Owndays Singapore Pte. Ltd.

Company Registration No:
201308429G

Annual Financial Statements
31 March 2026

Owndays Singapore Pte. Ltd.

Balance sheet
As at 31 March 2026

	Note	2026	2025
		$'000	$'000
ASSETS			
Non-current assets			
Property, plant and equipment	4	32,649	29,547
Intangible assets	5	333	88
Investment in subsidiaries	6	1,071	1,071
Other receivables	7	4,226	4,182
Deferred tax assets	8	467	410
Non-current assets		38,746	35,298
Current assets			
Inventories	9	5,534	5,124
Trade and other receivables	7	12,388	8,184
Cash and cash equivalents	10	26,463	32,262
Current assets		44,385	45,570
Total assets		83,131	80,868
Equity			
Share capital	11	910	910
Retained earnings		35,157	37,811
Foreign currency translation reserves	12	(117)	(24)
Total equity		35,950	38,697
Non-current liabilities			
Lease liabilities	14	16,770	15,581
Provision for reinstatement costs	15	1,244	1,169
Non-current liabilities		18,014	16,750
Current liabilities			
Trade and other payables	13	10,154	8,652
Lease liabilities	14	13,398	11,816
Provision for reinstatement costs	15	348	310
Provision for warranties	16	471	523
Contract liabilities	17	2,097	1,930
Income tax payables		2,699	2,190
Current liabilities		29,167	25,421
Total liabilities		47,181	42,171
Total equity and liabilities		83,131	80,868

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

Owndays Singapore Pte. Ltd.

Statement of Comprehensive Income
For the financial period ended 31 March 2026

	Note	2026 $'000	2025 $'000
Revenue	17	112,648	106,227
Cost of sales		(46,905)	(45,765)
Gross profit		65,743	60,462
Other income	18	3,756	3,002
Selling expenses		(37,021)	(34,370)
Administrative expenses		(12,015)	(12,304)
Other expenses		(4,888)	(3,044)
Results from operating activities		15,575	13,746
Finance income	19	821	297
Finance cost	19	(1,432)	(1,911)
Net finance costs	19	(611)	(1,614)
Profit before tax	20	14,964	12,132
Income tax expense	21	(2,618)	(1,880)
Profit for the year		12,346	10,252
Other comprehensive income			
Items that are or may be reclassified subsequently to profit or loss:			
Foreign currency translation differences for foreign operations		(93)	(13)
Other comprehensive income for the year		(93)	(13)
Total comprehensive income for the year		12,253	10,239

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

Owndays Singapore Pte. Ltd.

Statement of Changes in Equity
For the financial period ended 31 March 2026

	Share capital (Note 11) $'000	**Foreign currency translation reserve (Note 12)** $'000	**Retained earnings** $'000	**Total** $'000
At 31 March 2024	910	(11)	27,559	28,458
Profit for the year	–	–	10,252	10,252
Other comprehensive income				
Foreign currency translation differences for foreign operations	–	(13)	–	(13)
Total comprehensive income for the year	–	(13)	10,252	10,239
At 31 March 2025 and 1 April 2025	910	(24)	37,811	38,697
Profit for the year	–	–	12,346	12,346
Other comprehensive income				
Foreign currency translation differences for foreign operations	–	(93)	–	(93)
Total comprehensive income for the year	–	(93)	12,346	12,253
Dividends paid, representing total distributions to owner (Note 24)	–	–	(15,000)	(15,000)
At 31 March 2026	910	(117)	35,157	35,950

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

Owndays Singapore Pte. Ltd.

Cash Flow Statement
For the financial period ended 31 March 2026

	Note	2026 $'000	2025 $'000
Cash flows from operating activities			
Profit before tax		14,964	12,132
Adjustments for:			
Depreciation of property, plant and equipment	4,20	14,431	13,758
Amortisation of intangible assets	5,20	20	6
Finance costs	19	1,432	1,911
Finance income	19	(821)	(297)
Gain on modification of lease contracts	18	(59)	(41)
(Gain)/loss on disposal of property, plant and equipment	18,20	(47)	3
Reversal of other payables	18	–	(6)
Inventories written off	20	1	50
Intangible asset written off	5	3	–
Provision for warranties	16	391	741
Allowance for expected credit loss of trade and other receivables, net	20	296	1,223
Unrealised loss/(gain) on foreign exchange		1,640	(92)
		32,242	29,388
Changes in working capital:			
Inventories		(434)	(516)
Trade and other receivables		(5,464)	(120)
Trade and other payables		36	236
Contract liabilities		167	(29)
Cash flows from operations		26,547	28,959
Tax paid		(2,113)	(1,970)
Net cash flows from operating activities		24,434	26,989
Cash flows from investing activities			
Purchase of property, plant and equipment	4	(1,778)	(1,557)
Addition of intangible assets	5	(268)	(94)
Interest received		170	136
Proceeds from disposal of property, plant and equipment		48	12
Repayment of loan from a subsidiary		828	715
Repayment of loan from penultimate holding company		–	6,000
Net cash flows used in investing activities		(1,000)	5,212

Owndays Singapore Pte. Ltd.

Cash Flow Statement (cont'd)
For the financial period ended 31 March 2026

	Note	2026 $'000	2025 $'000
Cash flows from financing activities			
Interest paid on lease liabilities	14	(1,258)	(1,232)
Principal payments of lease liabilities	14	(12,869)	(11,982)
Dividends paid	24	(15,000)	–
Net cash flows used in financing activities		(29,127)	(13,214)
Net (decrease)/increase in cash and cash equivalents		(5,693)	18,987
Cash and cash equivalents at beginning of the year		32,262	13,289
Effect of exchange rate fluctuation on cash held		(106)	(14)
Cash and cash equivalents at end of the year	10	26,463	32,262

Significant non-cash transactions

During the current financial period ended 31 March 2026, the Company acquired property, plant and equipment with an aggregate cost of $5,679,000 (2025: $4,734,000) by the following means:

		2026 $'000	2025 $'000
Cash purchase	4	1,778	1,557
Addition to right-of-use assets – Non-cash	4	3,901	3,177
		5,679	4,734

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

1. Corporate information

Owndays Singapore Pte. Ltd. (the “Company”) is a private limited liability company, which is incorporated and domiciled in Singapore. The address of its registered office is 21 Merchant Road, #07-01, Singapore 058267.

The Company has an operating foreign branch in Cambodia and a non-operating foreign branch in Korea. The Company’s immediate holding company is Owndays Inc, incorporated in Japan. The Company’s penultimate holding company is Lenskart Solutions Pte Ltd, incorporated in Singapore. The Company’s ultimate holding company is Lenskart Solutions Limited, incorporated in India, with its equity shares listed on National Stock Exchange of India Limited (NSE) and BSE Limited (BSE).

The principal activities of the Company are that of retail sale of spectacles and other optical goods. The principal activities of the subsidiaries are set out in Note 5 to the financial statements.

2. Material accounting policy information

2.1 *Basis of preparation of financial statements*

The financial statements of the Company have been prepared in accordance with Singapore Financial Reporting Standards (International) (“SFRS(I)”).

The financial statements have been prepared on historical cost basis except as disclosed in the accounting policies below.

The financial statements are presented in Singapore Dollars ("SGD" or "$") and all values in the tables are rounded to the nearest (“$’000”), except when otherwise indicated.

2.2 *Changes in accounting policies and disclosures*

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial period, the Company has adopted all the new and amended standards which are relevant to the Company and are effective for annual financial periods beginning on or after 1 April 2024. The adoption of these standards did not have any material effect on the financial performance or position of the Company.

2.3 *Standards issued but not yet effective*

The Company has not adopted the following standards applicable to the Company that have been issued but not yet effective:

Description	***Effective for annual periods beginning on or after***
Amendments to SFRS(I) 9 and SFRS(I) 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to SFRS(I) 9 and SFRS(I) 7: Contracts Referencing Nature-dependent electricity	1 January 2026
Annual Improvements to SFRS(I)s – Volume 11	1 January 2026
SFRS(I) 18: Presentation and Disclosure in Financial Statements	1 January 2027
SFRS(I) 19: Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to SFRS(I) 19: Subsidiaries without Public Accountability: Disclosures	1 January 2027

Amendments to SFRS(I) 10 and SFRS(I): 1-28 Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Date to be determined

2. Material accounting policy information (cont'd)

2.3 ***Standards issued but not yet effective (cont'd)***

Except for the below, the directors expect that the adoption of the standards above will have no material impact on the financial statements in the year of initial application.

SFRS(I) 18: Presentation and Disclosure in Financial Statements

SFRS(I) 18 is a new standard that replaces SFRS(I) 1-1 Presentation of Financial Statements. SFRS(I) 18 introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations, whereof the first three are new.

It also requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements (PFS) and the notes.

In addition, narrow-scope amendments have been made to SFRS(I) 1-7 Statement of Cash Flows, which include changing the starting point for determining cash flows from operations under the indirect method, from 'profit or loss' to 'operating profit or loss' and removing the optionality around classification of cash flows from dividends and interest. In addition, there are consequential amendments to several other standards.

SFRS(I) 18, and the amendments to the other standards, is effective for reporting periods beginning on or after 1 January 2027, but earlier application is permitted and must be disclosed. SFRS(I) 18 will apply retrospectively.

The amendments will have impact on the disclosure in the financial statements but not on the measurement or recognition of any items in the financial statements.

2.4 ***Foreign currency***

The financial statements are presented in Singapore Dollars, which is also the Company's functional currency.

(a) Transactions and balances

Transactions in foreign currencies are measured in the respective functional currencies of the Company and its branch and are recorded on initial recognition in the functional currencies 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 end of the reporting year. 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. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the end of the reporting year are recognised in profit or loss.

2. Material accounting policy information (cont'd)

2.4 *Foreign currency (cont'd)*

(b) Consolidation of the financial statements of the branch

For consolidation purpose, the assets and liabilities of foreign branch 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 translation are recognised in other comprehensive income. On disposal of a foreign branch, the component of other comprehensive income relating to that particular foreign operation is recognised in profit or loss.

2.5 *Subsidiaries*

A subsidiary is an investee that is controlled by the Company. The Company 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.

Investments in subsidiaries are accounted for at cost less impairment losses.

2.6 *Principles of consolidation*

In accordance with Paragraph 4 of SFRS(I) 10 *Consolidated Financial Statements*, the financial statements of the subsidiaries have not been consolidated with that of the Company as the Company is a wholly-owned subsidiary of Lenskart Solutions Limited, an India-incorporated listed company which produces consolidated financial statements. The registered office of Lenskart Solutions Limited, where those consolidated financial statements can be obtained, is as follows: Ground Floor, Vipul Tech Square, Golf Course Rd, Sector 42, Gurugram, Haryana 122009 IN.

2.7 *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.

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

Renovation	-	3 to 6 years or lease term, whichever is shorter
Computers	-	3 years
Office equipment	-	3 years
Furniture and fittings	-	3 to 5 years
Optical equipment	-	3 to 6 years

The carrying values of property, 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 least at the end of each financial year 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 arising on derecognition of the asset is included in the profit or loss in the year the asset is derecognised.

2. Material accounting policy information (cont'd)

2.8 *Intangible assets*

Intangible assets acquired separately are measured on initial recognition at cost. Subsequent to recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses.

The useful lives of intangible assets are assessed as finite, as follows.

Software	-	3 years
Trademarks	-	9 to 10 years

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired.

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

2.9 *Financial instruments*

(a) Financial assets

Initial recognition and measurement

Financial assets are recognised when, and only when, the Company becomes a 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 financial assets not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset.

Trade receivables are 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 receivables do not contain a significant financial component at initial recognition.

Subsequent measurement

Investment in debt instruments

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.

2. Material accounting policy information (cont'd)

2.9 *Financial instrument (cont'd)*

(a) Financial assets (cont'd)

Derecognition

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

(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 fair value through profit or loss, directly attributable transaction costs.

Subsequent measurement

After initial recognition, financial liabilities that are not carried at fair value through profit or loss 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 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.

2.10 *Inventories*

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the first-in-first out principle, and includes expenditure incurred in acquiring the inventories and other costs incurred in bringing them to their existing location and condition.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs necessary to make the sale.

2. Material accounting policy information (cont'd)

2.11 *Leases*

The Company 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.

As lessee

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

(a) Right-of-use assets

The Company 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 lease term.

If ownership of the leased asset transfers to the Company 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. The accounting policy for impairment is disclosed in Note 2.12.

(b) Lease liabilities

At the commencement date of the lease, the Company 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 Company and payments of penalties for terminating the lease, if the lease term reflects the Company 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.

In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payment made.

2. Material accounting policy information (cont'd)

2.11 *Leases (cont'd)*

As lessee (cont'd)

(c) Short-term leases and leases of low-value assets

The Company applies the short-term lease recognition exemption to its short-term leases of building and fittings, and machinery and equipment (i.e. those leases that have 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.

2.12 *Impairment*

(i) Non-derivative financial assets

The Company recognises loss allowances for expected credit loss ("ECLs") on financial assets measured at amortised costs.

Loss allowances of the Company are measured on either of the following bases:

- 12-month ECLs: these are ECLs that result from default events that are possible within the 12 months after the reporting date (or for a shorter period if the expected life of the instrument is less than 12 months); or
- Lifetime ECLs: these are ECLs that result from all possible default events over the expected life of a financial instrument.

Simplified approach

The Company applies the simplified approach to provide for ECLs for all trade receivables. The simplified approach requires the loss allowance to be measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Company considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Company's historical experience and informed credit assessment and includes forward-looking information.

If credit risk has not increased significantly since initial recognition or if the credit quality of the financial instruments improves such that there is no longer a significant increase in credit risk since initial recognition, loss allowance is measured at an amount equal to 12-month ECLs.

2. Material accounting policy information (cont'd)

2.12 *Impairment (cont'd)*

(i) Non-derivative financial assets (cont'd)

Simplified approach (cont'd)

The Company considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Company in full, without recourse by the Company to actions such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

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

Measurement of ECLs

ECLs are probability-weighted estimates of credit losses. Credit losses are measured at the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Company expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

Credit-impaired financial assets

At each reporting date, the Company assesses whether financial assets carried at amortised cost are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

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

- significant financial difficulty of the debtor;
- a breach of contract such as a default or being more than 90 days past due;
- the restructuring of a loan or advance by the Company on terms that the Company would not consider otherwise;
- it is probable that the debtor will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for a security because of financial difficulties.

Presentation of allowance for ECLs in the balance sheet

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of these assets.

2. Material accounting policy information (cont'd)

2.12 *Impairment (cont'd)*

(i) Non-derivative financial assets (cont'd)

Write-off

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Company determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Company's procedures for recovery of amounts due.

(ii) Non-financial assets

The Company assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment assessment 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. In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, an appropriate valuation model is used. These calculations are corroborated by valuation multiples or other available fair value indicators. Impairment losses are recognised in profit or loss.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such indication exists, the Company estimates the asset or cash-generating unit's recoverable amount. 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)

2.13 *Employee benefits*

(i) Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an employee benefit expense in profit or loss in the periods during which related services are rendered by employees.

(i) 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 under short-term cash bonus or profit-sharing plans 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.

2.14 *Provisions*

A provision is recognised if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

(i) Reinstatement costs

In accordance with the Company's use of assets under operating leases and applicable terms and conditions in the lease agreement, a provision for site restoration in respect of the Company's leased premises, and related expenses, is recognised as at the date of inception of the lease.

(ii) Warranties

A provision for warranties is recognised when the underlying products are sold. The provision is based on historical warranty data and a weighting of all possible outcomes against their associated probabilities.

2. Material accounting policy information (cont'd)

2.15 *Revenue*

Sale of goods

Revenue from sale of goods in the ordinary course of business is recognised at the point in time when the Company satisfies a performance obligation ("PO") by transferring control of a promised good or service to the customer. The amount of revenue recognised is the amount of the transaction price allocated to the satisfied PO.

The transaction price is allocated to each PO in the contract on the basis of the relative stand-alone selling prices of the promised goods or services. The individual standalone selling price of a good or service that has not previously been sold on a stand-alone basis is determined based on the residual portion of the transaction price after allocating the transaction price to goods and/or services with observable stand-alone selling prices.

2.16 *Royalty and affiliation income*

Royalty and affiliation fee income is recognised on an accrual basis in accordance with the substance of the relevant agreements.

2.17 *Tax*

Tax expense comprises current and deferred tax. Current tax and deferred tax are recognised in profit or loss except to the extent that it relates to a business combination, or items recognised directly in equity or in OCI.

The Company has determined that interest and penalties related to income taxes, including uncertain tax treatments, do not meet the definition of income taxes, and therefore accounted for them under SFRS(I) 1-37 Provisions, Contingent Liabilities and Contingent Assets.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, measured using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years. The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects uncertainty related to income taxes; if any. Current tax also includes any tax arising from dividends.

Tax expense comprises current and deferred tax. Current tax and deferred tax are recognised in profit or loss except to the extent that it relates to a business combination, or items recognised directly in equity or in OCI.

The Company has determined that interest and penalties related to income taxes, including uncertain tax treatments, do not meet the definition of income taxes, and therefore accounted for them under SFRS(I) 1-37 Provisions, Contingent Liabilities and Contingent Assets.

2. Material accounting policy information (cont'd)

2.17 *Tax (cont'd)*

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, measured using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years. The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects uncertainty related to income taxes; if any. Current tax also includes any tax arising from dividends.

Current tax assets and liabilities are offset only if certain criteria are met.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

The measurement of deferred taxes reflects the tax consequences that would follow the manner in which the Company expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities. Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date, and reflects uncertainty related to income taxes, if any.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences, to the extent that it is probable that future taxable profits will be available against which they can be used. Future taxable profits are determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered, based on the business plans for individual subsidiaries in the Company. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised; such reductions are reversed when the probability of future taxable profits improves.

Unrecognised deferred tax assets are reassessed at each reporting date and recognised to the extent that it has become probable that future taxable profits will be available against which they can be used.

2.18 *Results from operating activities*

Results from operating activities is generated from the continuing principal revenue-producing activities of the Company as well as other income and expenses related to operating activities. Results from operating activities excludes net finance costs and income taxes.

3. Significant accounting estimates and judgements

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 year.

3.1 *Judgements made in applying accounting policies*

The management has not made any significant judgements in applying accounting policies that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial period.

3.2 *Key sources of estimation uncertainty*

(i) Income taxes

Uncertainties exist with respect to the interpretation of complex tax regulations and the amount and timing of future taxable income. Given the wide range of international business relationships and the long-term nature and complexity of existing contractual agreements, differences arising between the actual results and the assumptions made, or future changes to such assumptions, could necessitate future adjustments to tax provisions already recorded. The Company establishes provisions, based on reasonable estimates, for possible consequences of audits by the tax authorities of the respective countries in which it operates. The amount of such provisions is based on various factors, such as experience of previous tax audits and differing interpretations of tax regulations by the taxable entity and the relevant tax authority.

(ii) Impairment of non-financial assets

An impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is higher of its fair value cost to sell and its value in use. The Company assess whether there are any indicators of impairment for all non-financial assets at each reporting date. Non-financial assets are tested for impairment when there are indicators that the carrying amounts may not be recoverable.

When value in use calculations are undertaken, management estimates the expected future cash flows from the assets or cash-generating units and choose suitable discount rate in order to calculate the present value of those cash flows.

The carrying amount of the Company's non-current non-financial assets as at 31 March 2026 is $34,053,000 (2025: $30,706,000).

4. Property, plant and equipment

	Renovation $'000	Computers $'000	Office equipment $'000	Furniture and fittings $'000	Optical equipment $'000	Right-of-use assets $'000	Total $'000
Cost							
At 31 March 2024	7,041	598	328	2,567	4,419	81,621	96,574
Additions	528	78	60	560	331	3,177	4,734
Disposals	(538)	(17)	(54)	(193)	(129)	(191)	(1,122)
Modification of lease contracts	–	–	–	–	–	7,475	7,475
Exchange differences	(7)	–	–	(1)	(3)	(13)	(24)
At 31 March 2025	7,024	659	334	2,933	4,618	92,069	107,637
Additions	730	63	49	580	356	3,901	5,679
Disposals	(545)	(19)	(34)	(137)	(103)	–	(838)
Modification of lease contracts	–	–	–	–	–	11,903	11,903
Exchange differences	(44)	(1)	(2)	(5)	(21)	(116)	(189)
At 31 March 2026	7,165	702	347	3,371	4,850	107,	124,192

4. Property, plant and equipment (cont'd)

	Renovation $'000	Computers $'000	Office equipment $'000	Furniture and fittings $'000	Optical equipment $'000	Right-of-use assets $'000	Total $'000
Accumulated depreciation							
At 31 March 2024	5,702	443	244	2,002	3,478	53,590	65,459
Depreciation for the period	646	92	61	330	355	12,274	13,758
Disposals	(535)	(15)	(48)	(191)	(127)	(191)	(1,107)
Modification of lease contracts	–	–	–	–	–	(3)	(3)
Exchange differences	(5)	–	–	(1)	(2)	(9)	(17)
At 31 March 2025	5,808	520	257	2,140	3,704	65,661	78,090
Depreciation for the year	467	94	56	338	323	13,153	14,431
Disposals	(545)	(18)	(34)	(137)	(103)	–	(837)
Modification of lease contracts	–	–	–	–	–	(5)	(5)
Exchange differences	(33)	(1)	(1)	(5)	(15)	(81)	(135)
At 31 March 2026	5,697	595	278	2,336	3,909	78,728	91,544
Net carrying amounts							
At 31 March 2025	1,216	139	77	793	914	26,408	29,547
At 31 March 2026	1,468	107	69	1,035	941	29,029	32,649

Right-of-use assets

At the reporting date, the Company's property, plant and equipment include right-of-use assets of $29,029,000 (2025: $26,408,000) related to leased properties (see Note 14).

4. Property, plant and equipment (cont'd)

Determination of useful lives of property, plant and equipment

Property, plant and equipment are depreciated on a straight-line basis over the estimated useful lives, after taking into account the estimated residual value. The Company reviews the estimated useful lives of the assets regularly based on the factors that include asset utilization and anticipated use of the assets in order to determine the amount of depreciation expense to be recorded during any reporting period. Changes in the expected level of use of the assets and the Company's historical experience with similar assets after taking into account anticipated technological changes, could result in changes in the economic useful lives and/or residual values which would impact the depreciation charges and consequently affect the Company's results.

5. Intangible assets

	Software $'000	Trademarks $'000	Total $'000
Cost			
At 31 March 2024	–	–	–
Additions	–	94	94
At 31 March 2025	–	94	94
Additions	253	15	268
Written off	–	(3)	(3)
At 31 March 2026	253	106	359
Accumulated amortisation			
At 31 March 2024	–	–	–
Amortisation for the year	–	6	6
At 31 March 2025	–	6	6
Amortisation for the year	10	10	20
At 31 March 2026	10	16	26
Net carrying amounts			
At 31 March 2025	–	88	88
At 31 March 2026	243	90	333

6. Investment in subsidiaries

	2026 $'000	2025 $'000
Equity shares, at cost	2,141	2,141
Allowance for impairment losses	(1,070)	(1,070)
	1,071	1,071

6. Investment in subsidiaries (cont'd)

Impairment testing of investments in subsidiaries

The Company undertakes an annual review of the carrying amount of the investment for indicators of impairment. In the event indicators of impairment are identified, the Company will re-assess the recoverable amount of the investment by adopting the value-in-use approach based on the discounted cash flow of the subsidiaries, taking into consideration the market conditions and business plans of the subsidiaries. Based on the assessment, no impairment loss was recognised as at 31 March 2026 and 2025.

Details of the subsidiaries are as follows:

Name of subsidiaries	Principal activities	Principal place of business/ Country of incorporation	Ownership interest 2026 %	2025 %
Held by the Company:				
Owndays Taiwan Ltd	Retail sale of spectacles and other optical goods	Taiwan	100	100
Owndays Malaysia Sdn. Bhd.	Retail sale of spectacles and other optical goods	Malaysia	100	100
Owndays (Thailand) Co., Ltd	Retail sale of spectacles and other optical goods	Thailand	100	100
Owndays Vietnam Co., Ltd.	Dormant	Vietnam	100	100
Owndays Tech & Media (Thailand) Co., Ltd	Computer software development, services enterprise, software digital content	Thailand	99.99	99.99
Owndays Downunder Pty Ltd	Retail sale of spectacles and other optical goods	Australia	56	56
Owndays Hong Kong Limited	Retail sale of spectacles and other optical goods	Hong Kong SAR	51	51

7. Trade and other receivables

	2026 $'000	2025 $'000
Trade receivables:		
- third parties	2,238	2,631
- subsidiaries	10,126	9,590
- ultimate holding company	236	–
Less: Allowance for expected credit losses	(6,863)	(6,567)
Total trade receivables	5,737	5,654
Other receivables (current)		
Other receivables		
- third parties	277	187
- subsidiaries	150	162
Deposits	987	1,014
Prepayments		
- third parties	1,259	1,073
- related company	3,951	50
Loans due from subsidiaries	27	744
Less: Allowance for expected credit losses	–	(700)
Total other receivables (current)	6,651	2,530
Total trade and other receivables (current)	12,388	8,184
Other receivables (non-current)		
Deposits	3,231	2,331
Loan due from subsidiary	1,695	1,851
Less: Allowance for expected credit losses	(700)	–
Total other receivables (non-current)	4,226	4,182
Total trade and other receivables	16,614	12,366
Add: Cash and cash equivalents (Note 10)	26,463	32,262
Less: Prepayments	(5,210)	(1,123)
Total financial assets carried at amortised cost	37,867	43,505

Trade receivables due to third parties are non-interest bearing and are generally on 60 days' terms. They are recognized at their original invoice amounts which represent their fair values on initial recognition.

Trade receivables due from subsidiaries and ultimate holding company are unsecured, non-interest bearing and repayable upon demand.

Deposits are placed with landlords and refundable upon expiration of leases.

7. Trade and other receivables (cont'd)

The loans due from subsidiaries are unsecured, interest bearing at rates between 1.83% to 6.875% (2025: 3.00% to 6.875%) per annum and repayable within 2 to 6 years (2025: 3 months to 5 years).

The movement in allowance for expected credit loss of trade and other receivables during the year is as follows:

	2026 $'000	**2025** $'000
At the beginning of the year	7,267	6,044
Charge for the year	1,085	1,223
Written off	(789)	–
At the end of the year	7,563	7,267

8. Deferred tax assets

Movements in deferred tax assets of the Company during the year are as follows:

	2026 $'000	**2025** $'000
Deferred tax assets		
At the beginning of the year	410	144
Recognised in profit or loss	57	266
At the end of the year	467	410
Deferred tax relates to the following:		
Deferred tax liabilities		
Differences in depreciation for tax purposes	(424)	(337)
Right-of-use assets	(4,748)	(4,413)
	(5,172)	(4,750)
Deferred tax assets		
Lease liabilities	4,939	4,499
Provisions	700	661
	5,639	5,160
Presented after appropriate offsetting:		
Deferred tax assets	467	410

9. Inventories

	2026 $'000	2025 $'000
Consumable goods, at cost	5,534	5,124
Income statement:		
Inventories recognised as expense in cost of sales	44,421	43,643
Inclusive of the following charges:		
- Inventories written down	77	191
- Inventories written off	1	50

10. Cash and cash equivalents

	2026 $'000	2025 $'000
Cash at banks	26,407	32,214
Cash on hand	56	48
Cash and cash equivalents	26,463	32,262

Cash at banks earn interest at daily bank deposit rates.

11. Share capital

	2026		2025	
	Number of shares	**$'000**	**Number of shares**	**$'000**
Issued and fully paid-up ordinary shares				
At beginning and end of the year	605,000	910	605,000	910

Ordinary shares

The holder of ordinary shares is entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All shares rank equally with regards to the Company's residual assets.

All issued shares are fully paid, with no par value.

12. Foreign currency translation reserves

The foreign currency translation reserve represents exchange differences arising from the translation of the financial statements of the branch whose functional currency is different from that of the Company's presentation currency.

13. Trade and other payables

	2026 $'000	2025 $'000
Trade payables		
- third parties	3,183	2,247
- ultimate holding	16	–
- penultimate holding	846	379
- subsidiaries	39	38
- related companies	947	861
	5,031	3,525
Other payables and accruals		
Accrued operating expenses	3,850	3,773
Deposits received	368	237
GST payable	905	1,117
Trade and other payables	10,154	8,652
Less: GST payable	(905)	(1,117)
Total financial liabilities carried at amortised cost	9,249	7,535

Trade payables due to third parties, ultimate holding company, pen-ultimate holding company, subsidiaries and related companies are non-interest bearing, unsecured and are normally settled on 30 to 90 days terms.

14. Leases

Leases as lessee (SFRS(I) 16)

The Company leases office premises, outlets, directors and staff accommodation. The lease periods are typically 1 to 3 years, with an option to renew the lease upon expiry. Lease payments are renegotiated at renewal to reflect market rentals.

The Company also leases certain outlets and office equipment, which are short-term and/or leases of low-value items. The Company has elected not to recognise right-of-use assets and lease liabilities for these leases.

Information about leases for which the Company is a lessee is presented below.

14. Leases (cont'd)

Right-of-use assets

Right-of-use assets related to leased properties that do not meet the definition of investment property are presented as property, plant and equipment (see Note 4).

	2026 $'000	**2025** $'000
At beginning of the year	26,408	28,031
Additions to right-of-use assets	3,901	3,177
Depreciation charge for the year	(13,153)	(12,274)
Modification of lease contracts	11,908	7,478
Exchange differences	(35)	(4)
At end of the year	29,029	26,408

Amounts recognised in statement of comprehensive income

	2026 $'000	**2025** $'000
Depreciation on right-of-use assets	13,153	12,274
Interest on lease liabilities	1,258	1,232
Expenses relating to short-term leases	270	221
Expenses relating to leases of low-value assets	24	21
Contingent rent expense	1,443	1,299
Gain on modification of lease contracts	(59)	(41)

Total cash outflow for leases

	2026 $'000	**2025** $'000
Total cash outflow for leases	(15,864)	(14,755)

Extension options

The Company has several lease contracts that include extension options. The Company applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to extend the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise the extension. After the commencement date, the Company reassesses the lease term whether there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to extend.

14. Leases (cont'd)

Lease liabilities

	2026	**2025**
	$'000	$'000
Lease liabilities – non-current	16,770	15,581
Lease liabilities – current	13,398	11,816
Total lease liabilities	30,168	27,397

Reconciliation of movements of liabilities to cash flows arising from financing activities

	Lease liabilities
	$'000
At 31 March 2024	28,858
Changes from financing cash flows	
- Interest paid	(1,232)
- Payment of lease liabilities	(11,982)
Total changes from financing cash flows	(13,214)
Non-cash changes	
- Interest expense incurred	1,232
- Addition to lease liabilities	3,088
- Modification of lease contracts	7,437
Total non-cash changes	11,757
Exchange differences	(4)
At 31 March 2025	27,397
Changes from financing cash flows	
- Interest paid	(1,258)
- Payment of lease liabilities	(12,869)
Total changes from financing cash flows	(14,127)
Non-cash changes	
- Interest expense incurred	1,258
- Addition to lease liabilities	3,825
- Modification of lease contracts	11,850
Total non-cash changes	16,933
Exchange differences	(35)
At 31 March 2026	30,168

15. Provision for reinstatement costs

	Note	2026 $'000	2025 $'000
At beginning of the year		1,479	1,337
Provisions made		64	84
Unwinding charges	19	55	58
Exchange differences		(6)	–
At end of the year		1,592	1,479
Current		348	310
Non-current		1,244	1,169

The provision is made based on the present value at costs expected to be incurred upon expiry of the lease terms for dismantling, removal and restoration of outlets based on the Company's best estimate of the expenditure.

16. Provision for warranties

	2026 $'000	2025 $'000
At beginning of the year	523	431
Provisions made	391	741
Provisions utilised	(442)	(649)
Exchange differences	(1)	–
At end of the year	471	523

The provision relates to warranties provided by the Company for the optical products sold. The provision is made based on the best estimate of the expected settlement in respect of sales made as well as the Company's recent claim experience.

17. Revenue

	2026 $'000	2025 $'000
Sale of goods		
- retail sales	82,085	74,897
- trading sales	30,563	31,330
	112,648	106,227

17. Revenue (cont'd)

The following table provides information about the nature and timing of the satisfaction of performance obligations in contracts with customers, including significant payment terms, and the related revenue recognition policies:

Nature of goods	**Retail sales** The Company operates a chain of retail outlets to sell spectacles and other optical goods. **Trading sales** The Company also sells spectacles and other optical goods to its appointed third-party franchisees, its subsidiaries and related companies.
When revenue is recognised	Revenue is recognised when goods are delivered to the customers and accepted.
Significant payment terms	For retail sales, payment of the transaction price is due immediately at the point the customers purchase the goods. For trading sales, invoices are issued to the customers and are payable within credit terms granted by the Company to the customers.
Obligations for warranties	Goods sold by the Company come with a standard warranty term ranging from 2 to 12 months, under which the customers are able to demand for replacement of any defective products.

Disaggregation of revenue from contracts with customers

In the following table, revenue from contracts with customers is disaggregated by primarily geographic markets and timing of revenue recognition.

	2026	**2025**
	$'000	$'000
Primary geographic markets		
Singapore	78,337	71,381
Taiwan	11,117	12,326
Thailand	6,902	6,202
Hong Kong SAR	3,306	3,428
Philippines	5,458	6,455
Australia	608	554
Cambodia	3,748	3,516
Malaysia	512	475
Vietnam	1,269	1,006
Indonesia	767	668
Middle East	572	215
Japan	52	1
	112,648	106,227
Timing of revenue recognition		
At a point in time	112,648	106,227

17. Revenue (cont'd)

Contract balances

The following table provides information about receivables and contract liabilities from contracts with customers.

	Note	2026 $'000	2025 $'000
Trade receivables	7	5,737	5,654
Contract liabilities		(2,097)	(1,930)

The contract liabilities primarily relate to advance consideration from customers prior to the transferring control of a promised good to the customers.

Significant changes in the contract liabilities during the year are as follows:

	2026 $'000	2025 $'000
Revenue recognised that was included in the contract liability balance at the beginning of the year	(1,930)	(1,959)
Increases due to cash received and billings issued	2,097	1,930

Transaction price allocated to the remaining performance obligations

At the reporting date, the remaining performance obligations expected to be recognised as revenue in the next twelve months amounting to $2,097,000 (2025: $1,930,000).

18. Other income

	2026 $'000	2025 $'000
Government grants	94	172
Royalty fee income	3,462	2,646
Design fee income	73	124
Gain on disposal of property, plant and equipment	47	–
Reversal of other payables	–	6
Gain on modification of lease contracts	59	41
Miscellaneous income	21	13
	3,756	3,002

19. Net finance costs

	2026	2025
	$'000	$'000
Finance income		
Interest income on:		
- Bank deposits	103	14
- Loan to penultimate holding company	–	15
- Loans to subsidiaries	97	149
- Unwinding of discount on refundable deposit	–	119
- Reversal of discounting of refundable deposit to present value	621	–
Finance income	821	297
Finance costs		
Interest expense on:		
- Lease liabilities	(1,258)	(1,232)
- Unwinding charges arising from provision for reinstatement costs	(55)	(58)
- Discounting of refundable deposit to present value	–	(621)
- Reversal of unwinding of discount on refundable deposit	(119)	–
Finance costs	(1,432)	(1,911)
Net finance costs	(611)	(1,614)

20. Profit before tax

The following items have been included in arriving at profit before tax:

	2026	2025
	$'000	$'000
Depreciation of property, plant and equipment	14,431	13,758
Amortisation of intangible assets	20	6
Employee benefits expense (see below)	24,984	23,397
Allowance for expected credit loss of trade and other receivables, net	296	1,223
Advertising and promotion expenses	3,746	2,553
Royalty expenses	3,058	2,596
Travelling expenses	528	507
Lease expenses not capitalised in lease liabilities	1,737	1,541
Loss on disposal of property, plant and equipment	–	3
Inventories written off	1	50
Net foreign exchange loss	1,749	306
Employee benefits expense:		
Salaries and bonus	21,244	19,787
Contributions to defined contribution plans	3,069	2,929
Other short-term benefits	671	681
	24,984	23,397

21. Income tax expense

Major components of income tax expense

The major components of income tax expense for the year ended 31 March 2026 and 2025 are:

	2026	**2025**
	$'000	$'000
Current income tax		
Current year	2,735	2,308
Over provision in respect of previous years	(60)	(162)
	2,675	2,146
Deferred income tax		
Relating to the origination and reversal of temporary differences (Note 8)	(57)	(266)
Income tax expense recognised in profit or loss	2,618	1,880

Relationship between tax expense and accounting profit

A reconciliation between tax expense and the product of accounting profit multiplied by the applicable corporate tax rate for the year ended 31 March 2026 and 2025 is as follows:

	2026	**2025**
	$'000	$'000
Profit before tax	14,964	12,132
Tax using the Singapore tax rate of 17% (2025: 17%)	2,544	2,062
Effect of different tax rates in foreign jurisdictions	42	13
Non-deductible expenses	140	45
Non-taxable income	(31)	(61)
Tax exempt income	(17)	(17)
Over provision in respect of previous years	(60)	(162)
Income tax expense recognised in profit or loss	2,618	1,880

The above reconciliation is prepared by aggregating separate reconciliations for each national jurisdiction.

22. Related party transactions

In addition to the transactions and balances disclosed elsewhere in the financial statements, the following transactions took place between the Company and other related parties at terms agreed between the parties during the financial year:

23. Financial instruments

The Company has exposure to the following risks from its use of financial instruments:

- credit risk
- liquidity risk
- market risk

This note presents information about the Company's exposure to each of the above risks, the Company's objectives, policies and processes for measuring and managing risk, and the Company's management of capital.

Risk management framework

The Company has a system of controls in place to create an acceptable balance between the cost of risks occurring and the cost of managing the risks. Management continually monitors the Company's risk management process to ensure that an appropriate balance between risk and control is achieved.

23. Financial instruments (cont'd)

Credit risk

Credit risk is the risk of financial loss to the Company if a customer or a counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Company's trade and other receivables.

The carrying amounts of financial assets represent the Company's maximum exposures to credit risk, before taking into account any collateral held. The Company do not require any collateral in respect of their financial assets.

At reporting date, there was no significant concentration of credit risk. The carrying amount of the respective financial assets represents the maximum exposure to credit exposure.

Exposure to credit risk

	2026	**2025**
	$'000	$'000
Trade receivables	2,238	2,631
Other receivables	277	187
Deposits	4,218	3,345
Related parties' receivables	12,234	12,347
	18,967	18,510
Impairment losses	(7,563)	(7,267)
	11,404	11,243

Trade receivables

The trade receivables comprise mainly franchise receivables from franchisees, credit cards and debit cards receivables arising from the retail sales at the reporting dates. The Company assessed the expected credit loss exposure of these receivables to be insignificant based on the historical default rates, the Company's view of current and future conditions corresponding with the default rates pertaining to the Company's group of customers.

23. Financial instruments (cont'd)

Credit risk (cont'd)

Trade receivables (cont'd)

The following table provides information about the exposure to credit risk and ECLs for trade receivables as at the reporting date:

	2026 Weighted average loss rate %	2026 Gross carrying amount $'000	2026 Impairment loss $'000	2025 Weighted average loss rate %	2025 Gross carrying amount $'000	2025 Impairment loss $'000
Not past due	–	2,227	–	–	2,625	–
Past due 1 to 30 days	–	–	–	–	–	–
Past due 31 to 60 days	–	–	–	–	–	–
Past due 61 to 90 days	–	–	–	–	–	–
Past due more than 90 days	–	11	–	–	6	–
		2,238	–		2,631	–

Other receivables and deposits

The Company assessed the credit exposure of these receivables is insignificant based on the historical default rates, the Company's view of current and future conditions corresponding with the default rates pertaining to the Company's group of customers. The Company considers that the credit risk of these counter parties have not increased.

The following table provides information about the exposure to credit risk and ECLs for other receivable and deposits as at the reporting date.

	2026 Weighted average loss rate %	2026 Gross carrying amount $'000	2026 Impairment loss $'000	2025 Weighted average loss rate %	2025 Gross carrying amount $'000	2025 Impairment loss $'000
Not past due	–	4,495	–	–	3,532	–

23. Financial instruments (cont'd)

Credit risk (cont'd)

Related parties' receivables

The Company assessed the credit exposure of these receivables is insignificant based on the historical default rates, the Company's view of current and future conditions corresponding with the default rates pertaining to each customer and measured the impairment losses based on 12-month expected loss basis, except for amounts of $7,563,000 (2025: $7,267,000) recognised on the Company's trade and other receivables from subsidiaries, which was measured at an amount equal to lifetime ECLs. The Company consider that the credit risk of these counter parties have not increased.

The following table provides information about the exposure to credit risk and ECLs for related parties' receivables as at the reporting date:

	2026			**2025**		
	Weighted average loss rate %	**Gross carrying amount** $'000	**Credit-impaired Impairment loss** $'000	**Weighted average loss rate** %	**Gross carrying amount** $'000	**Credit-impaired Impairment loss** $'000
Not past due	26.8%	2,842	(762)	16.7%	4,789	(798)
Past due 1 to 30 days	11.2%	1,541	(173)	7.9%	1,182	(93)
Past due 31 to 60 days	9.0%	1,085	(98)	100%	103	(103)
Past due 61 to 90 days	42.6%	411	(175)	100%	139	(139)
Past due more than 90 days	100%	6,355	(6,355)	100%	6,134	(6,134)
		12,234	(7,563)		12,347	(7,267)

Cash and cash equivalents

The Company held cash and cash equivalents. The cash and cash equivalents are held with banks and financial institutions with sound credit ratings.

Impairment on cash and cash equivalents has been measured on the 12-month expected loss basis and reflects the short maturities of the exposures. The Company considers that its cash and cash equivalents have low credit risk based on the external credit ratings of the counterparties. The amount of the allowance on cash and cash equivalents was insignificant.

23. Financial instruments (cont'd)

Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset.

The Company monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Company's operations and to mitigate the effects of fluctuations in cash flows.

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

The Company has ascertained that adequate liquidity exists to finance its working capital requirements through cash inflow from its operations and cash reserves, in view that the Company was in a net current asset position of $15,218,000 (2025: $20,149,000) as at 31 March 2026.

Contractual undiscounted cash flows

The following are the contractual undiscounted cash outflows of financial liabilities, including estimated interest payments:

		Cash flows			
	Carrying amount $'000	**Contractual cash flows** $'000	**Within 1 year** $'000	**After 1 year but within 5 years** $'000	**After 5 years** $'000
2026					
Non-derivative financial liabilities					
Trade and other payables*	9,249	(9,249)	(9,249)	–	–
Lease liabilities	30,168	(31,962)	(14,370)	(17,411)	(181)
	39,417	(41,211)	(23,619)	(17,411)	(181)

23. Financial instruments (cont'd)

Liquidity risk (cont'd)

Contractual undiscounted cash flows (cont'd)

		Cash flows			
	Carrying amount $'000	**Contractual cash flows** $'000	**Within 1 year** $'000	**After 1 year but within 5 years** $'000	**After 5 years** $'000
2025					
Non-derivative financial liabilities					
Trade and other payables*	7,535	(7,535)	(7,535)	–	–
Lease liabilities	27,397	(29,332)	(12,814)	(15,937)	(581)
	34,932	(36,867)	(20,349)	(15,937)	(581)

* Excludes GST payables and contract liabilities

Market risk

Market risk is the risk that changes in market prices, such as interest rates and foreign exchange rates will affect the Company's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

Foreign currency risk

Foreign currency risk refers to the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Company is exposed to foreign currency risk on sales, purchases, cash and cash equivalents, trade and other receivables and trade and other payables that are denominated in a currency other than the respective functional currency of the Company. The currencies in which these transactions and balances are denominated in United States Dollar ("USD"), Japanese Yen ("JPY") and Hong Kong Dollars ("HKD").

There is no formal hedging policy with respect to foreign exchange exposures. Exposures to currency risk are monitored on an ongoing basis and the Company endeavours to keep the net exposures at an acceptable level.

23. Financial instruments (cont'd)

Capital management

The Company defines capital as total shareholders' equity attributable to owners of the Company. The primary objective of the Company's capital management is to ensure that it maintains healthy capital ratios in order to support its business and maximise shareholder value. The Company is also committed to maintain efficient mix of debt and equity in order to achieve an optimal cost of capital, while taking into account the adequacy of access to cash flows.

The Company manages its capital structure and makes alignment to it, in light of changes in economic conditions. The Company may raise funds through issuance of new shares or to obtain new financing from financial institutions.

There were no changes in the Company's approach to capital management during the current financial period.

The Company monitors capital based on gearing ratio. The gearing ratio is calculated as net debt divided by total equity. Net debt is calculated as lease liabilities less cash and cash equivalents. Total equity includes equity attributable to equity holders of the Company and reserves.

	2026 $'000	**2025** $'000
Lease liabilities	30,168	27,397
Less: Cash and cash equivalents	(26,463)	(32,262)
Net debt/(asset)	3,705	(4,865)
Total equity	35,950	38,697
Gearing ratio (times)	0.1	N.M.*

* N.M. denotes 'Not meaningful'.

23. Financial instruments (cont'd)

Accounting classifications and fair values

The carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy are as follows. It does not include fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value. The fair value disclosure of lease liabilities is not required.

		Carrying amounts		
	Note	**At amortised costs** $'000	**Other financial liabilities** $'000	**Total** $'000
2026				
Financial assets not measured at fair value				
Trade and other receivables*	7	11,404	–	11,404
Cash and cash equivalents	10	26,463	–	26,463
		37,867	–	37,867
Financial liabilities not measured at fair value				
Trade and other payables^	13	(9,249)	–	(9,249)
Lease liabilities	14	–	(30,168)	(30,168)
		(9,249)	(30,168)	(39,417)
2025				
Financial assets not measured at fair value				
Trade and other receivables*	7	11,243	–	11,243
Cash and cash equivalents	10	32,262	–	32,262
		43,505	–	43,505
Financial liabilities not measured at fair value				
Trade and other payables^	13	(7,535)	–	(7,535)
Lease liabilities	14	–	(27,397)	(27,397)
		(7,535)	(27,397)	(34,932)

* Excludes prepayments.
^ Excludes GST payables and contract liabilities

24. Dividends

	2026 $'000	2025 $'000
Declared and paid during the financial year:		
Dividends on ordinary shares		
- One tier tax exempt dividend for 2026: $24.79 per share (2025: Nil per share)	15,000	–

25. Authorisation of financial statements for issue

The financial statements for the financial year ended 31 March 2026 were authorised for issue in accordance with a resolution of the directors on [date].