

INDEPENDENT AUDITOR'S REPORT ON SPECIAL PURPOSE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2026

To the Members of Ready Call Center Limited
Report on the Audit of the Special Purpose Financial Statements

Opinion

We have audited the accompanying Special purpose standalone financial statements of **Ready Call Center Limited** ("the Company"), which comprise the Special Purpose Balance Sheet as at 31st March 2026, Special Purpose Standalone Statement of Profit and Loss (including Other Comprehensive Income), Special Purpose Standalone Statement of Changes in Equity and Special Purpose Standalone Statement of Cash Flows for the Year then ended, and notes to the Special Purpose Standalone financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, and to the best of our information and according to the explanations given to us, the accompanying Special Purpose Standalone Financial Statements of the Company for the Year ended 31st March 2026 are prepared in all material respects, in accordance with the note 2.1 on basis of accounting.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing ("SAs") specified under section 143(10) of the Companies Act, 2013. Our responsibilities under those Standards are further described in the *Auditor's Responsibilities for the Audit of the Special Purpose Financial Statements* section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter-Basis of Accounting and Restriction on Distribution and Use

We draw attention to Note 2.1 to the Special Purpose Standalone Financial Statements which describe the purpose and basis of its accounting. These Special Purpose Standalone Financial Statements have been prepared by the management of the Company solely for the purpose of preparation of the restated financial information of the Company for the Year ended 31 March 2026 to be included in the Draft Red Herring Prospectus ("DRHP"), Red Herring Prospectus ("RHP") and Prospectus (collectively referred to as "Offer Documents") to be filed by the Company with the Securities and Exchange Board of India ("SEBI"), National Stock Exchange of India Limited and BSE Limited, Registrar of Companies, as applicable, in connection with the proposed Initial Public Offering of equity shares ('IPO') of the Company, as per the requirements of Section 26 of Part I of Chapter III of the Companies Act, 2013, the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018, as amended from time to time ("SEBI ICDR Regulations"), e-mail dated 28 October 2021 from Securities and Exchange Board of India (SEBI) to Association of Investment Bankers of India ('SEBI Communication') and the Guidance Note on Reports in Company Prospectus (Revised 2019) ("the Guidance Note") issued by the Institute of Chartered Accountants of India ('ICAI'). As a result, these Special Purpose Standalone Financial Statements may not be suitable for any other purpose.

Our report is intended solely for the purpose specified above. This should not be distributed to or used by other parties. Accordingly, we do not accept or assume any liability or any duty of care for any other purpose or to any other person to whom this report is shown or into whose hands it may come without our prior consent in writing. Our opinion is not modified in respect of the above matter.

Key Audit Matters

In accordance with SA 701, we have determined that there are no key audit matters to communicate in our report as the Company is an unlisted entity.

Responsibilities of Management and Those charged with Governance for the Special Purpose Standalone Financial Statements

Management is responsible for the preparation and fair presentation of the special purpose financial statements in accordance with the basis of accounting described in Note 2.1, and for such internal control as management determines is necessary to enable the preparation of special purpose financial statements that are free from material misstatement, whether due to fraud or error.

The Board of Directors of the company is responsible for overseeing the financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the special purpose 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. The scope of the audit includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

Other Matter

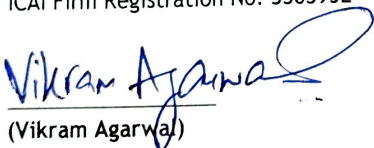
The Company has prepared a separate set of Financial Statements for the Year ended 31st March 2026 in accordance with the Accounting Standards notified under Section 133 of the Act, read together with the Companies (Accounting Standards) Rules, 2021 and other accounting principles generally accepted in India, were audited by us and whose report dated May 18, 2026 expressed an unmodified opinion.

These Special Purpose Standalone Financial Statements for the Year ended 31st March 2026 has been prepared by the management of the Company in accordance with the basis stated in Note 2.1 to the Special Purpose Standalone Financial Statements and approved by the Board of Directors of the Company solely for the purpose of preparation of Restated Consolidated Financial Information to be included in the Offer Documents in connection with the proposed initial public offering of equity shares of the Company. Accordingly, the management has not presented the corresponding comparative figures in these Special Purpose Standalone Financial Statements.

Report on Other Legal and Regulatory Requirements

Since the Company is incorporated outside India, this report does not include reporting on matters specified under the Companies Act, 2013. However, we have considered applicable provisions relevant to the DRHP and SEBI (ICDR) Regulations, 2018 as amended.

For AGARWAL LODHA & Co
Chartered Accountants
ICAI Firm Registration No. 330395E


(Vikram Agarwal)

Partner

Membership No. 303354

UDIN: 26303354FZUUXT5769

Place of Signature: Kolkata

Date: May 18, 2026



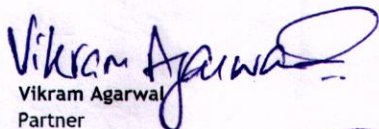
Ready Call Center Limited
Special Purpose Annual Standalone Balance Sheet as at 31 March 2026
(All amount are in INR Million, unless otherwise stated)

Particulars	Notes	As at 31 March 2026	As at 31 March 2025
Assets			
Non-current assets			
Property, plant and equipment	4	259.89	263.63
ROU Assets	5(a)	375.00	200.38
Intangible assets	6	112.94	114.73
Financial assets			
Loans	7	17.28	4.89
Other financial assets	8	12.71	11.36
Other non-current assets	9	2.22	-
Total non-current assets		780.06	594.98
Current assets			
Financial assets			
Trade receivables	10	329.43	314.06
Cash and cash equivalents	11	91.53	14.60
Other current assets	12	1.91	5.85
Total current assets		422.88	334.52
Total Assets		1,202.94	929.50
Equity and Liabilities			
Equity			
Equity share capital	13	90.18	90.18
Other equity	14	541.57	362.90
Total equity		631.76	453.08
Liabilities			
Non-current liabilities			
Financial liabilities			
Borrowings	15	0.01	110.88
Lease Liability	6(b)	291.60	147.81
Total non-current liabilities		291.61	258.69
Current liabilities			
Financial liabilities			
Borrowings	15	-	-
Lease Liability	6(b)	108.95	72.49
Trade payables	16	87.32	90.60
Other current liabilities	17	79.09	54.64
Current tax liability	18	4.20	-
Total current liabilities		279.57	217.73
Total liabilities		571.18	476.42
Total Equity and Liabilities		1,202.94	929.50

The accompanying notes are an integral part of the standalone financial statements


As per our report of even date
For Agarwal Lodha & Co
Chartered Accountants
Firm's Registration No: 330395E

For and on behalf of the Board of Directors of
Ready Call Center Limited


Vikram Agarwal
Partner

Membership No: 303354
UDIN: 26303354FZUUXT5769
Place: Kolkata
Date: 18 May 2026





Pankaj Dhanuka
Director

Place: Kolkata
Date: 18 May 2026



Kishore Saraogi
Director

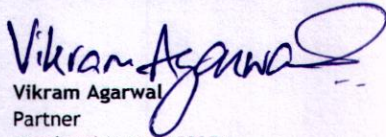
Place: Kolkata
Date: 18 May 2026

Ready Call Center Limited
Special purpose Annual Standalone Statement of Profit and Loss for the year ended 31 March 2026
(All amount are in INR Million, unless otherwise stated)

Particulars	Notes	For the year ended 31 March 2026	For the year ended 31 March 2025
Income			
Revenue from operations	19	2,023.91	1,987.38
Other Income	20	2.49	15.91
Total Income		2,026.41	2,003.29
Expenses			
Employee benefit expense	21	1,441.88	1,231.52
Finance costs	22	25.69	29.71
Depreciation and amortization expense	23	183.29	181.33
Other expenses	24	241.58	452.34
Total expenses		1,892.44	1,894.90
Profit before tax		133.97	108.38
Income tax expense			
Current tax	25	4.02	-
Total tax expense		4.02	-
Profit for the year		129.95	108.38
Items that will be reclassified subsequently to profit or loss			
Foreign currency translation reserve		48.73	14.71
Other comprehensive income for the year, net of tax		48.73	14.71
Total comprehensive income for the year		178.68	123.10
Earnings per equity share of 1 each (INR)			
- Basic (INR)	26	13,396.57	10,838.28
- Diluted (INR)		13,396.57	10,838.28

The accompanying notes are an integral part of the standalone financial statements

As per our report of even date
For Agarwal Lodha & Co
Chartered Accountants
Firm's Registration No: 330395E


Vikram Agarwal
Partner

Membership No: 303354
UDIN: 26303354FZUUXT5769
Place: Kolkata
Date: 18 May 2026



For and on behalf of the Board of Directors of
Ready Call Center Limited


Pankaj Dhanuka
Director

Place: Kolkata
Date: 18 May 2026


Kishore Saraogi
Director

Place: Kolkata
Date: 18 May 2026

Ready Call Center Limited

Special Purpose Statement of Changes in Equity for the Year ended 31 March 2026

(All amount are in INR Million, unless otherwise stated)

(A) Equity share capital (Refer note 12)

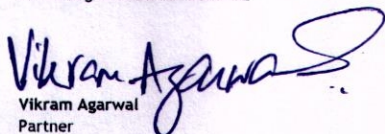
Particulars	No. of Shares	Amount
Balance as at 1 April 2024	10,000	90.18
Issued during the year	-	-
Balance as at 31 March 2025	10,000	90.18
Issued during the year	-	-
Balance as at 31 March 2026	10,000	90.18

(B) Other equity (Refer note 13)

Particulars	As at 31 March 2026				Total
	Retained Earnings	Securities Premium	General Reserve	Foreign Currency Translation Reserve	
Balance as at 1 April 2024	239.80	-	-	-	239.80
Profit for the year	108.38	-	-	-	108.38
Other comprehensive income for the year	-	-	-	14.71	14.71
Total comprehensive income	-	-	-	14.71	14.71
Less: Dividend	-	-	-	-	-
Balance as at 31 March 2025	348.18	-	-	14.71	362.90
Profit for the year	129.95	-	-	-	129.95
Other comprehensive income for the year	-	-	-	48.73	48.73
Total comprehensive income	-	-	-	48.73	48.73
Less: Adjustment on Share Capital due to issue of bonus s	-	-	-	-	-
Less: Dividend	-	-	-	-	-
Balance as at 31 March 2026	478.13	-	-	63.44	541.57

The accompanying notes are an integral part of the standalone financial statements

As per our report of even date
For Agarwal Lodha & Co
Chartered Accountants
Firm's Registration No: 330395E



Vikram Agarwal
Partner
Membership No: 303354
UDIN: 26303354FZUUXT5769
Place: Kolkata
Date: 18 May 2026




For and on behalf of the Board of Directors of
Ready Call Center Limited



Pankaj Dhanuka
Director

Place: Kolkata
Date: 18 May 2026



Kishore Saraogi
Director

Place: Kolkata
Date: 18 May 2026

Ready Call Center Limited

Special Purpose Annual Statement of Cash Flows for the year ended 31 March 2026

(All amount are in INR Million, unless otherwise stated)

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Cash flow from operating activities		
Profit before tax	133.97	108.38
Adjustments for:		
Depreciation and amortisation expense	183.29	181.33
Finance costs	25.69	29.71
Profit on sale of assets	(0.12)	-
Interest income on:		
Unwinding of security deposit	(2.21)	(0.86)
Provision net of write off	1.61	
Operating profit before working capital changes	342.22	318.57
Changes in operating assets and liabilities		
Adjustments for (increase) / decrease in operating assets		
Trade receivables	(16.98)	(78.92)
Other financial assets	27.80	0.90
Other current assets	1.72	13.83
Adjustments for increase / (decrease) in operating liabilities		
Trade payables	(3.28)	57.47
Other financial liabilities	-	23.47
Other liabilities	24.45	13.20
Cash generated from operations	375.93	348.52
Income tax paid (net)	0.18	-
Net cash flows generated from operating activities (A)	376.11	348.52
Cash flows from investing activities		
Purchase of property, plant & equipment and other intangible assets (including intangible assets under development, capital work-in-progress, capital advances and capital creditors)	(42.39)	(166.80)
Loan given (net)	(12.39)	(4.89)
Proceeds from disposal of PPE	0.33	-
Foreign Currency Translation Reserve	14.47	4.18
Net cash flows used in investing activities (B)	(39.98)	(167.51)
Cash flow from financing activities		
Proceeds from Borrowings (net)	(110.87)	3.22
Payment of lease obligations	(122.64)	(140.20)
Interest paid	(25.69)	(29.71)
Net cash flows (used in) / generated from financing activities (C)	(259.20)	(166.70)
Net (decrease) / increase in cash and cash equivalents (A+B+C)	76.93	14.31
Cash and cash equivalents at the beginning of the year	14.60	0.29
Cash and cash equivalents at the end of the year	91.53	14.60
Cash and cash equivalents comprises:		
	For the year ended 31 March 2026	For the year ended 31 March 2025
Balances with banks		
- in current accounts	91.53	14.60
Balances as per Statement of Cash Flows	91.53	14.60



Note:

(i) The above Statement of Cash Flows has been prepared under the indirect method as set out in Indian Accounting Standard 7 (IND AS 7), "Statement of Cash Flows" notified under Section 133 of the Companies Act 2013.

(ii) Reconciliation between the opening and closing balances in the balance sheet for liabilities arising from financing activities:

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Opening balance	331.18	452.28
Cash flows:		
Repayment of long-term borrowings	(110.87)	3.22
Payment on leases	(122.64)	(140.20)
Proceeds from leases	254.24	-
Non cash flows :		
Deletion to lease liabilities	(4.31)	(18.46)
Translation Exchange Difference	27.76	10.69
Interest expenses on leases	25.20	23.66
Closing balance	400.56	331.18

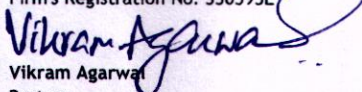
The accompanying notes are an integral part of the standalone financial statements

As per our report of even date

For Agarwal Lodha & Co

Chartered Accountants

Firm's Registration No: 330395E



Vikram Agarwal
Partner

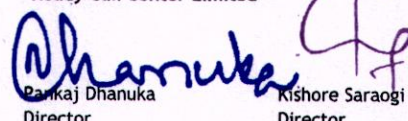
Membership No: 303354

UDIN: 26303354FZUUXT5769


Place: Kolkata

Date: 18 May 2026

For and on behalf of the Board of Directors of
Ready Call Center Limited



Bankaj Dhanuka
Director


Kishore Saraogi
Director

Place: Kolkata

Date: 18 May 2026

Place: Kolkata

Date: 18 May 2026



Ready Call Center Limited

Summary of material accounting policies and other explanatory information for the Year ended 31 March 2026
(All amounts in INR, unless otherwise stated)

1 Corporate information

Ready Call Center Limited ("the Company") was incorporated on 12th May, 2005, and is domiciled in Belize. The principal place of business is located in Belize. The Company is primarily engaged in the provision of Business Process Outsourcing (BPO), Information Technology (IT), and Information Technology Enabled Services (ITeS).

2 Material accounting policies

2.1 Basis of preparation

(a) Statement of Compliance with Indian Accounting Standards (Ind AS)

The Special Purpose Ind AS Annual Standalone Financial Statements of the Company comprises the Special Purpose Ind AS Annual Standalone Balance Sheet as at 31 March 2026, the Special Purpose Ind AS Annual Standalone Statement of Profit & Loss (Including Other Comprehensive Income), the Special Purpose Ind AS Annual Standalone Statement of Cash flows, the Special Purpose Ind AS Annual Standalone Statement of Changes In Equity and Notes forming part of the Special Purpose Ind AS Annual Standalone financial Statements for the nine months ended 31 March 2026 and summary of material accounting policies and other explanatory notes (collectively referred as the 'Special Purpose Ind AS Annual Standalone Financial Statements') that have been prepared by the management of the Company for the purpose of preparation of the restated consolidated financial information to be included in the Draft Red Herring Prospectus (the "DRHP") to be filed by the Company with the Securities and Exchange Board of India ("SEBI"), National Stock Exchange of India Limited and BSE Limited in connection with the proposed initial Public Offer of equity shares ("IPO") by the company.

The Special Purpose Financial Statements have been prepared by the Management of the Company to comply with the requirements of:

- Section 26 of Part I of Chapter III of the Companies Act, 2013 (the "Act");
- The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018, as amended (the "ICDR Regulations"); and
- The Guidance Note on Reports in Company Prospectuses (Revised 2019) issued by the Institute of Chartered Accountants of India ("ICAI"), as amended (the "Guidance Note") and

"These special purpose Ind AS Annual standalone financial statements have been prepared solely for the purpose of preparation of Restated Consolidated Financial Information for inclusion in RHP and Prospectus in relation to proposed IPO. Hence, these special purpose Ind AS Annual standalone financial statements are not suitable for any other purpose other than for the purpose of preparation of Restated Consolidated Financial Information. Also, disclosure of comparatives is exempt as per SEBI ICDR Regulations, accordingly, the management of the company has not presented the corresponding comparative figures in the special purpose Ind AS Annual standalone financial statements .

All amounts disclosed in Special Purpose Ind AS Interim Standalone financial Statements are reported in nearest Millions of Indian Rupees and have been rounded off to the nearest Millions, except per share data and unless stated otherwise.

These special purpose Ind AS Annual standalone financial statements were approved in accordance with a resolution of the Board of Directors on 18 May 2026. The Guidance Note on Division II - Schedule III to the Companies Act, 2013 issued by the Institute of Chartered Accountants of India ("ICAI") has been followed in so far.

(b) Basis of measurement

These special purpose financial statements have been prepared on accrual basis and under historical cost convention, except for the following:

- Certain financial assets and liabilities measured at fair value (refer accounting policy on financial instruments)

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services. Fair value is the price that would be received to sell an asset or paid to

transfer a liability in an orderly transaction between market participants at the measurement date.

The Company has consistently applied the following accounting policies throughout the periods presented in these financial statements.

(c) Current versus non-current classification

The Company presents assets and liabilities in the balance sheet based on current/ non-current classification. An asset is treated as current when it is:

- ▶ Expected to be realised or intended to be sold or consumed in normal operating cycle
- ▶ Held primarily for the purpose of trading
- ▶ Expected to be realised within twelve months after the reporting period, or
- ▶ Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period

All other assets are classified as non-current.

A liability is current when:

- ▶ It is expected to be settled in normal operating cycle
- ▶ It is held primarily for the purpose of trading
- ▶ It is due to be settled within twelve months after the reporting period, or
- ▶ There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period

The terms of the liability that could, at the option of the counterparty, result in its settlement by the issue of equity instruments do not affect its classification.

The Company classifies all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash and cash equivalents. The Company has identified twelve months as its operating cycle.

(d) Presentation currency and rounding off

These special purpose financial statements are presented in Indian Rupees (INR) and all values are rounded to nearest Millions, unless otherwise indicated.

(e) Going Concern

The Company has prepared the special purpose financial statements on the basis that it will continue to operate as a going concern.

(f) Use of estimates

The preparation of financial statements in conformity with Ind AS requires the Management to make estimate and assumptions that affect the reported amount of assets and liabilities as at the Balance Sheet date, reported amount of revenue and expenses for the year and disclosures of contingent liabilities as at the Balance Sheet date. The estimates and assumptions used in the accompanying financial statements are based upon the Management's evaluation of the relevant facts and circumstances as at the date of financial statements. Actual results could differ from these estimates. Estimates and underlying assumptions are reviewed on a periodic basis. Revisions to accounting estimates, if any, are recognized in the year in which the estimates are revised and in any future years affected. Refer Note 3 for details on estimates and judgments.

(g) Operating Cycle

Operating cycle is the time between the acquisition of assets for processing and their realization in cash or cash equivalents . The Company has ascertain edits operating cycle being a period of 12months for the purpose of classification of assets and liabilities into current and non-current. Accordingly ,current assets do not include elements which are not expected to be realised within 12 months and current liabilities donot include items where the Company does not have an unconditional right to defers ettlement beyond a period of 12months ,the period of 12 months being reckoned from the reporting date.

(h) Recent accounting pronouncements

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules issued from time to time. As at 31 March 2026, MCA has not notified any new standards or amendments to the existing standards applicable to the Company.



2.2 Summary of material accounting policies

(a) Property, plant, and equipment

Property, plant and equipment, are stated at historical cost of acquisition or construction less accumulated depreciation and impairment losses, if any. The cost of property, plant and equipment comprises its purchase price net of any discounts and rebates, any import duties and other taxes (other than those subsequently recovered from the tax authorities), any directly attributable expenditure on making the asset ready for its intended use.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All other repairs and maintenance of revenue nature are charged to Statement of Profit and Loss during the reporting year in which they are incurred.

Property, plant and equipment are tested for impairment whenever events or changes in circumstances indicate that an asset may be impaired. If an impairment loss is determined, the remaining useful life of the asset is also subject to adjustment. If the reasons for previously recognised impairment losses no longer exists, such impairment losses are reversed and recognised in income. Such reversal shall not cause the carrying amount to exceed the amount that would have resulted had no impairment taken place during the preceding periods.

Property, plant and equipment not ready for the intended use on the date of Balance Sheet are disclosed as "Capital work-in-progress". Such items are classified to the appropriate category of Property, plant and equipment when completed and ready for intended use. Advances given towards acquisition/construction of Property, plant and equipment outstanding at each Balance Sheet date are disclosed as Capital Advances under "Other non-current assets".

On transition to Ind AS, the Company has elected to continue with the carrying value of all of its property, plant and equipment recognized as at 1 April 2022 measured as per the Indian GAAP and use that carrying value as the deemed cost of the property, plant and equipment.

Depreciation method, estimated useful lives and residual value

Depreciation is provided for property, plant and equipment on a straight-line basis so as to expense the cost less residual value over their estimated useful lives as prescribed in Schedule II of the Companies Act, 2013. The estimated useful lives and residual values are reviewed at the end of each reporting period, with the effect of any change in estimate accounted for on a prospective basis.

Depreciation on sale/disposal of property plant and equipment is provided up to the date preceding the date of sale/disposal as the case may be. Gains and losses on disposals are determined by comparing the sale proceeds with carrying amount and accordingly recorded in the Statement of Profit and Loss during the reporting year in which they are sold/disposed.

The estimated useful lives are as mentioned below

Asset	Useful life
Building	30 years
Computer	3 - 6 years
Furniture and fixtures	10 years
Office equipment	5 years
Server	3 - 6 years
Plant and equipment	15 years
Leasehold improvement	3 years or actual Lease term
Vehicle	8 years
Electrical installations	10 years

(b) Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. The useful lives of all the intangible assets of the Group are assessed as finite.

On transition to Ind AS, the Group has elected to continue with the carrying value of all of its intangible assets recognised as at 1 April 2022 measured as per the Previous GAAP and use that carrying value as the deemed cost of the intangible assets.

Asset	Useful life
Customer List	5 - 10 years
Computer Software	3 - 5 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. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. The amortisation expense on intangible assets with finite lives is recognised in the statement of profit and loss unless such expenditure forms part of carrying value of another asset.

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

(c) Leases

Identifying 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. Lease contracts entered by the Company majorly pertains for premises and equipment taken on lease to conduct its business in the ordinary course.

Company as a lessee

On 1 April, 2022, the Company had adopted Ind AS 116 "Leases" using the modified retrospective approach by applying the standard to all leases existing at the date of initial application. The Company also elected to use the recognition exemption for lease contracts that, at the commencement date, have a lease term of twelve months or less and do not contain a purchase option ("short-term leases") and lease contracts for which the underlying asset is of low value ("low value assets"). The Company recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

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 shorter of the lease term and the estimated useful lives of the assets.

The right-of-use assets are also subject to impairment. Refer to the accounting policies in section 2.2(d) "Impairment of non-financial assets".



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

Short-term leases and leases of low-value assets

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

(d) 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 when annual impairment testing for an asset is required, the Company estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU) fair value less costs of disposal and its value in use. The recoverable amount 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. When the carrying amount of an asset or CGU 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 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, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded companies or other available fair value indicators.

The Company bases its impairment calculation on detailed budgets and forecast calculations, which are prepared separately for each of the Company's CGUs to which the individual assets are allocated. These budgets and forecast calculations generally cover a period of five years. For longer periods, a long-term growth rate is calculated and applied to project future cash flows after the fifth year. To estimate cash flow projections beyond periods covered by the most recent budgets/forecasts, the Company extrapolates cash flow projections in the budget using a steady or declining growth rate for subsequent years, unless an increasing rate can be justified. In any case, this growth rate does not exceed the long-term average growth rate for the products, industries, or country or countries in which the Company operates, or for the market in which the asset is used.

Impairment losses are recognised in the Statement of profit and loss.

(e) Investments in subsidiaries

Investments which are readily realizable and intended to be held for not more than one year from the date on which such investments are made, are classified as current investments. All other investments are classified as long-term investments. Investments are reviewed for impairment if events or changes in circumstances indicate that the carrying amount may not be recoverable.

On initial recognition, all investments are measured at cost. The cost comprises purchase price and directly attributable acquisition charges such as brokerage, fees and duties. If an investment is acquired, or partly acquired, by the issue of shares or other securities, the acquisition cost is the fair value of the securities issued. If an investment is acquired in exchange of another asset, the acquisition is determined by reference to the fair value of the asset given up or by reference to the fair value of the investment acquired, whichever is more clearly evident.

Current investments are carried in the financial statements at lower of cost and fair value determined on an individual investment basis. Long-term investments are carried at cost. However, provision for diminution in value is made to recognize a decline other than temporary in the value of the investments.

On disposal of an investment, the difference between its carrying amount and net disposal proceeds is charged or credited to the Statement of Profit and Loss.

Classification in the financial statements

Investments that are realizable within the period of twelve months from the balance sheet date are classified as current investment. All other investments are classified as non-current investments.

(f) Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short term highly liquid investments with original maturities of three months or less.

(g) Share Capital

Financial instruments issued by the Company are classified as equity only to the extent that they do not meet the definition of a financial liability or financial asset. The Company's ordinary shares are classified as equity instruments.

(h) Financial assets

(i) Initial recognition and measurement

At initial recognition, financial asset is measured at its fair value plus the transaction cost directly attributable to the acquisition of the financial asset in the case of a financial asset measured not at fair value through profit or loss. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

(ii) Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in following categories:

- at amortized cost; or
- at fair value through other comprehensive income; or
- at fair value through profit or loss.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows.

The Company does not hold any Financial assets classified at fair value through other comprehensive income; or at fair value through profit or loss. Accordingly, the Company holds only financial assets measured at amortised cost, therefore accounting policy of financial assets classified at amortised cost stated below:

Amortized cost: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortized cost. Interest income from these financial assets is included in finance income using the effective interest rate method (EIR).

After initial measurement, such financial assets are subsequently measured at amortised cost using the effective interest rate (EIR) method. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included in finance income in the Statement of profit and loss.



(iii) **Impairment of financial assets**

In accordance with Ind AS 109 "Financial Instruments", the Company applies Expected Credit Loss (ECL) model for measurement and recognition of impairment loss on the following financial assets and credit risk exposure:

a) Trade receivables:

The Company follows 'simplified approach' for recognition of impairment loss allowance on trade receivables resulting from transactions within the scope of Ind AS 115 "Revenue from Contracts with Customers". The application of simplified approach does not require the Company to track changes in credit risk. Rather, it recognizes impairment loss allowance based on lifetime ECL at each reporting date, right from its initial recognition.

b) Other financial assets:

For recognition of impairment loss on financial assets and risk exposure, the Company determines that whether there has been a significant increase in the credit risk since initial recognition. If credit risk has not increased significantly, 12-month ECL is used to provide for impairment loss. However, if credit risk has increased significantly, lifetime ECL is used. If in subsequent years, credit quality of the instrument improves such that there is no longer a significant increase in credit risk since initial recognition, then the entity reverts to recognizing impairment loss allowance based on 12 month ECL.

Lifetime ECL is the expected credit loss resulting from all possible default events over the expected life of a financial instrument. The 12 month ECL is a portion of the lifetime ECL which results from default events that are possible within 12 months after year end.

ECL is the difference between all contractual cash flows that are due to the Company in accordance with the contract and all cash flows that the entity expects to receive (i.e. all shortfalls), discounted at the original effective interest rate (EIR). When estimating the cash flows, an entity is required to consider all contractual terms of the financial instrument (including prepayment, extension etc.) over the expected life of the financial instrument. However, in rare cases when the expected life of the financial instrument cannot be estimated reliably, then the entity is required to use the remaining contractual term of the financial instrument.

ECL impairment loss allowance (or reversal) recognized during the year is recognized as income/expense in the Statement of Profit and Loss. For financial assets measured at amortised cost, ECL is presented as an allowance, i.e. as an integral part of the measurement of those assets in the Balance Sheet. The allowance reduces the net carrying amount. Until the asset meets write off criteria, the Company does not reduce impairment allowance from the gross carrying amount.

(iv) **Derecognition of financial assets**

A financial asset is derecognised only when:

- the contractual rights to receive cash flows from the financial asset is transferred or expired.
- retains the contractual rights to receive the cash flows of the financial asset, but assumes a contractual obligation to pay the received cash flows in full without material delay to one or more recipients.

Where the financial asset is transferred then in that case financial asset is derecognised only if substantially all risks and rewards of ownership of the financial asset is transferred. Where the entity has not transferred substantially all risks and rewards of ownership of the financial asset, the financial asset is not derecognised.

Where the financial asset is neither transferred, nor the entity retains substantially all risks and rewards of ownership of the financial asset, then in that case financial asset is derecognised only if the Company has not retained control of the financial asset. Where the Company retains control of the financial asset, the asset is continued to be recognised to the extent of continuing involvement in the financial asset. In that case, the Company also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Company has retained.

On derecognition of a financial asset, the difference between the carrying amount and the consideration received is recognised in the Statement of Profit and Loss.

(i) **Financial liabilities and equity instruments**

Classification as debt or equity

An instruments issued by a Company are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recognised at the proceeds received, net of direct issue costs.

Repurchase of the Company's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in Statement of Profit and Loss on the purchase, sale, issue or cancellation of the Company's own equity instruments. Dividend paid on equity instruments are directly reduced from equity.

Financial liabilities

(j) **Initial recognition and measurement**

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss or at amortized cost, as appropriate. All financial liabilities being loans, borrowings and payables are recognised net of directly attributable transaction costs.

(ii) **Subsequent measurement**

The measurement of financial liabilities depends on their classification, as described below:

Financial liabilities at amortised cost

Financial liabilities at fair value through profit or loss

The Company does not owe any financial liability which is either classified or designated at fair value through profit or loss. Accordingly, the Company holds only financial liabilities designated at amortised cost, therefore accounting policy of financial liabilities classified at amortised cost stated below:

Financial liabilities at amortised cost

All the financial liabilities of the Company are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in the Statement of Profit and Loss when the liabilities are derecognised as well as through the EIR amortization process. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included as finance costs in the Statement of Profit and Loss.

(iii) **Derecognition**

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognized in the Statement of Profit and Loss as finance costs.

(iv) **Offsetting financial instruments**

Financial assets and liabilities are offset and the net amount is reported in the Balance Sheet where there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net basis or realize the assets and settle liabilities simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Company or the counterparty.

Financial instruments issued by the Company are classified as equity only to the extent that they do not meet the definition of a financial liability or financial asset. The Company's ordinary shares are classified as equity instruments.



(k) **Fair value measurement**

A number of assets and liabilities included in the Company's financial statements require measurement at, and/or disclosure of, fair value.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- ▶ In the principal market for the asset or liability, or
- ▶ In the absence of a principal market, in the most advantageous market for the asset or liability accessible to the Company.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- ▶ Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- ▶ Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- ▶ Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

(l) **Provisions, Contingent liabilities and Contingent Assets**

Provisions are recognised only when there is a present obligation, as a result of past events, and when a reliable estimate of the amount of obligation can be made at the reporting date. These estimates are reviewed at each reporting date and adjusted to reflect the current best estimates. Provisions are discounted to their present values, where the time value of money is material.

A disclosure for a contingent liability is made when there is a possible obligation or a present obligation that probability will not require an outflow of resources or where a reliable estimate of the obligation cannot be made. Contingent assets are neither recorded nor disclosed in the financial statements.

(m) **Revenue from contract with customers**

Revenue is recognized to the extent, that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured.

Revenue from services

The Company's revenue from Business Process Management is recognized on an accrual basis in terms of agreement with the customer(s), when there is no uncertainty as to the measurement and collectability of consideration. In case of uncertainty, revenue recognition is postponed until the same is resolved. Revenue is recognized on satisfaction of performance obligation upon transfer of control of promised services to customers in an amount that reflects the consideration the Company expects to receive in exchange for those services. Revenue is measured based on the transaction price (which is the consideration, adjusted to discounts, incentives and returns, etc., if any) that is allocated to that performance obligation. These are generally accounted for as variable consideration estimated in the same period the related sales occur. The revenue is recognized net of Goods and service tax.

Other Income

Interest Income from Bank Deposits

Interest income is accrued on a time proportion basis by reference to the principal outstanding and the effective interest rate.

Dividend Income

Dividend is recognized when the Company's right to receive dividend is established.

(n) **Earning per Share**

Basic earnings per share (EPS) is calculated by dividing the net profit or loss attributable to equity holders of the company (after deducting preference dividends and attributable taxes) by the weighted average number of equity shares outstanding during the period.

For the purpose of calculating diluted earnings per share, the net profit or loss for the period attributable to equity shareholders of the Company and the weighted average number of shares outstanding during the period are adjusted for the effects of all dilutive potential equity shares.

(o) **Employee benefits**

(i) **Short-term employee benefits**

Liabilities for wages and salaries, including non-monetary benefits that are expected to be settled wholly within 12 months after the end of the year in which the employees render the related service are recognized in respect of employees' services up to the end of the year and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the balance sheet.

(ii) **Other long-term employee benefit obligations**

The Company is incorporated and operates outside India and hence is governed by the financial reporting framework and statutory requirements applicable in its country of incorporation.

As per the applicable local laws and financial reporting framework, there is no requirement to recognize certain long-term obligations (e.g., gratuity, leave encashment, retirement benefits, etc.) which are typically mandated under Indian statutory requirements such as the Payment of Gratuity Act, 1972 or the Accounting Standards like Ind AS 19

Accordingly, such long-term obligations have not been recognized or provided for in the financial statements of the Company. This accounting treatment is in compliance with the applicable local reporting framework.

Defined contribution plans

A defined contribution plan is a post-employment benefit plan where the Company's legal or constructive obligation is limited to the amount that it contributes to a separate legal entity. The Company makes specified monthly contributions towards Government administered provident fund scheme and Employees' State Insurance ('ESI') scheme. Obligations for contributions to defined contribution plans are expensed as an employee benefits expense in statement of profit and loss in the period in which the related services are rendered by employees.

Defined Benefit Plans

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. The Company's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefits that employees have earned in the current and prior periods, discounting that amount. The defined benefit obligation is calculated annually by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, which comprise actuarial gains and losses, the return on plan assets (excluding interest) and the effect of the asset ceiling (if any, excluding interest), are recognised immediately in OCI. They are included in retained earnings in the Statement of changes in equity and in the balance sheet. The Company determines the net interest expense (income) on the net defined benefit liability (asset) for the period by applying the discount rate determined by reference to market yields at the end of the reporting period on government bonds. This rate is applied on the net defined benefit liability (asset), both as determined at the start of the annual reporting period, taking into account any changes in the net defined benefit liability (asset) during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss. Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognised immediately in profit or loss as past service cost.



Compensated absence - Encashable

The liabilities for earned leave and sick leave that are not expected to be settled wholly within 12 months are measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. The benefits are discounted using the discount rates for Government Bonds at the end of the reporting period that have terms approximating to the terms of the related obligation. Remeasurement as a result of experience adjustments and changes in actuarial assumptions are recognised in the Statement of Profit and Loss.

Share based payments

Share-based compensation benefits are provided to employees via the "Xplore Employee Stock Option Plan 2024" (ESOP scheme) of the Parent Company. The fair value of options granted under the ESOP scheme is recognised as an employee benefits expense with a corresponding increase in equity in the books of its parent company. The total amount to be expensed is determined by reference to the fair value of the options granted

- including the impact of any service and non-market performance vesting conditions (e.g. profitability, sales growth targets and remaining an employee of the entity over a specified time period), and
- including the impact of any non-vesting conditions (e.g. the requirement for employees to serve or hold shares for a specific period of time).

The total expense is recognised over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. Out of the total expenses incurred by its parent company the expenses incurred on behalf of Canada is billed as expenses and is taken as expenses by Canada.

(p) Taxes

Tax expense for the period comprises of current tax, deferred tax and Minimum alternate tax credit (Wherever applicable).

Provision for current tax is made on the basis of estimated taxable income for the current accounting year.

Current tax assets and current tax liabilities are offset when there is a legally enforceable right to set off the recognized amounts, and there is an intention to settle the asset and the liability on a net basis.

The deferred tax for timing differences between the book and tax profits for the year is accounted for, using the tax rates and laws that have been substantively enacted as of the reporting date.

Deferred tax charge or credit reflects the tax effects of timing differences between accounting income and taxable income for the period. The deferred tax charge or credit and the corresponding deferred tax liabilities or assets are recognized using the tax rates that have been enacted or substantively enacted by the balance sheet date. Deferred tax assets are recognized only to the extent there is reasonable certainty that the assets can be realized in future; however, where there is unabsorbed depreciation or carry forward of losses, deferred tax assets are recognized only if there is a virtual certainty of realization of such assets. Deferred tax assets are reviewed at each balance sheet date and are written-down or written up to reflect the amount that is reasonably/virtually certain (as the case may be) to be realized.

At each reporting date, the Company reassesses the unrecognized deferred tax assets, if any.

(q) Borrowing Costs

Borrowing cost includes interest, amortization of ancillary costs incurred in connection with the arrangement of borrowings and exchange differences arising from foreign currency borrowings to the extent they are regarded as an adjustment to the interest cost.

Borrowing costs that are directly attributable to the acquisition, construction or production of an asset that takes a substantial period of time to get ready for its intended use are capitalized. All other borrowing costs are recognised as expenditure in the period in which they are incurred.

3 Critical accounting estimates and assumptions

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

(a) Useful lives of property, plant and equipment and intangible assets

As described in the material accounting policies, the Company reviews the estimated useful lives of property, plant and equipment and intangible assets at the end of each reporting period. Useful lives of intangible assets is determined on the basis of estimated benefits to be derived from use of such intangible assets. These reassessments may result in change in the depreciation /amortization expense in future periods.

(b) Impairment of non-financial assets

In assessing impairment, management estimates the recoverable amount of each asset or cash-generating units based on expected future cash flows and uses an interest rate to discount them. Estimation uncertainty relates to assumptions about future operating results and the determination of a suitable discount rate.

(c) Contingencies

Management judgement is required for estimating the possible outflow of resources, if any, in respect of contingencies/ claim/ litigation against Company as it is not possible to predict the outcome of pending matters with accuracy.

(d) Provisions

Provisions are recognised in the period when it becomes probable that there will be a future outflow of funds resulting from past operations or events that can reasonably be estimated. The timing of recognition requires application of judgement to existing facts and circumstances which may be subject to change. The litigations and claims to which the Company is exposed are assessed by management and in certain cases with the support of external specialised lawyers.

(e) Income taxes

Management judgment is required for the calculation of provision for income taxes and deferred tax assets and liabilities. The Company reviews at each balance sheet date the carrying amount of deferred tax assets. The factors used in estimates may differ from actual outcome which could lead to significant adjustment to the amounts reported in the financial statements.

(f) Leases

The Company evaluates if an arrangement qualifies to be a lease as per the requirements of Ind AS 116. Identification of a lease requires significant judgement. The Company uses significant judgement in assessing the lease term (including anticipated renewals) and the applicable discount rate. The Company determines the lease term as the non cancellable period of a lease, together with both periods covered by an option to extend the lease if the Company is reasonably certain to exercise that option; and periods covered by an option to terminate the lease if the Company is reasonably certain not to exercise that option. In assessing whether the Company is reasonably certain to exercise an option to extend a lease, or not to exercise an option to terminate a lease, it considers all relevant facts and circumstances that create an economic incentive for the Company to exercise the option to extend the lease, or not to exercise the option to terminate the lease. The Company revises the lease term if there is a change in the non-cancellable period of a lease. The discount rate is generally based on the incremental borrowing rate specific to the lease being evaluated or for a portfolio of leases with similar characteristics.



3.1 New and Amended standards

New standards and amendments issued but not effective

The Ministry of Corporate Affairs has notified amendments to various Indian Accounting Standards through the Companies (Indian Accounting Standards) Amendment Rules, 2025 and the Companies (Indian Accounting Standards) Second Amendment Rules, 2025 as under:

(a) **Amendments to Ind AS 1 and Ind AS 10: Classification of Liabilities as Current or Non-current**

These amendments are introduced to clarify the requirements on determining whether a liability is current or non-current and require new disclosures for non-current liabilities that are subject to future covenants. These amendments apply for the annual reporting periods beginning on or after April 1, 2025, while certain amendments are effective for annual reporting periods beginning on or after April 1, 2026. The Group is in the process of assessing the impact of these amendments, which will be applied retrospectively in accordance with Ind AS 8. These amendments may particularly affect the classification and disclosures relating to non-current borrowings subject to future covenant compliance.

(b) **Amendments to Ind AS 21: The Effects of Changes in Foreign Exchange Rates (Lack of Exchangeability)**

These amendments require assessing currency exchangeability and estimating exchange rates when currencies are not readily exchangeable and also requires specific disclosures viz. the nature and financial effects of the currency not being exchangeable, the spot exchange rates used, the estimation process, and the risks to which the entity is exposed because of the currency not being exchangeable. The amendment also lays down transition requirements, while specifically stating that an entity shall not restate comparative information in applying Lack of Exchangeability. These amendments are effective from April 1, 2025; however, these amendments are not expected to have a material impact on the Group's consolidated financial statements as the Group's transactions are limited to currencies that are freely convertible and exchangeable, and management has assessed that no significant restrictions apply to its operations.

(c) **Amendments to Ind AS 12- International tax reform-Pillar Two model rules**

The amendments to Ind AS 12 have been introduced in response to the OECD's BEPS Pillar Two rules and include a mandatory temporary exception to the recognition and disclosure of deferred taxes arising from the jurisdictional implementation of the Pillar Two model rules and disclosure requirements for affected entities to help users of the financial statements better understand an entity's exposure to Pillar Two income taxes arising from that legislation. These amendments have no impact on the Group's consolidated financial statements as the Group is not in scope of the Pillar Two model rules.



Ready Call Center Limited

Notes to the special purpose financial statements

(All amount are in INR Million, unless otherwise stated)

4 Property, plant and equipment

Particulars	Office Equipments	Computer & Equipment	Computers & Server	Furniture and fixtures	Leasehold Improvement	Vehicles	Total Tangibles
Balance as at 1 April 2024	-	204.22	110.87	68.13	31.84	26.65	441.70
Acquisitions through Business Combination	-	-	-	-	-	-	-
Additions	-	10.71	2.22	30.05	119.65	1.81	164.44
Disposals/ Adjustments	-	-	-	-	-	-	-
Translation exchange difference	-	8.04	4.30	3.18	3.48	1.06	20.06
Balance as at 31 March 2025	-	222.97	117.38	101.36	154.97	29.52	626.20
Acquisitions through Business Combination	-	-	-	-	-	-	-
Additions	10.88	5.16	4.75	1.30	18.74	0.23	41.05
Disposals/ Adjustments	-	-	-	-	-	7.04	7.04
Translation exchange difference	0.49	21.32	11.32	9.65	15.51	2.48	60.77
Balance as at 31 March 2026	11.37	249.45	133.45	112.30	189.22	25.19	720.98
Accumulated depreciation	-	-	-	-	-	-	-
Balance as at 1 April 2024	-	165.53	75.50	37.99	-	13.89	292.92
Depreciation charge during the year	-	9.08	6.95	6.55	33.10	2.08	57.76
Disposals/ Adjustments	-	-	-	-	-	-	-
Translation exchange difference	-	6.53	3.03	1.58	0.18	0.57	11.89
Balance as at 31 March 2025	-	181.14	85.48	46.12	33.28	16.54	362.57
Depreciation charge during the year	1.20	11.22	8.05	6.46	39.25	2.35	68.54
Disposals/ Adjustments	-	-	-	-	-	6.83	6.83
Translation exchange difference	0.05	17.64	8.45	4.65	4.65	1.36	36.81
Balance as at 31 March 2026	1.26	210.01	101.99	57.24	77.18	13.43	461.09
Net carrying amount as at 31 March 2025	-	41.83	31.90	55.24	121.70	12.97	263.63
Net carrying amount as at 31 March 2026	10.11	39.44	31.47	55.07	112.04	11.76	259.89



Ready Call Center Limited
Notes to the special purpose financial statements
(All amount are in INR Million, unless otherwise stated)

5 A) Right to use and Lease Liabilities

The Company has leasing arrangements for a number of properties in the jurisdictions from which it operates. In some jurisdictions it is customary for lease contracts to provide for payments to increase each year by inflation and in others to be reset periodically to market rental rates. In some jurisdictions, for property leases the periodic rent is fixed over the lease term. These leases have terms ranging from two to ten years. The Company applies the recognition exemptions relating to short-term leases and lease of low-value assets for these leases.

The weighted average incremental borrowing rate applied to lease liabilities as at 31 March 2026 is 10%.

(a) Right-of-use asset

Particulars	Amount
Gross carrying amount	317.96
Balance as at 1 April 2024	317.96
Acquisition through Business Combination	-
Additions	-
Disposal	(15.74)
Translation exchange difference	9.02
Balance as at 31 March 2025	311.24
Acquisition through Business Combination	-
Additions	255.76
Disposal	(28.28)
Translation exchange difference	30.22
Balance as at 31 March 2026	568.94
Accumulated depreciation	-
Balance as at 1 April 2024	-
Charge for the year	110.86
Disposal	-
Translation exchange difference	-
Balance as at 31 March 2025	110.86
Charge for the year	101.33
Disposal	(22.83)
Translation exchange difference	4.58
Balance as at 31 March 2026	193.94
Net carrying amount as at 31 March 2025	200.38
Net carrying amount as at 31 March 2026	375.00

(b) Lease liabilities

Particulars	As at 31 March 2026	As at 31 March 2025
Balance of lease liabilities at the beginning of the year	220.30	344.61
On adoption of Ind AS 116	-	-
Add: Additions during the year	254.24	-
Add: Interest on lease liabilities	25.20	23.66
Less: Deletion during the year	4.31	18.46
Less: Lease payments	122.64	140.20
Add: Translation difference	27.76	10.69
Balance of lease liabilities at the end of the year	400.55	220.30
Current portion of lease liabilities	108.95	72.49
Non-current portion of lease liabilities	291.60	147.81

(c) Amounts recognised in the statement of profit and loss

The Statement of profit or loss shows the following amounts relating to leases:

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Interest expense (included in finance costs)	25.20	23.66
Depreciation charge on right-of-use assets	101.33	110.86
Expense relating to short-term leases variable, payment not included in lease liabilities	43.56	24.82

(d) Amounts recognised in the Statement of cash flows

The statement of cash flows show the following amounts relating to leases:

Particulars	As at 31 March 2026	As at 31 March 2025
Payment of lease liabilities	122.64	140.20



Ready Call Center Limited
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6 Other intangible assets

Particulars	Computer software	Total
Gross carrying amount (deemed cost)		
Balance as at 1 April 2024		
Additions	125.08	125.08
Disposals		-
Translation exchange difference	2.36	2.36
Balance as at 31 March 2025	127.43	127.43
Additions	1.33	1.33
Acquisition through Business Combination		-
Disposals		-
Translation exchange difference	12.11	12.11
Balance as at 31 March 2026	140.88	140.88
Accumulated Amortization		
Balance as at 1 April 2024		-
Charge during the year	12.47	12.47
Disposals		-
Translation exchange difference	0.24	0.24
Balance as at 31 March 2025	12.71	12.71
Charge during the year	13.42	13.42
Disposals		-
Translation exchange difference	1.81	1.81
Balance as at 31 March 2026	27.94	27.94
Net carrying amount as at 31 March 2025	114.73	114.73
Net carrying amount as at 31 March 2026	112.94	112.94



Ready Call Center Limited
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7 Loans-Non Current

Particulars	As at 31 March 2026	As at 31 March 2025
Unsecured, considered good		
Loans from Inter Company	17.28	4.89
Total	17.28	4.89

Notes: Loans due from related parties:

Step down subsidiary company

Entities over which KMPs/ directors and/ or their relatives are able to exercise significant influence

Notes:

- a) There are no loans receivables which are credit impaired or which have a significant increase in credit risk based on the information available with the Group.
b) The fair value of current loans are not materially different from the carrying value presented.
c) All the above loans have been given for business purposes.
d) Break up of security details:

Particulars	As at 31 March 2026	As at 31 March 2025
Loans considered good - secured		-
Loans considered good - unsecured	17.28	4.89
Loans which have significant increase in credit risk		-
Loans - credit impaired		-
Total	17.28	4.89
Loss allowance		-
Total	17.28	4.89

8 Other non current financial assets

Particulars	As at 31 March 2026	As at 31 March 2025
Security deposits	12.71	11.36
Total	12.71	11.36

9 Other non current assets

Particulars	As at 31 March 2026	As at 31 March 2025
Prepaid Expenses	2.22	-
Total	2.22	-

10 Trade receivables

Particulars	As at 31 March 2026	As at 31 March 2025
Trade receivables considered good - unsecured	329.43	314.06
Total	329.43	314.06
Further classified as:		
Receivable from related parties	90.76	11.02
Receivable from others (net)	238.67	303.04
Total	329.43	314.06

31 March 2026	Current						
	Unbilled dues	Outstanding for following periods from due date of invoice					Total
		Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables							
- considered good	10.95	307.99	8.86	1.63			329.43
- which have significant increase in credit risk							-
- credit impaired							-
Disputed trade receivables							-
- considered good							-
- which have significant increase in credit risk							-
- credit impaired							-
Subtotal	10.95	307.99	8.86	1.63	-	-	329.43
Less: Allowance for expected credit loss							-
Total	10.95	307.99	8.86	1.63	-	-	329.43

31 March 2025	Current						
	Unbilled dues	Outstanding for following periods from due date of invoice					Total
		Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables							
- considered good		312.66	1.40				314.06
- which have significant increase in credit risk							-
- credit impaired							-
Disputed trade receivables							-
- considered good							-
- which have significant increase in credit risk							-
- credit impaired							-
Subtotal	-	312.66	1.40	-	-	-	314.06
Less: Allowance for expected credit loss							-
Total	-	312.66	1.40	-	-	-	314.06



Ready Call Center Limited
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(All amount are in INR Million, unless otherwise stated)

11 Cash and cash equivalents

Particulars	As at	As at
	31 March 2026	31 March 2025
Balances with banks		
In current accounts	90.68	14.36
Cash on hand	0.85	0.25
Total	91.53	14.60

12 Other current assets

Particulars	As at	As at
	31 March 2026	31 March 2025
Advance to vendors	0.35	2.95
Advance to Employees	0.27	2.20
Prepaid expenses	0.00	0.70
Other Receivable	1.29	-
Total	1.91	5.85



13 Equity share capital

Particulars	As at	As at
	31 March 2026	31 March 2025
Authorised share capital		
Equity Shares		
Equity Share of 100 Belize Dollar ("BZD") divided into 10,000 Shares of 0.01 BZD each	90.18	90.18
	90.18	90.18
Issued, subscribed and paid up		
Equity Shares		
Equity Share of 100 Belize Dollar ("BZD") divided into 10,000 Shares of 0.01 BZD each.	90.18	90.18
Total	90.18	90.18

(A) Reconciliation of shares outstanding at the beginning and at the end of the year

Particulars	As at 31 March 2026		As at 31 March 2025	
	Number of shares	Amount	Number of shares	Amount
Outstanding at the beginning of the year	10,000	90.18	10,000	90.18
Add: Adjusted number of shares on account of sub-division of equity share	-	-		
Outstanding at the end of the year	10,000	90.18	10,000	90.18

(B) Rights, preferences and restrictions attached:

The Company has only one class of equity shares (Common stock, no par value). Each shareholder is entitled to one vote per share held. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting. In the event of liquidation of the Company, the holders of equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

(C) Details of shares held by the holding company, the ultimate holding company, their subsidiaries and associates

Particulars	As at	As at
	31 March 2026	31 March 2025
AMERIDIAL INC	90.18	90.18
100 Belize Dollar ("BZD") divided into 10,000 Shares of 0.01 BZD each.		
	90.18	90.18

(D) Details of shares held by shareholders holding more than 5% of the aggregate shares in the Company

Name of shareholder	As at 31 March 2026		As at 31 March 2025	
	No. of shares	% holding	No. of shares	% holding
AMERIDIAL INC	9990	99.90%	9990	99.90%



Ready Call Center Limited
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(All amount are in INR Million, unless otherwise stated)

14 Other equity

Particulars	As at 31 March 2026	As at 31 March 2025
Retained earnings	478.13	348.18
Foreign Currency Translation Reserve	63.44	14.71
Total	541.57	362.90

(A) Retained earnings

Particulars	As at 31 March 2026	As at 31 March 2025
Opening balance	348.18	239.80
Add: Profit for the year	129.95	108.38
Closing balance	478.13	348.18

(B) Foreign Currency Translation Reserve

Particulars	As at 31 March 2026	As at 31 March 2025
Opening balance	14.71	-
Add: Movement during the year	48.73	14.71
Closing Balance	63.44	14.71

Nature and purpose of other reserves

Retained earnings	Retained earnings are the profits that the Company has earned till date, less any transfers to general reserve, dividends or other distributions paid to shareholders. Retained earnings includes re-measurement loss / (gain) on defined benefit plans, net of taxes that will not be reclassified to Consolidated Statement of Profit and Loss. Retained earnings is a free reserve available to the Company.
Foreign currency translation reserve	Exchange differences arising on translation of assets, liabilities, income and expenses of the Company's foreign subsidiaries are recognised in other comprehensive income and accumulated separately in foreign currency translation reserve. The amounts recognised are transferred to the consolidated statement of profit and loss on disposal of the related foreign subsidiaries.

15 Borrowings-Non Current

Particulars	As at 31 March 2026	As at 31 March 2025
Unsecured		
From related parties	0.01	110.88
Total	0.01	110.88

Borrowings-Current

Particulars	As at 31 March 2026	As at 31 March 2025
Secured		
Bank overdrafts	-	-
Total	-	-

16 Trade payables

Particulars	As at 31 March 2026	As at 31 March 2025
Total outstanding dues of creditors	87.32	90.60
Total	87.32	90.60

Particulars	31st March 2026					
	Unbilled Dues	Outstanding for following periods from date of Invoice				Total
		Less than 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade payables - Others	0.38	84.29	2.66	-	-	87.32
Disputed trade payables - Others						
Total	0.38	84.29	2.66	-	-	87.32

Particulars	31st March 2025					
	Unbilled Dues	Outstanding for following periods from date of Invoice				Total
		Less than 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade payables - Others	1.55	89.05				90.60
Disputed trade payables - Others						
Total	1.55	89.05	-	-	-	90.60



Ready Call Center Limited
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17 Other current liabilities

Particulars	As at	As at
	31 March 2026	31 March 2025
Statutory dues	46.32	12.88
Accrued Payroll	18.46	41.76
Other current liabilities	14.31	-
Total	79.09	54.64

18 Current tax liability

Particulars	As at	As at
	31 March 2026	31 March 2025
Provision for Income Tax	4.20	-
Total	4.20	-



Ready Call Center Limited

Notes to the special purpose financial statements

(All amount are in INR Million, unless otherwise stated)

19 Revenue from operations

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Sale of services		
Income from business process management services	2,023.91	1,987.38
Total	2,023.91	1,987.38

Notes:

- (i) There are no unsatisfied performance obligations resulting from Revenue from Contracts with Customers as at March 31, 2024 and March 31, 2023.
(ii) Refer note 27 for additional revenue disclosures

20 Other Income

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Miscellaneous income	0.14	15.05
Profit on sale of assets	0.12	-
Foreign exchange fluctuation gain	0.01	-
Interest on Security Deposits	2.21	0.86
Total	2.49	15.91

21 Employee benefits expense

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Salaries, wages and bonus	1,344.28	1,161.17
Contribution to PF and other funds	72.25	66.68
ESOP Expenses	13.70	-
Staff welfare expenses	11.65	3.66
Total	1,441.88	1,231.52

22 Finance costs

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Interest on term loan bank	0.00	3.56
Interest - Others	0.50	2.49
Interest expenses on lease liability	25.20	23.66
Total	25.69	29.71

23 Depreciation and amortisation expense

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Depreciation on property, plant and equipment (Refer note 4)	68.54	57.76
Amortisation on intangible assets (Refer note 6)	13.42	12.71
Depreciation on right-of-use asset (Refer note 5)	101.33	110.86
Total	183.29	181.33

24 Other expenses

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Electricity Charges	34.73	38.39
Travelling & conveyance	28.36	9.68
Sales and marketing	2.85	72.58
Telecommunication & internet charges	61.00	75.28
Legal & professional fees	2.80	123.01
Rates & taxes	31.24	30.65
Rent & utilities	43.56	24.82
Insurance	0.41	1.25
Repairs & maintenance	8.33	29.20
Mailing, postage & shipping	2.74	1.31
Office Supplies & Maintenance	13.05	10.58
Membership & subscription	0.08	6.29
Bank charges	1.20	1.22
Interest on delayed remittance of statutory dues	2.32	-
Miscellaneous expenses	7.29	25.39
Provision net of write off	1.61	-
Foreign exchange fluctuation loss	-	2.68
Total	241.58	452.34



Ready Call Center Limited
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25 Tax expense
(A) Income tax expense:

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Current tax	4.02	-
Tax related to earlier years	-	-
Deferred tax	-	-
Income tax expense reported in the Statement of profit or loss	4.02	-



Ready Call Center Limited
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(All amount are in INR Million, unless otherwise stated)

26 Earning per share

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Profit attributable to ordinary equity holders	133.97	108.38
Weighted average number of equity shares outstanding - Basic	10,000	10,000
Weighted average number of equity shares outstanding - Diluted	10,000	10,000
Earnings per share - Basic	13,396.57	10,838.28
Earnings per share - Diluted	13,396.57	10,838.28



Ready Call Center Limited
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27 Revenue as per Ind AS 115

Contract balances

a) The following table provides information about receivables, unbilled revenue and deferred revenue from contracts with customers:

Particulars	As at	As at
	31 March 2026	31 March 2025
Trade Receivables	329.43	314.06
Contract liabilities		
Advances from customers	-	-

b) Significant changes in the contract balances during the year are as follows:

Particulars	Contract liabilities	
	As at	As at
	31 March 2026	31 March 2025
Opening balance	-	-
Revenue recognised during the year	-	-
Advances received	-	-
At the end of the reporting period	-	-

c) Reconciliation of revenue recognised vis-à-vis contracted price

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Revenue as per contracted price	2,023.91	1,987.38
Adjustments made to contract price on account of :-		
Discount / Rebates	-	-
Revenue from operations	2,023.91	1,987.38

d) Revenue based on timing of recognition

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Revenue recognition at a point in time	2,023.91	1,987.38
Revenue recognition over period of time	-	-
Revenue from operations	2,023.91	1,987.38



28 Related party disclosures

A. Details of related parties:

Description of relationship	Names of related parties
Holding Company	Fusion CX Private Limited (Formerly Xplore-Tech Services Private Limited)
Key Management Personnel (KMPs)	Mr. Pankaj Dhanuka (Director) Mr. Kishore Saraogi (Director)
Fellow Subsidiaries	O'Curran Inc Fusion BPO Services SA DE CV (ELS) Fusion BPO Services Limited, Mexico Omind Technologies, Inc. US Fusion BPO Services Limited, Jamaica Fusion BPO Services Ltd, Canada Fusion BPO Services Philippines, Inc. Fusion BPO Services SAS, Colombia Sequential Technology International, LLC Boomsourcing LLC Phoneo SARL S4 Communications LLC (Acquired on 31st December 2024) Omind Technologies Private Limited (India) Omind Technologies Philippines Inc. (Philippines) Ameridial Inc. Skycom Latinoamérica, S.A.DE C.V.,(El Salvador)(Acquired on September 1, 2025) Skycom El Salvador,S.A.DE C.V.,(El Salvador) (Acquired on September 1, 2025) Infinity Outsourcing, Panama,S.A. (Acquired on September 1, 2025) Skycom Healthcare, Inc(United Statesof America) (Incorporated on September 26, 2025) Scribe.ology LLC Sequential Technology International (India) Pvt Ltd Sequential Technology Philippines Pvt Ltd Sequential Technologies International LLC,USA (Acquired on 16 January 2025) Sequential Tech ELSalvador,S.A. DEC. V. , El-Salvador
Entities over which KMPs/ directors and/ or their relatives are able to exercise significant influence	Rasish Consultants Private Limited Window Technologies Private Limited Global Seamless Tubes and Pipes Private Limited Omind Technologies Private Limited (Upto 31st December 2023) Omind Technologies Inc. (Upto 31st December 2023) 515 Oakland NC Ltd. SSR Services Inc. PKR Services Inc. PNS Business Private Limited GSTP (HFS) Private Limited, India
Relative of KMPs	Mrs. Chandrakanta Dhanuka (Mother of Mr. Pankaj Dhanuka) Mrs. Rajani Saraogi (Wife of Mr. Kishore Saraogi)

B. Details of related party transactions during the year:

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Service Provided		
Ameridial	260.69	63.94
Service Received		
Fusion BPO Services Limited - Canada	-	17.19
Ameridial	82.65	51.56
Loans Given During the year / (Repayment received)		
Ameridial Inc	11.93	-
Fusion BPO Services Limited - Canada	0.46	-
Loans Taken During the year / (Repayment done)		
Ameridial Inc	(54.59)	-
BMS	(47.88)	-
O'Curran Inc	(8.41)	-



C. Balances Outstanding as at the end of the year:

Particulars	As at	As at
	31 March 2026	31 March 2025
Trade receivable		
Ameridial Inc	90.76	11.02
Trade payables		
Ameridial Inc	14.52	52.91
Fusion BPO Services Limited - Canada	19.81	17.64
Sequential Techonolgy International LLC	12.56	-
Loan Payable		
Ameridial Inc	-	54.59
BMS	-	47.88
O'Currrance Inc	-	8.41
Loan Receivable		
Ameridial Inc	11.93	-
Fusion BPO Services Limited - Canada	5.35	4.89

Notes:

- i) All transactions with these related parties are made on terms equivalent to that prevails, in arm's length transaction and resulting outstanding receivables and payables including financial assets and financial liabilities balances are settled in cash. None of the balances are secured.
- ii) Related parties have been identified by the Management and relied upon by the auditors.



Ready Call Center Limited

Notes to the special purpose financial statements

(All amount are in INR Million, unless otherwise stated)

29 Fair value measurements

(A) Classification of financial assets and financial liabilities:

The following table shows the carrying amounts of financial assets and financial liabilities which are classified as amortised cost. There are no other financial assets or financial liabilities classified under Fair value through Profit and Loss (FVTPL) and Fair value through Other Comprehensive Income (FVOCI).

Particulars	As at	As at
	31 March 2026	31 March 2025
	Amortised Cost	Amortised Cost
Financial assets		
Non-current		
Loans	17.28	4.89
Other financial assets	12.71	11.36
Current		
Trade receivables	329.43	314.06
Cash and cash equivalents	91.53	14.60
Financial liabilities		
Non-current		
Borrowings	0.01	110.88
Lease liabilities	291.60	147.81
Current		
Borrowings	-	-
Lease liabilities	108.95	72.49
Trade payables	87.32	90.60

B) Fair value hierarchy:

Fair values of financial assets and financial liabilities measured at fair value, including their levels in the fair value hierarchy, are presented below:

Particulars	As at	As at
	31 March 2026	31 March 2025
	Amortised Cost	Amortised Cost
Financial Assets measured at fair value		
Level 3	-	-
Investment in equity shares	-	-
Total financial assets	-	-

The fair value of other current financial assets, cash and cash equivalents, trade receivables, trade payables, short-term borrowings and other financial liabilities approximate the carrying amounts because of the short-term nature of these financial instruments.

The amortized cost using effective interest rate (EIR) of non-current financial assets consisting of security deposits and non-current borrowings are not significantly different from the carrying amount.

(B) Fair value hierarchy

The following is the hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

- Level 1 - Quoted prices in active markets for identical items (unadjusted)
- Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3 - Unobservable inputs (i.e. not derived from market data).

Fair value of Financial Assets and Liabilities measured at amortized cost:

The fair value of other current financial assets, cash and cash equivalents, trade receivables, other financial assets, trade payables and other financial liabilities approximate the carrying amounts because of the short-term nature of these financial instruments.

The amortized cost using effective interest rate (EIR) of non-current financial assets consisting of security deposits are not significantly different from the carrying amount.



30 Financial risk management

The Company's financial risk management is an integral part of how to plan and execute its business strategies. The Company's financial risk management policy is set by the Managing Board. These risks are categorised into Market risk, Credit risk and Liquidity risk.

(A) Market risk

Market risk is the risk of loss of future earnings, fair values or future cash flows that may result from a change in the price of a financial instrument. The value of a financial instrument may change as a result of changes in the interest rates, foreign currency exchange rates, and other market changes that affect market risk sensitive instruments. Market risk is attributable to all market risk sensitive financial instruments including foreign currency receivables, payables and loans and borrowings.

(i) Interest rate risk

Interest rate risk is the risk that the fair value of future cash flows of the financial instruments will fluctuate because of changes in market interest rates. In order to optimize the Company's position with regards to interest income and interest expenses and to manage the interest rate risk, treasury performs a comprehensive corporate interest rate risk management by balancing the proportion of fixed rate and floating rate financial instruments in its total portfolio.

According to the Company, interest rate risk exposure is only for floating rate borrowings. For floating rate liabilities, the analysis is prepared assuming the amount of the liability outstanding at the end of the reporting period was outstanding for the whole year. A 100 basis point increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rates.

Exposure to interest rate risk

Particulars	As at 31 March 2026	As at 31 March 2025
Non-current borrowings	0.01	110.88
Current borrowings (including current maturities of long-term debt)	-	-
Total Borrowings (excluding interest accrued but not due)	0.01	110.88
Borrowings not carrying variable rate of interest		
Borrowings carrying variable rate of interest	0.01	110.88
% of Borrowings out of above bearing variable rate of interest	100%	100%

Interest rate sensitivity

A change of 100 bps in interest rates would have following impact on profit before tax

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
100 bps increase would decrease the profit before tax by	(0.00)	(1.11)
100 bps decrease would increase the profit before tax by	0.00	1.11

(ii) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Company's exposure to the risk of changes in foreign exchange rates relates primarily to the Company's operating activities (when revenue or expense is denominated in a different currency from the Company's functional currency).

Price risk

The Company's doesn't have exposure to equity securities price risk, as the Company is a private company and not a listed entity.

31 Financial risk management (cont'd)

(B) Credit risk

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Company's maximum exposure to credit risk for the components of the Balance Sheet at 31 March 2026 and 31 March 2025 is the carrying amounts of financial assets. The objective of managing counterparty credit risk is to prevent losses in financial assets. The Company assesses the credit quality of the counterparties, taking into account their financial position, past experience and other factors.

Impairment of financial assets

(i) Cash and cash equivalents and bank balances other than cash and Cash and cash equivalents ('Balances with banks'):

Credit risk from balances with banks is considered negligible, since the counterparty is a reputable bank with high quality external credit rating. Based on assessment carried by the Company, entire receivable under this category is classified as "Stage 1". Impairment on balances with banks has been measured on the 12-month expected loss basis. The Company considers that its balances with banks have low credit risk based on the external credit ratings of the counterparties. The amount of provision for expected credit losses on balances with banks is negligible.



(ii) Amount receivable from related parties:

Amount receivable from related parties represents receivable within very short period. There is no history of loss and credit risk from amount receivable from related parties, hence considered negligible and no ECL is recognised.

Trade receivables :

The Company applies the Ind AS 109 simplified approach for measuring expected credit losses which uses a lifetime expected loss allowance (ECL) for trade receivables. The application of simplified approach does not require the Company to track changes in credit risk. Rather, it recognises impairment loss allowance based on lifetime ECLs at each reporting date, right from its initial recognition.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due. The Company's trade receivable are generally having credit period from 30 to 60 days and historically, majority of trade receivables are recovered subsequently.

The Company uses a provision matrix to measure the ECLs of trade receivables. The provision matrix is initially based on the Company's historical observed default rates. Based on evaluation carried out and to the best estimate of management, historical loss sufficiently covers expected loss as well as future contingencies and adjustment for forward looking factors are not considered significant, hence no adjustment for forward looking factors is carried.

Computation of Allowance for impairment losses:

ECL is computed based on the trade receivable as at reporting period by applying the bucket wise lifetime loss rate (PDs) determined for each reporting

Other financial assets:

Balances with banks are considered to have negligible risk or nil risk, as they are maintained with high rated banks / financial institutions as approved by the Board of directors. Other financial assets mainly includes deposit given. Based on assessment carried by the Company, entire receivable under this category is classified as "Stage 1". There is no history of loss and credit risk and the amount of provision for expected credit losses on other financial assets is negligible.

Ageing for Trade receivables under simplified approach

Undisputed- considered good

31 March 2026	Not Due	Less than 6 months	6 months-1 year	More than 1 year	Total
Gross carrying amount	10.95	307.99	8.86	1.63	329.43
Provision for expected credit losses	-	-	-	-	-
Carrying amount of Trade receivable (net of impairment)	10.95	307.99	8.86	1.63	329.43

31 March 2025	Not Due	Less than 6 months	6 months-1 year	More than 1 year	Total
Gross carrying amount	-	312.66	1.40	-	314.06
Provision for expected credit losses	-	-	-	-	-
Carrying amount of Trade receivable (net of impairment)	-	312.66	1.40	-	314.06

32 Financial risk management (cont'd)

(C) **Liquidity risk**

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they become due. The Company manages its liquidity risk by ensuring, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due.

Maturities of financial liabilities:

The table below summarizes the undiscounted maturity profile of the Company's financial liabilities on an undiscounted basis:

Particulars	Carrying value	Contractual cash flows			
		Total	Within 1 year	1-5 years	More than 5 years
As at 31 March 2026					
Borrowings	0.01	0.01	-	0.01	-
Lease liabilities	400.55	461.95	137.27	324.68	-
Trade payables	87.32	87.32	87.32	-	-
Total	487.88	549.28	224.57	324.69	-
As at 31 March 2025					
Borrowings	110.88	110.88	-	110.88	-
Lease liabilities	220.30	220.30	72.49	147.81	-
Trade payables	90.60	90.60	90.60	-	-
Total	421.77	421.77	163.07	258.69	-



Ready Call Center Limited
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(All amount are in INR Million, unless otherwise stated)

33 Ratios

S No.	Ratio	Formula	Particulars		As at 31 March 2026		As at 31 March 2025		Ratio as on		Variation	Remarks
			Numerator	Denominator	Numerator	Denominator	31 March 2026	31 March 2025				
(a)	Current Ratio	Current Assets / Current Liabilities	Current Assets= Inventories + Current loans + Trade receivable + Cash & cash Equivalents + Other current financial assets	Current Liability= current borrowings + current lease liabilities + Trade payables + Other financial liabilities + Other current liabilities and provisions	422.88	279.57	334.52	217.73	1.51	1.54	-1.55%	Refer note (a) below
(b)	Debt-Equity Ratio	Debt / Equity	Debt= Non current borrowings + Non current Lease liabilities + Current borrowings + Current Lease liabilities	Equity= Equity share capital + Other equity	400.56	631.76	331.18	453.08	0.63	0.73	-13.26%	Refer note (a) below
(c)	Debt Service Coverage Ratio	Net Operating Income / Debt Service	Net profit after taxes + Non-cash operating expenses like depreciation and other amortisations + Interest + other adjustments like loss on sale of PPE etc.	Interest expense + Principal repayments made during the year for long term loans + Lease payments	338.93	-259.20	319.43	-166.70	-1.31	(1.92)	-31.76%	Refer note (b) below
(d)	Return on Equity Ratio	Profit after tax less pref. Dividend x 100 / Shareholder's Equity	Net Income= Net Profits after taxes less Preference dividends	Average shareholder's equity	129.95	542.42	108.38	N.A.	0.24	N.A.	N.A.	Refer note (a) below
(e)	Trade Receivables Turnover Ratio	Net Credit Sales / Average Trade Receivables	Net credit sales	Average Trade Receivables	2,023.91	321.75	1,987.38	N.A.	6.29	N.A.	N.A.	Refer note (c) below
(f)	Net Capital Turnover Ratio	Revenue / Working Capital	Revenue from operations	Working capital= current assets-current liabilities	2,023.91	143.31	1,987.38	116.79	14.12	17.02	-17.01%	Refer note (d) below
(g)	Net Profit Ratio	Net Profit / Net Sales	Net profit	Net sales	129.95	2,023.91	108.38	1,987.38	0.06	5.45%	17.73%	Refer note (b) below
(h)	Return on Capital Employed	EBIT / Capital Employed	EBIT= Earnings before interest and taxes	Capital Employed= Tangible net worth + Total borrowings + Deferred tax liabilities (net)	159.66	1,032.32	138.10	784.26	0.15	17.61%	-12.17%	Refer note (a) below
(i)	Return on Investment	Other Income (excluding dividend)/Average Cash and cash equivalents and other marketable securities	Other Income (excluding dividend)	Average Cash and cash equivalents and other marketable securities	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.

Notes:

- (a) The change in ratio is less than 25% as compared to previous period and hence, no explanation required.
(b) Variance is largely due to increase in profit earned during the year.
(c) Variance is due to lower collection in the current year as compared to previous year along with decline in revenue in the current year as compared to previous year.
(d) Variance is due to decline in revenue in the current year as compared to previous year.



Ready Call Center Limited
Notes to the special purpose financial statements
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34 Capital management

For the purpose of the Company's capital management, capital includes issued equity capital, securities premium and all other equity reserves attributable to the equity holders. The primary objective of the Company's capital management is to maximize the shareholder value and to ensure the Company's ability to continue as a going concern.

The Company's objectives when managing capital are to:

- a) safeguard their ability to continue as a going concern, so that they can continue to provide returns for shareholders and benefits for other stakeholders, and
- b) provide an adequate return to shareholders by pricing products and services commensurately with the level of risk.

In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt. Consistent with others in the industry, the Company monitors capital on the basis of the following ratio: Net debt divided by total equity.

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Net debt (Refer note (i) below)	309.03	316.57
Equity (Refer note (ii) below)	631.76	453.08
Net debt to equity	0.49	0.70

- (i) Net Debt comprises of total borrowings (including interest accrued but not due) and lease liabilities reduced by Cash and cash equivalents
- (ii) Equity comprises of equity share capital and other equity.

Dividend

	For the year ended 31 March 2026	For the year ended 31 March 2025
Equity shares		
(i) Equity shares		
Interim dividend for the year ended 31 March 2025	-	-
(ii) Dividends not recognised at the end of the reporting period		

Financial risk management objective and policies

This section gives an overview of the significance of financial instruments for the Company and provides additional information on the balance sheet. Details of significant accounting policies, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument are disclosed in Note 2.

- 35 The Company has appointed independent consultants for conducting a transfer pricing study for the year ended March 31, 2026 to determine whether the transactions with related parties were undertaken at "arms length basis". Adjustments, if any, arising from the transfer pricing study shall be accounted for, as and when the study is completed. The management confirms that all international transactions with related parties are undertaken at negotiated contracted prices on usual commercial terms. The transfer pricing report for the year ended March 31, 2025 has been obtained and there are no adverse comments requiring adjustments in the financial statements for the current year.
- 36 In accordance with Accounting Standard Ind As 108 'Operating Segment', segment information has been disclosed in the consolidated financial statements of Fusion BPO Services Ltd, Canada, and therefore, no separate disclosure on segment information is given in these financial statements.
- 37 **Note on Audit Trail**
Under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014, Companies are required to comply with certain reporting obligations effective from 1 April 2023. The Company is using Quick book and Tally, an ERP-based accounting software, for maintaining its books of accounts which does not have feature of recording audit trail (edit log) facility for all the transactions recorded in the accounting software.
- 38 Figures of the previous year has been re-grouped/re-arranged wherever necessary. The impact of the same is not material to the users of financial statements.

As per our report of even date
 For Agarwal Lodha & Co
 Chartered Accountants
 Firm's Registration No: 330395E

Vikram Agarwal
 Vikram Agarwal
 Partner

Membership No: 303354
 UDIN: 26303354FZUXT5769
 Place: Kolkata
 Date: 18 May 2026



For and on behalf of the Board of Directors of
 Ready Call Center Limited

Pankaj Dhanuka
 Pankaj Dhanuka
 Director

Place: Kolkata
 Date: 18 May 2026

Kishore Sarangi
 Kishore Sarangi
 Director

Place: Kolkata
 Date: 18 May 2026