related parties on terms agreed between the parties concerned are as follows:

	2026	2025
	\$	\$
<u>With holding company</u>		
Share based payment recharged	(4,751)	4,751
<u>With directors</u>		
Expenses paid on behalf by directors	<u>22,643</u>	<u>16,271</u>
<u>Compensation of key management personnel</u>		
	2026	2025
	\$	\$
Directors' remuneration:		
- Salaries	190,481	144,000
- Incentives	12,000	32,034
- Employer's contribution to CPF	2,720	-
- Share based payment	(4,751)	4,751
- Other related welfare costs	12,569	12,621
	<u>213,019</u>	<u>193,406</u>

EMA PARTNERS SINGAPORE PTE. LIMITED

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

16. Financial instruments

(a) Categories of financial instruments

Financial instruments as at reporting date are as follows:

	2026 \$	2025 \$
Financial assets at amortised costs:		
Trade and other receivables	206,883	158,888
Amount due from holding company	7,635	-
Cash and cash equivalents	469,483	509,676
	<u>684,001</u>	<u>668,564</u>
Financial liabilities at amortised costs:		
Other payables	91,265	6,791
Amount due to a director	-	1,130
Amount due to holding company	-	4,751
	<u>91,265</u>	<u>12,672</u>

(b) Financial risk management

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 exchange risk, interest rate risk, and liquidity risk. The Company's overall risk management is determined and carried out by the directors on an informal basis. The Company is exposed to the following financial risks:

Credit risk

Credit risk refers to the risk that a counter party will default on its contractual obligations resulting in a loss to Company.

As at the reporting date, the Company's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets presented on the statement of financial position. The Company has significant concentration of credit risk for 3 (2025: 2) major customers which account for 100% (2025: 99%) of its trade receivables balance as at the end of the reporting date.

The Company has adopted a policy of only dealing with creditworthy counterparties. The Company performs ongoing credit evaluation of its counterparties' financial condition and generally do not require a collateral.

The Company has determined the default event on a financial asset to be when internal and/or external information indicates that the financial asset is unlikely to be received, which could include default of contractual payments due or there is significant difficulty of the counterparty.

To minimise credit risk, the Company has developed and maintained its credit risk grading to categorise exposures according to their degree of risk of default. The Company uses its own trading records to rate its major customers and other debtors.

EMA PARTNERS SINGAPORE PTE. LIMITED

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

16. Financial instruments (cont'd)

(b) Financial risk management (cont'd)

Credit risk (cont'd)

The Company determined that its financial assets are credit-impaired when:

- There is significant difficulty of the debtor
- A breach of contract, such as a default or past due event
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation
- There is a disappearance of an active market for that financial asset because of financial difficulty

Financial assets are written off when there is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery.

To minimise credit risk, the Company has developed and maintained its credit risk grading to categorise exposures according to their degree of risk of default. The Company uses its own trading records to rate its major customers and other debtors.

The table below detail the credit quality of the Company's financial assets, as well as maximum exposure to credit risk by credit risk rating categories:

	Note	Category	12-month or lifetime ECL	Gross carrying amount \$	Loss allowance \$	Net carrying amount \$
<u>31 March 2026</u>						
Trade receivables	9	Note 1	Lifetime ECL (simplified approach)	172,727	-	172,727
Other receivable	9	Performing	12-month ECL	9,991	-	9,991
Deposits	9	Performing	12-month ECL	24,165	-	24,165
Amount due from holding company	10	Performing	12-month ECL	7,635	-	7,635
					<u>-</u>	
<u>31 March 2025</u>						
Trade receivables	9	Note 1	Lifetime ECL (simplified approach)	138,623	-	138,623
Deposits	9	Performing	12-month ECL	20,265	<u>-</u>	20,265
					<u>-</u>	

EMA PARTNERS SINGAPORE PTE. LIMITED

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

16. Financial instruments (cont'd)

(b) Financial risk management (cont'd)

Credit risk (cont'd)

Trade receivables (Note 1)

For trade receivables, the Company has applied the simplified approach in FRS 109 to measure the loss allowance at lifetime ECL. The Company determines the ECL based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions.

Other receivable/ deposits/ amount due from holding company

The Company assessed the latest performance and financial position of the counterparties, adjusted for the future outlook of the industry in which the counterparties operate in, and concluded that there has been no significant increase in the credit risk since the initial recognition of the financial assets. Accordingly, the Company measured the impairment loss allowance using 12-month ECL and determined that the ECL is insignificant.

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 Company. Bank balances are placed with reputable financial institutions.

Financial assets that are past due and/or impaired

There is no other class of financial assets that is past due and/or impaired except for trade receivables.

The Company's trade receivables comprise the following:

	2026 \$	2025 \$
Not past due and not impaired	140,027	83,803
Past due but not impaired	32,700	54,820
	<u>172,727</u>	<u>138,623</u>

Trade receivables that are past due but not impaired are as follows:

	2026 \$	2025 \$
Past due 1 to 30 days	-	54,000
Past due 31 to 60 days	32,700	820
Past due more than 60 days	-	-
	<u>32,700</u>	<u>54,820</u>

There is no other class of financial asset that is past due and impaired.

EMA PARTNERS SINGAPORE PTE. LIMITED

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

16. Financial instruments (cont'd)

(b) Financial risk management (cont'd)

Foreign currency risk

This is primarily due to the fluctuations in foreign exchange rate relating to the Company's transactions that are denominated in United States dollars (US\$). The Company reviews periodically the financial assets and liabilities held in currencies other than Singapore dollars (\$) to ensure that its net exposure is kept at an acceptable level.

The Company does not use any financial derivatives such as foreign currency forward contracts, foreign currency options or swaps for hedging purposes.

At the end of the reporting period, the Company has the following financial assets that are denominated in foreign currency:

	2026 \$ US\$	2025 \$ US\$
<u>Foreign currency denomination</u>		
Trade receivables	-	94,203
Cash and cash equivalents	134,976	114,231
Net currency exposure	<u>134,976</u>	<u>208,434</u>

The following table demonstrates the sensitivity to a reasonably possible change in the Singapore dollars against all other currency, with all other variables held constant, in particular interest rates, on the Company's profit before tax:

	2026 \$	2025 \$
<u>Impact: Profit/ (loss)</u>		
5% strengthening of US\$ against \$	<u>13,498</u>	<u>10,422</u>

A 5% weakening of Singapore dollars against the above currency would have had equal but opposite effect on the above currency to the amount shown above, on the basis that all other variables remain constant.

Interest rate risk

Interest rate risk is the risk that the fair value of future cash flow of the Company's financial instruments will fluctuate because of changes in market interest rate.

Apart from cash at bank, the Company has no significant interest-bearing financial assets and liabilities.

EMA PARTNERS SINGAPORE PTE. LIMITED

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

16. Financial instruments (cont'd)

(b) Financial risk management (cont'd)

Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting financial obligations due to shortage of funds.

The Company's financial liabilities are all due within the next 12 months from reporting date and approximate the contractual undiscounted payments. The Company manages the liquidity risk by maintaining an adequate level of cash and bank balances to meet its working capital requirement.

(c) Fair values of financial instruments

The carrying amounts of the financial assets and financial liabilities recorded in the financial statements of the Company approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

17. Capital management

The Company's objectives when managing capital are:

- (i) to safeguard the Company's ability to continue as a going concern, so that it continues to provide returns for shareholders and benefits for other stakeholders;
- (ii) to support the Company's stability and growth; and
- (iii) to provide capital for the purpose of strengthening the Company's risk management capability.

The Company actively and regularly reviews and manages its capital structure to ensure optimal capital structure and shareholder returns, taking into consideration the future capital requirements of the Company and capital efficiency, prevailing and projected profitability, projected operating cash flows, projected capital expenditures and projected strategic investment opportunities.

Capital of the Company comprises share capital and retained earnings. The Company is not subject to externally imposed capital requirements. The Company's overall capital management strategy remains unchanged from prior year.

18. Authorisation of financial statements

The financial statements for the financial year ended 31 March 2026 were authorised for issue in accordance with a resolution of the Board of Directors on the same date as per Directors' Statement.