



®

Evolving

Diversifying
for Growth

ANNUAL REPORT
2023/24

Salada ANNUAL REPORT 2023/24



®

Our People
Promise

Frank

I share my ideas and opinions
freely and respectfully

Accountable

I do what I say I am going to do

Integrity

Honesty and trust are non-negotiable

Result-oriented

I am proud of how much I deliver,
not of how much I do



Vision

To become a beverage industry leader in Jamaica, the Caribbean and Diaspora Markets.

Our Mission

We are committed to manufacture and distribute beverages of the highest quality to meet the needs of our customers in all the markets we serve, to optimise the returns to our shareholders, and to improve the quality of life of employees and the well-being of the communities we serve in Jamaica and elsewhere.

1	Notice of Annual General Meeting
3	Corporate Data
4	Shareholders' Report
5	Chairman's Message
7	5 Year Summary
9	Directors' Report
13	Board of Directors
17	Corporate Governance Report
23	Management Team
25	Management Discussion & Analysis
29	Innovations
31	Export Highlights
33	Marketing Highlights
35	Corporate Social Responsibility
37	Training & Development
41	Audited Financial Statements
	Form of Proxy

Table of

Contents



Notice of Annual General Meeting

NOTICE is hereby given that the Sixtieth Annual General Meeting of Shareholders of Salada Foods Jamaica Limited will be held in person for the following purposes on **Thursday, March 13, 2025, at 2:00p.m.** at the **Legacy Suite, Jamaica Pegasus Hotel**, 81 Knutsford Boulevard, Kingston 5.

ORDINARY BUSINESS

- 1. To receive the Audited Accounts for the year ended 30th of September 2024 and the Report of the Auditor and Directors therein.**

To consider and if thought fit pass the following ordinary resolution:

- 1.) "THAT the audited accounts for the year ended 30th of September 2024 and the report of the Directors and auditor therein BE AND ARE HEREBY received and adopted".

- 2. To ratify and declare dividends paid on December 15, 2023, and June 14, 2024, as final for the year ended 30th of September 2024.**

To consider and if thought fit pass the following ordinary resolution:

- 2.) "THAT as recommended by the Directors, the interim dividends of \$0.060 per stock unit paid on December 15, 2023, and \$0.064 per stock unit paid on June 14, 2024, BE AND ARE HEREBY ratified and declared as final and no further dividend be paid with respect to the year ended 30th of September 2024."

- 3. Retirement and Re-election of Directors**

Article 72 of the Company's Articles of Incorporation provides that at every Annual General Meeting one-third of the directors are subject to retirement for the time being, or, if their number is not three or a multiple of three, then the number nearest to one third, shall retire from office. The Directors retiring under this Article are **Mr. Michael Bernard and Mrs. Kathryn Lewis-Green**, who being eligible, offer themselves up for re-election.

To consider and if thought fit pass the following resolution:

- 3.) (a) "THAT the Directors up for re-election and offer themselves for re-election be re-elected en bloc."

(b) "THAT Directors **Michael Bernard** and **Kathryn Lewis-Green** be and are hereby re-elected as Directors of the Company."

4. Directors' Remuneration

To consider and if thought fit pass the following resolution:

- 4.) "THAT the total combined remuneration of all Directors shall be determined by the Board."

5. Appointment of Auditors

To consider and if thought fit pass the following resolution:

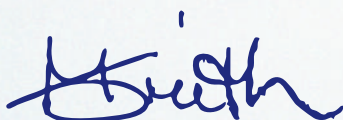
- 5.) "THAT the firm of auditors CrichtonMullings & Associates having signified their willingness to continue in office as auditors of the Company shall be the Company's auditors until the conclusion of the next Annual General Meeting, at a remuneration to be agreed by the Directors."

NOTES

- i. A member eligible to attend and vote at a General Meeting is entitled to appoint another person as his/her proxy to attend and vote instead of him/her. A proxy, so appointed, need not be a member of the Company.
- ii. All members are entitled to attend and vote at the meeting.
- iii. Proxy forms can be found on the Company's website at www.saladafoodsja.com and must be downloaded, printed, completed and deposited with the Secretary, at the Registered Office of the Company not less than forty-eight hours before the time appointed for holding the meeting. The Form of Proxy must include stamp duty of \$100 which may be paid by adhesive stamps which are to be cancelled by the person signing the proxy.
- iv. The Company's Annual Report for the year ended the 30th of September 2024, which includes the Financial Statements, Auditor's Report and Directors' Report therein, may be found at the Company's website at www.saladafoodsja.com and be downloaded therefrom or alternatively on the website of the Jamaica Stock Exchange at www.jamstockex.com.

Dated January 16, 2025

BY ORDER OF THE BOARD



Michelle N. Smith
COMPANY SECRETARY



Corporate Data



Registered Office
**20 Bell Road
Kingston 11, Jamaica**



Mailing Address
**P.O. Box 71
Kingston 11, Jamaica**



Telephone:
**(876) 923-5821-2
(876) 923-7114-6
(876) 923-6476**



Email
info@saladafoodsja.com



Website
www.saladafoodsja.com



AUDITORS
CrichtonMullings & Associates
Suite 27B 80 Lady Musgrave Road,
Kingston 6, Jamaica



BANKERS
National Commercial Bank
Corporate Banking Division
32 Trafalgar Road, Kingston 10

SOCIAL MEDIA:



**saladafoodsjamaica
myjamaicamountainpeak**

Shareholders' Report

TOP TEN SHAREHOLDERS AS AT SEPTEMBER 30, 2024

Shareholder	Shareholdings	% Shareholding
Resource in Motion Limited	602,367,000	57.98
AIC (Jamaica) Limited	89,881,200	8.65
Donwis Limited	75,042,800	7.22
Ideal Portfolio Services Company Limited	39,924,880	3.84
Ideal Betting Co. Limited	27,553,100	2.65
Ideal Group Corporation Limited	27,260,000	2.62
Ideal Finance Corp. Limited	26,200,000	2.52
Donovan Lewis	16,774,000	1.61
Pam - Pooled Equity Fund	10,880,450	1.05
Caribbean Trust & Merchant Bank Ltd.	10,307,600	0.99
Total Top Ten Shareholdings	926,191,030	89.16
Other Minority Shareholdings	112,641,870	10.84
TOTAL ISSUED ORDINARY SHARE CAPITAL	1,038,832,900	100.00

DIRECTORS' OWNERSHIP AS AT SEPTEMBER 30, 2024

Name of Director	Personal	Connected Parties	Shareholdings	Combined
**Patrick Williams	3,666,608	-	-	3,666,608
Michael Bernard	Nil	-	-	Nil
Kathryn Lewis-Green	Nil	*Donovan Lewis, Andrea Lewis & Luke Lewis	1,257,200	828,030,010
		*D & A Lewis in Trust: L. & K. Lewis	7,126,000	
		*Luke Lewis	10,000	
		Donovan Lewis & Andrea Lewis	1,814,700	
		Resource in Motion Limited	602,367,000	
		Donovan Lewis	16,774,000	
		Donwis Limited	75,042,800	
		Ideal Group Corporation Limited	27,260,000	
		Ideal Global Investments Limited	2,700,330	
		Ideal Finance Corp. Limited	26,200,000	
		Ideal Betting Company Limited	27,553,100	
Ideal Portfolio Services Company Limited	39,924,880			
**Eric Stultz	2,720,000	-	-	2,720,000
Tracy-Ann N. Spence	Nil	-	-	Nil
Michelle Smith	Nil	-	-	Nil

SENIOR OFFICERS' OWNERSHIP AS AT SEPTEMBER 30, 2024

Name of Director	Personal	Connected Parties	Shareholdings	Combined
Tamii Brown	Nil	-	-	-
Stephen Lloyd	Nil	-	-	-
Nadine Francis	Nil	-	-	-
Zayous Hamilton	Nil	-	-	-
Christopher Lee	Nil	-	-	-
Laurence Chin Shue	Nil	-	-	-
Kerrian Johnson	Nil	-	-	-

*Joint Holdings with Director

**JCSD Account maintained with Ideal Portfolio Services Company Limited



Chairman's

Message



The financial year ended September 2024 was a successful year for Salada by most performance indicators, despite the complexities of the local agro-processing industry and recurring supply chain woes. During the year, the Company continued to focus on maximizing shareholder value through strategic portfolio diversification, expanding its regional footprint and improving operational efficiency. The positive results are a testament to the alignment and commitment of our team.

Revenues for the fiscal year ended September 2024 increased by 5.8% to \$1.48 billion (2023: \$1.40 billion), with Net Profit increasing to \$189.88 million, an increase of 5.6% over the previous year (2023: \$179.77 million). During the year, the Company introduced the Jamaica Mountain Peak Golden Turmeric Latte, a blend of Jamaican favourites, ginger and turmeric. This addition to our non-coffee beverage line was very well received in the domestic and regional markets.

Exports sales grew 10.8% year over year, due in part to the strategic decision to expand our regional footprint bearing fruit, with our products now being seen in supermarkets and stores in Trinidad and Tobago, Barbados, St. Lucia and Antigua and Barbuda.

The ongoing plant modernization effort saw the upgrade of a critical packaging line to allow for end-to-end integration in our production efficiency. As a result, Salada achieved

improved product output and customer fulfilment. Indeed, in keeping with our vision to achieve best-in-class manufacturing, the Company was awarded another “Excellent” score during an unannounced annual audit for recertification of the Safe Quality Food Level 2 international quality standard.

As in previous years, we continued with our strong commitment to social outreach and community building. Our support for Jebb Memorial Basic School continues in earnest. In addition to our financial support, the Company donated and helped construct a blossoming backyard vegetable garden to the delight of both staff and students at the school.

The ongoing geopolitical tensions, bottlenecks in supply chain and inflationary pressures are expected to continue in the upcoming fiscal year. However, we are optimistic about the future and our capacity to navigate the road ahead as we strive for sustainable growth and improved shareholder value.

Finally, I extend my heartfelt gratitude to my fellow Directors, Management and Staff of Salada for their unwavering dedication, innovative spirit, and tireless efforts. It is your commitment and passion that have driven our success, strengthened our foundation, and positioned us to seize the opportunities that lie ahead. Together, we will continue to build on our legacy of excellence and create lasting value for our shareholders.

PATRICK WILLIAMS

Chairman





— YEAR —
SUMMARY

Five Year Financial Review

	2024	2023	2022	2021	2020
Sales Revenue \$'000	1,482,567	1,400,888	1,336,438	1,189,740	1,067,932
Cost of Sales \$ '000	1,025,828	975,931	924,435	828,534	772,635
Profit before Taxation \$'000	251,191	229,751	230,711	196,995	134,194
Profit after Taxation \$'000	189,884	179,770	175,416	156,826	110,485
Book Value \$'000	1,158,774	1,093,283	1,050,353	1,004,532	957,124
Cashflow from Operations \$'000	388,994	87,703	258,707	66,838	164,809
Net Profit Attributable to Shareholders \$ '000	189,884	179,770	175,416	156,826	110,485
Dividends Paid to Shareholders \$'000	128,815	121,543	114,272	108,039	124,663
Amortization & Depreciation \$'000	27,064	26,027	26,030	23,928	22,873
EBITDA \$'000	278,255	255,778	256,741	220,923	157,067
Number of Shares '000 **	1,038,833	1,038,833	1,038,833	1,038,833	1,038,833
Share Price ****	3.41	3.86	4.29	6.52	27.78

IMPORTANT RATIOS					
Return on Equity %	16.4%	16.4%	16.7%	15.6%	12.0%
Profit before Taxation/Sales %	17%	16%	17%	17%	13%
Profit after Taxation/Sales %	13%	13%	13%	13%	10%
Earnings per Share***	0.18	0.17	0.17	0.15	0.11
Book Value per Share	1.12	1.05	1.01	0.97	0.92
Dividend per Share	0.12	0.12	0.11	0.10	0.12
Dividend Growth Rate	5.98%	6.36%	5.77%	-13.34%	20.00%
YOY Devaluation	1.73%	1.08%	4.93%	2.35%	6.75%
USD Exchange Rate	156.93	154.26	152.61	145.44	142.1

** Stock split of 10 shares for each share held in 2021, previous years adjusted for comparative purposes.

*** EPS adjusted in 2021, previous years adjusted for comparative purposes.

**** Share price revalued as a result of stock split in 2021.



Directors' Report

For year ended September 30, 2024

Financial Statements	2024	2023
Profit before taxation ('000)	251,191	229,751
Other comprehensive gain/loss for the year ('000)	4,422	-15,297
Taxation ('000)	-61,307	-49,981
Net Profit ('000)	189,884	179,770
Accumulated surplus at beginning of year ('000)	1,093,283	1,050,353
Dividend ('000)	-128,815	-121,543
Accumulated surplus at end of year ('000)	1,158,774	1,093,283
Earnings per ordinary stock unit	0.18	0.17

The Board of Directors takes pleasure in submitting their report for the year ended September 30, 2024.

The financial results for the year end are shown in the table above.

Details of the results for the year-end September 30, 2024, were approved by the Board of Directors on November 28, 2024. A comparison with the previous year is set out in the Group Statement of Comprehensive Income on page (51).

DIVIDENDS

In the first quarter of the year the Board of Directors declared and paid a dividend of \$0.060 per stock unit on December 15, 2023, and in the second quarter of the year declared and paid a dividend of \$0.064 per stock unit on July 4, 2024.

The Board of Directors recommends that the interim dividend paid on December 15, 2023, and July 4, 2024, be declared as final for the year ended 30th September 2024.

THE BOARD OF DIRECTORS

There were changes to the composition of the Board during the year under review. The composition of the Board as at September 30, 2024 was as follows:

- Mr. Patrick Williams (**Chairman**)
- Mrs. Kathryn Lewis-Green
- Mr. Eric Stultz
- Mr. Michael Bernard
- Miss Tracy-Ann Spence

Miss Tracy-Ann Spence was appointed by the Board as a Director in keeping with Article 78 of the Salada's Articles of Incorporation effective December 31, 2023, up to and until the next annual general meeting of the shareholders. At the Company's Annual General Meeting of Shareholders held on March 20, 2024, the Shareholders re-elected Miss Spence as a Director.

Miss Michelle Smith is the Company's Corporate Secretary.

Committees	Chairman	Members
Audit Committee	Michael Bernard	Michael Bernard
		Kathryn Lewis-Green
		Patrick Williams
		Tracy-Ann Spence
Corporate Governance Committee	Patrick Williams	Patrick Williams
		Kathryn Lewis-Green
		Eric Stultz
Procurement Committee	Eric Stultz	Eric Stultz
		Patrick Williams

THE COMMITTEES

The three Committees of Salada are the Audit Committee, Corporate Governance Committee and the Procurement Committee. In the year under review, only the Audit Committee had a change in its composition and to its chairman. Miss Tracy-Ann Spence was appointed a member of the Audit Committee with effect on December 31, 2023. Mrs. Kathryn Lewis-Green retired as Chairman of the Audit Committee and Mr. Michael Bernard appointed Chairman of the Audit Committee, both with effect on December 31, 2023.

The composition of the Committees as at September 30, 2024 are in the table above.

RE-ELECTION OF DIRECTORS

Pursuant to Article 72 of the Company's Articles of Incorporation one-third of the Directors subject to retirement shall retire and may be re-elected to office at every Annual General Meeting. The Directors retiring under these two Articles are therefore Mr. Michael Bernard and Mrs. Kathryn Lewis-Green, who being eligible both offer themselves for re-election as Directors.

THANKS TO MANAGEMENT & STAFF

The management and staff of Salada continue to demonstrate their fortitude and resilience to weather the "storms" over the years to make Salada the success it continues to be. We, the Board of Directors, are very satisfied and thankful for the work of the management team and staff during this year under review. The Board of Directors will continue to lend our collective wisdom, expertise and skill in our guidance and support to the management of Salada.

THANKS TO OUR STAKEHOLDERS

The Board of Directors are also thankful to Salada's shareholders, partners and other stakeholders for all their continued support to Salada.

Dated 29th November 2024

BY ORDER OF THE BOARD

Michelle Smith
Company Secretary



NEW

Latte

with a twist



You don't always find a treat that's good for you and tastes great.

The pleasure is all yours...
Take home a pack today!

#TheLatteForThat



SCAN
FOR WAYS TO USE

  myjamaicamountainpeak

Crafted to Perfection

Jamaica Mountain Peak Coffee Beans Roasted to Perfection.



  myjamaicamountainpeak

Board of Directors



Mr. Patrick Williams has served as Chairman of the Board of Salada Foods since March 2015. He also chairs the Corporate Governance Committee and is a member of both the Audit and Procurement Committees.

Beyond his contributions to Salada Foods, Mr. Williams is a senior executive at the ICWI Group Limited, a leading general insurer in the English-speaking Caribbean. He also holds directorships on several boards, including Ideal Portfolio Services, Ideal Finance Corporation, Ideal Securities Brokers Limited, Hardware & Lumber, and the University Hospital of the West Indies Private Wing Limited (Tony Thwaites Wing).

Mr. Williams holds a Master of Business Administration in Finance from the Bernard M. Baruch College of the City University of New York and a Bachelor of Science degree in Anthropology and Zoology from the University of Toronto.



Mr. Michael Bernard has been a Director of Salada Foods for over 20 years and currently serves as the Chairman of Salada's Audit Committee. In addition to this role, he is the Executive Chairman of Spike Industries Limited and the Chairman of Catherine's Peak Bottling Company Limited, Pioneer Manufacturing and Distribution Company Limited, and One on One Educational Services Limited.

Mr. Bernard also holds directorships at Hardware & Lumber Limited, GraceKennedy General Insurance Company Limited, and Sterling Investments Limited. His previous leadership roles include General Manager of the Jamaica Biscuit Company and Managing Director of the Cigarette Company of Jamaica Limited, Agricultural Products of Jamaica Limited, and Carreras Limited.

Mr. Bernard earned a Bachelor of Arts degree in Business Administration and a Bachelor of Science degree in Forest Management from Washington State University. He also holds a Master of Business Administration from Harvard University.



Mrs. Kathryn Lewis-Green has been a Director of Salada Foods since February 2012 and serves as a member of both the Audit Committee and the Corporate Governance Committee.

She is a founding partner of Lewis, Smith, Williams & Company, Attorneys-at-Law and Trademark Agents, and was admitted to the Jamaican Bar in 2011. Mrs. Lewis-Green holds a Bachelor of Arts degree in Political Science from McMaster University, a Bachelor of Laws degree from the University of Liverpool, a Legal Education Certificate from the Norman Manley Law School, and a Master of Business Administration from the Mona School of Business, University of the West Indies.

In addition to her valuable contributions at Salada, Mrs. Lewis-Green is a Director of the Companies Office of Jamaica and the Trade Board Jamaica Limited.



Mr. Eric Stultz has been a Director of Salada Foods since January 2008. He serves as Chairman of the Procurement Committee and is also a member of the Corporate Governance Committee. Currently the General Manager of Baking Enterprises Limited, Mr. Stultz has held various leadership positions within the National Continental Corporation since 1980. A proud alumnus of St. George's College, he brings extensive expertise in productivity enhancement and operational efficiency.



Board of Directors



Miss Tracy-Ann Spence joined the Board of Salada Foods in December 2023 and is a member of the Audit Committee. With over 20 years' experience in the financial industry, she is currently the Executive Vice President and Chief Investment Officer at Sagicor Group Jamaica Limited, overseeing Sagicor Investments Jamaica and Group Treasury & Asset Management.

She holds a BSc in Applied Mathematics from York University, an MBA in Banking and Finance (with distinction) from the University of the West Indies, and a PMP certification from the Project Management Institute.

In addition to her professional accomplishments, Miss Spence serves on several boards, including the Jamaica Stock Exchange, Mailpac Group Limited, and the Jamaica Association for the Deaf.



Miss Michelle Smith has served as the Corporate Secretary of Salada Foods since 2015. Admitted to the Jamaican Bar in 2005, she is the Managing Partner at Lewis, Smith, Williams & Company, Attorneys-at-Law and Trademark Agents. Miss Smith holds an LLM in International and Commercial Dispute Resolution Law. She leads the firm's Commercial Division and Dispute Resolution Department and is a Notary Public commissioned for the island of Jamaica.

Your Every Day IMMUNITY BOOST



Coming together makes us happier, healthier and stronger. Jamaica Mountain Peak Instant Ginger Turmeric teas are exactly that! A powerful combination of ginger, turmeric and piperine* to help you and your loved ones grow stronger, together.



Stomach Soothing



Antioxidant



Heart Healthy



Pain Relief



*Curcumin, the active ingredient in turmeric, is recognized by the National Cancer Institute (NCI) as a potent anti-carcinogen. Piperine, the active ingredient in peppers, boosts absorption in the body by up to 2,000%

Corporate Governance

Report

For year ended
September 30, 2024

Salada Foods Jamaica Limited (Salada) continues to strive towards establishing a strong culture of corporate governance because we believe that good corporate governance practices promote transparency, accountability and ethical decision making within our operations and affairs. With the guiding principles endowed in corporate governance best practices, our Board of Directors and management can make decisions that are in the best interest of Salada's shareholders and stakeholders. We are committed to maintaining sustainable growth for our shareholders and, as such, treasure good and professional relations with our business partners, staff and other stakeholders.

Good corporate governance therefore remains a necessary pillar in the foundation of Salada. Salada takes pride in complying with all the legal and regulatory frameworks that govern our operations. We remain committed to being a good corporate citizen and neighbour to the neighbouring communities.

BOARD OF DIRECTORS PROCEEDINGS

In the year, Salada continued to experience hostile economic conditions caused mainly by global supply chain logistics interruptions. The Board of Directors therefore directed its attention to supporting and assisting management in all major decisions that had the potential to negatively affect production and consequently profitability at the end of the year. With management's dedication in weathering all storms that had the potential to impact the business operations of Salada, and the Board's determination throughout

the year to ensure Salada ended the year well, the management plans laid in advance and those developed during the year, were successfully executed by year end.

BOARD COMPOSITION

The Board in the first quarter of the year comprised four Directors, three of whom are independent Directors and one who is a non-independent Director. Towards the end of the first quarter the Board appointed one independent Director thereby increasing the number of Directors from four to five. Independent Directors have no substantial shareholdings in Salada nor any close relatives who are significant shareholders in Salada. The independent Directors are Mr. Patrick Williams (**Chairman**), Mr. Eric Stultz, Mr. Michael Bernard and Miss Tracy-Ann Spence. The sole non-independent Director is Mrs. Kathryn Lewis-Green. None of the Directors are employed to Salada making them all non-executive Directors. Salada's Corporate Secretary is Miss Michelle N. Smith.

To view each Board member's profile please visit Salada's website at www.saladafoodsja.com.

The skills and expertise of our Directors, which they use in overseeing Salada's affairs, are outlined in the following table.

Expertise	Patrick Williams (Chairman)	Kathryn Lewis-Green	Eric Stultz	Michael Bernard	Tracy-Ann Spence
Independent (I)/ Non-Independent (NI)	I	NI	I	I	I
General Management	✓	✓	✓	✓	✓
Strategic Management	✓		✓	✓	✓
Finance & Accounting	✓	✓	✓	✓	✓
Sales & Marketing			✓	✓	✓
Legal		✓			
Manufacturing	✓		✓	✓	
Risk Management	✓	✓	✓	✓	✓

BOARD MEETINGS

A quorum for a Board meeting is three Directors. Board meetings are scheduled to be held once a month for a maximum of eleven months in a year. Any other Board meetings outside the scheduled Board meetings are special Board meetings. Minutes are prepared, approved and confirmed for each Board meeting in the year. Together with the Directors, the General Manager, Financial Controller and Corporate Secretary attend Board meetings.

There were nine regular Board meetings and no special Board meeting held in the year. The record of attendance at Board meetings by Directors are shown in the table below.

DIRECTORS' EMOLUMENTS

Directors' total emoluments for the year were Thirteen Million Nine Hundred and Forty-Five Thousand Dollars (\$13,945,000.00).

Expertise	Patrick Williams (Chairman)	Kathryn Lewis-Green	Eric Stultz	Michael Bernard	Tracy-Ann Spence*
Record of Attendance for Board Meetings	9/9	9/9	9/9	9/9	5/9

* Tracy-Ann Spence was appointed a member of the Board with effect December 31, 2023.

BOARD AND COMMITTEES EVALUATION

Salada conducts its annual evaluation of its Board of Directors and Committees members at year end. The performance of the Directors individually and the performance of the Board and Committees collectively are evaluated. The evaluation process allows the Directors and members of the Committees to say in writing their views on their own performance and that of the Board and the Committees in the year. The Chairman of the Board considers the evaluations and any recommendations made by the Directors or Committees members for the upcoming year with a view to further discussion and or implementation.

BOARD COMMITTEES

The Board Committees are the Audit Committee, the Corporate Governance Committee, and the Procurement Committee. A quorum for each Committee's



meeting is two members. The meetings for the Committees are scheduled quarterly in a year or for such other agreed period in a year. Minutes are prepared, approved and confirmed for each meeting of a Committee in the year. Together with the members, the General Manager, Financial Controller and Corporate Secretary attend these meetings. The Company's external auditor attends the last Audit Committee meeting for the year to present their audit process.

AUDIT COMMITTEE

The Audit Committee in the first quarter in the year consisted of three members, namely Mrs. Kathryn Lewis-Green, who was the Chairman, Mr. Michael Bernard and Mr. Patrick Williams. In the second quarter another member was appointed to the Audit Committee with effect on December 31, 2023, namely Miss Tracy- Ann Spence. Also, Mrs. Lewis-Green retired as the Chairman and Mr. Bernard was appointed the Chairman of the Audit Committee, both with effect on December 31, 2023.

The Audit Committee's main role and functions includes the following:

- overseeing monthly and quarterly unaudited financial reporting by management
 - overseeing the annual auditing process of the Company's financials by the external auditor
 - ensuring that proper accounting standards are complied with in the preparation of the Company's financials
 - monitoring and ensuring that the integrity of the financials is maintained
 - monitoring and ensuring that the internal controls and systems in place are suitable for containing and mitigating business risks
 - reviewing and approving unaudited quarterly financials and audited financials for release on the Jamaica Stock Exchange
- In the year the Committee did the following:
- continued to monitor the extent of the impact of the scarcity of raw materials and supplies on production
 - assessed the extent to which any adverse socio-political or economic conditions was affecting the bottom line, cash flow and budget and planned how to overcome the effects
 - monitored the budget to ensure it could be realized by the end of the year
 - reviewed and recommended to the Board the approval of quarterly unaudited financials and releases to shareholders
 - reviewed and assessed the quarterly reports on material transactions
 - reviewed and assessed quarterly report on reconciliation
 - reviewed CrichtonMullings & Associates' findings in their management letter with a view to assessing, recommending and approving management's responses to the CrichtonMullings & Associates' findings
 - reviewed the audited financials for year ended September 30, 2024, prepared by CrichtonMullings & Associates

- assessed the external auditor's, CrichtonMullings & Associates, efficiency and fee structure with a view to recommending them to continue as auditor for Salada

The Committee met four times in the year. Each member's attendance at meetings, and the attendance of a Director who is not a member but attended by invitation, are reflected in the table below.

Audit Committee Members	Record of Attendance
Kathryn Lewis-Green (Chairman)*	3/4
Michael Bernard (Chairman)**	4/4
Patrick Williams	4/4
Tracy-Ann Spence***	2/4
Invitees	Record of Attendance
Eric Stultz	4/4

* Kathryn Lewis-Green retired as Chairman of the Audit Committee effective December 31, 2023.

** Michael Bernard was elected and appointed by the Board as Chairman of the Audit Committee effective December 31, 2023.

*** Tracy-Ann Spence was appointed a member of the Audit Committee effective December 31, 2023.

- making timely disclosure to the Company's stockholders/stakeholders and other regulatory bodies
- ensuring there is a formal and transparent compensation/remuneration policy for Directors and senior management
- mediating any disputes or conflicts on the Board and with management within a timely fashion

- reviewing the Board and management performances and in consultation with the Chairman implementing the recommendations
- keeping the Board and management abreast of any new best practices for good corporate governance

The main activities carried out by the Committees during this year were as follows:

- considered and approved the Data Protection Policy
- reviewed and approved amendments to the Corporate Governance Charter to include provisions on Data Protection

CORPORATE GOVERNANCE COMMITTEE

The Corporate Governance Committee's role and functions include but are not limited to:

- ensuring that the Company's corporate governance systems and practices are in keeping with best practices
- ensuring that the Company remains compliant with the relevant legal and regulatory framework that governs its operations

- considered and approved management's recommendation of internal and external appointments at the managerial level
- considered the further 15% minimum wage increase imposed by the government and its effect on staff wages
- considered and approved management's equitable recommendation of changes to the general labour wages structure of the Company in light of the government imposed minimum wage increase



- considered and approved amendments made to the Employee’s Handbook to include, among other things, the policy and procedures on whistleblowing*
- oversaw the Board, Committees and Directors’ Annual Performance Evaluation for the year under review

*The Company’s Whistleblowing Policy and Procedures is available on its website at www.saladafoodsja.com under tab “Investor Relations” and select tab “Corporate Governance”.

The Corporate Governance Committee for the year had three members, namely Mr. Patrick Williams (**Chairman**), Mrs. Kathryn Lewis-Green and Mr. Eric Stultz. The Committee met four times in the year. Each member’s attendance at meetings, and the attendance of a Director who is not a member but attended by invitation, are reflected in the table below.

Corporate Governance Committee Members	Record of Attendance
Patrick Williams (Chairman)	4/4
Kathryn Lewis-Green	4/4
Eric Stultz	4/4
Invitees	Record of Attendance
Michael Bernard	4/4
Tracy-Ann Spence	2/4

Salada’s Corporate Governance Charter may be viewed at Salada’s website at www.saladafoodsja.com under tab “Investor Relations” and select tab “Corporate Governance”.

PROCUREMENT COMMITTEE

The Procurement Committee’s role and function include but are not limited to:

- overseeing management’s procurement of raw materials and goods and machinery for the Company’s production
- overseeing the maintenance of inventory levels internally and externally as held by the Company’s distributors
- considering and approving all critical procurement for the core operations of the Company’s business

The considerations by the Committee during the year were as follows:

- reviewed and approved management’s proposal for factory room optimization
- reviewed and approved request for the procurement of coffee beans and powder
- reviewed and approved machinery refurbishment and procurement
- reviewed and approved other periodic expenditure as required in accordance with the procurement policy

The Committee consists of two members, namely Mr. Eric Stultz (**Chairman**) and Mr. Patrick Williams, who together form a quorum.

In the year the Committee met three times. Each member’s attendance at the meetings, and the attendance of a Director who is not a member but attended by invitation, are reflected in the following table.

Procurement Committee Members	Record of Attendance
Eric Stultz (Chairman)	3/3
Patrick Williams	3/3
Invitees	Record of Attendance
Michael Bernard	3/3
Kathryn Lewis-Green	2/3
Tracy-Ann Spence	1/3

COMMUNICATION WITH SHAREHOLDERS

Salada is not only committed to improving shareholders' value, but we are also keen on developing a relationship with our shareholders that encourages constructive feedback on the Company's products, operations and performance in the year. Our Question and Answer segment at our Annual General Meeting of shareholders allows shareholders to obtain clarity on matters the Company may have reported during the year, as well as to air their views, concerns and recommendations about any or all of the Company's products, operations and overall performance. Minutes of the Annual General Meeting of shareholders are prepared and are available to our shareholders upon their email request to the attention of the Company Secretary at info@saladafoodsja.com or by contacting us at 876-923-7114-6.



Management
Team

Team



Tamii Brown
General Manager



Zayous Hamilton
Financial Controller

Stephen Lloyd
Operations Manager





Nadine Francis
Quality Assurance Manager



Kerrian Johnson
Commercial and Corporate
Affairs Manager



Christopher Lee
Logistics Manager

Laurence Chin-Shue
Plant and Special Projects Engineer



Management Discussion &

Analysis



Business Overview

Salada Foods Jamaica Limited specializes in the manufacturing of instant coffee, teas, and drink mixes, serving Jamaica and several export markets. Established in 1958, the Company leverages extensive expertise and core manufacturing proficiency in spray-drying, a process that transforms liquid extracts and concentrates into instant powders, to drive continuous innovation and expand its product offerings. Salada produces under its flagship brand, Jamaica Mountain Peak, which is renowned for delivering coffees and teas that align with evolving consumer preferences. As a Safe Quality Food (SQF) Level 2 certified manufacturer, the Company strives to uphold best-in-class standards of food safety. Building on a rich legacy, industry experience and commitment to excellence, we ensure our products remain competitive and tailored to the needs of our diverse markets.

Performance Summary

In the fiscal year ended September 30, 2024, Salada delivered a solid financial performance, marked by robust growth across various metrics. The performance was driven by the collective efforts of the Board of Directors, management and staff, in crafting and executing strategies aligned with the Company's growth pillars. We made significant strides in the diversification of our product portfolio. By leveraging consistent market research and meaningful consumer engagement, we aim to develop innovative products that captivate our existing customers while attracting new market segments. We also expanded our

footprint, strengthening our presence in existing markets and unlocking new opportunities for sustainable growth. Operational efficiency remained a critical focus, as we streamlined processes and optimized our resources. This alignment and dedication across all levels of the organization were instrumental in achieving strong performance while positioning the Company for continued growth.



Total Revenues increased to \$1.48 billion or 5.8% above the prior year (2023: \$1.40 billion). Domestic retail sales increased by 7.8% bolstered by volume growth, particularly of the Company's

non-coffee products, while sales from the coffee portfolio held firm. During the fiscal year under review, we launched our recent innovation, the Golden Turmeric Latte, a non-coffee product, which was met with healthy consumer acceptance in the domestic market. Export sales grew by 10.8% buoyed by the Company's gradual expansion of its footprint in regional markets including, Trinidad and Tobago, Barbados, Antigua and Barbuda and St. Lucia.

Gross Profit grew by 7.5%, rising to \$456.74 million from \$424.96 million in the prior year. The Gross Profit margin improved by 50 basis points to 30.8% during the year under review (2023: 30.3%). The improvement was driven by our efforts to mitigate the escalating costs of raw materials with improved operational efficiencies.

Operating Profit increased by 8.6% to \$227.03 million in the financial year, compared to \$209.04 million in the prior year. The Operating Profit margin improved to 15.3% (2023: 14.9%). Selling and Promotion Expenses

increased by 9.4% to \$73.55 million (2023: \$67.22 million), as the Company supported the promotional launch of its new product, the Golden Turmeric Latte, as well as market support activities in its new distribution territories. Administrative Expenses grew by 4.8% to \$158.08 million (2023: \$150.77 million) indicative of cost inflation pressures of which, the main drivers were insurance, security and staffing expenses. The overall Expense to Revenue ratio stood at 15.6% in the financial year ended September 2024, which was marginally higher than the 15.5% in the prior year.

Net Profit generated for the year was \$189.88 million, a growth of 5.6% over the previous year (2023: \$179.77 million). Earnings per Share increased by 5.9% to \$0.18 (2023: \$0.17).

Financial Position

Total Assets for the fiscal year stood at \$1.51 billion, an increase of 12.6% over prior year, primarily driven by an increase in cash and cash equivalents, investments and inventories. Inventories increased by 12.3% over prior year, as the Company utilized forward purchasing as a required strategy to mitigate the recurring supply chain woes.



Non-Current Assets grew due to our ongoing plant modernization efforts. During the year under review, the Company upgraded a critical packaging line to allow for end-to-end integration resulting in improved production efficiency. Current Ratio for the year was 3.69, which remains indicative of the robust, short-term financial health of the Company.



Stockholders' Equity improved by 6.0% to \$1.16 billion (2023: \$1.09 billion). The resulting return on equity was 16.4%.

Outlook

As we reflect on the financial performance and operational achievements during the financial year, we are proud of the Company's resilience and nimbleness in an ever-evolving business landscape. Despite persistent logistical and supply chain challenges, the Company delivered commendable growth in revenue, profitability, and financial stability. These financial results are a testament to our team's commitment to excellence and our strategic focus on sustainable growth.

A notable highlight of the year was our successful recertification for the Safe Quality Food (SQF) Level 2, where the Company received a score of 98%, an "Excellent" rating. This achievement underscores the rigorous quality standards we adhere to in every aspect of our manufacturing processes and reinforces the team's dedication to delivering quality products to our loyal consumers.

The year ahead is expected to bring global challenges, including the impact of climate change, inflationary pressures, ongoing logistical disruptions and record-high global coffee prices. Jamaica has made strides in stabilizing its macroeconomy, with inflation falling within the target range of the Bank of Jamaica, the debt-to-GDP ratio is on a steady decline and the employment rate at record lows. As a Company, we remain laser-focused on our growth pillars of consumer-driven product portfolio diversification, expanding our footprint in

existing and new markets as well as striving for improved operational efficiency through our investments in plant optimization. We believe that this focus will allow us to remain agile, innovative, and competitive, which are needed to continue to deliver unparalleled value to our customers and shareholders in this dynamic environment.

We extend heartfelt gratitude to our dedicated team members, whose diligence and passion drive the Company forward; our Board of Directors, for their wise counsel and unwavering guidance and importantly, to our valued consumers, who inspire us to excel every day. Together, we will continue to build a future defined by innovation, excellence and shared success.

With optimism and determination, we look forward to the year ahead.

Tamii Brown
General Manager

Crafted to Perfection



Jamaica Mountain Peak Instant Coffee
a unique blend of Jamaican goodness.

  [myjamaicamountainpeak](https://www.instagram.com/myjamaicamountainpeak)



Innovations Report



Salada continues to solidify its reputation as a beverage industry leader, driven by our robust commitment to improving shareholder value through innovation, operational efficiency, and quality. Our ability to adapt to consumer demands has been pivotal to the Company's success. The Company's latest innovation, the Golden Turmeric Latte, launched in 2024, has become the leading stock-keeping unit (SKU) by volume in Trinidad and Tobago. This follows closely on the successes of Salada's Flavoured 3-in-1 Coffees introduced in 2022 to meet consumers' growing affinity for variety and our Ginger Turmeric Instant Teas, introduced in 2020 to meet evolving health and wellness needs.

During the year under review, Salada also leveraged its expertise in contract manufacturing to produce innovative beverage solutions for leading regional partners. The Company collaborated with a Jamaican powerhouse, Chas. E. Ramson Limited, to manufacture a line of drink crystals, featuring

Caribbean favourites such as Pineapple Ginger, Mango, and Ginger Lemonade under the popular household brand Kisko.

The Company utilized its spray-drying expertise and capabilities to convert Jamaican favourites – mango and pineapple – to instant powder. These instant powders formed the base ingredients of the uniquely curated beverages now available on leading supermarket shelves in Jamaica.

Salada continues to position itself as a partner for innovation across the region, welcoming collaborations with distributors to create private-label products. Our innovations team is equipped to innovate flavours attuned to the nuanced profiles of the targeted consumer demographics.

We invite regional distributors to partner with us to co-develop future household favourites under their leading brands.



With a clear vision for the future, we are positioned to lead the beverage industry with consumer-driven innovations, efficiency, and an unyielding focus on quality.



Export Highlights



Our export partners demonstrated commendable grit in their efforts to sustainably grow the product portfolio via targeted brand-building activities in the markets. During the fiscal year ended September 2024, our export markets achieved an impressive 10.8% growth over prior year.

**10.8%
GROWTH**

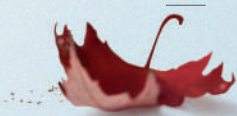
EXPORT
Market

Our partners in the northeast USA made significant inroads with the launch of our flavoured coffee line, i.e. the Coconut Cappuccino 3-in-1 Coffee and Caramel 3-in-1, as well as the Golden Turmeric Latte. Critical to our strategic expansion efforts, these products were also listed on Amazon, thereby effectively broadening our consumer reach.



During the year under review, the Company successfully secured distribution of its flagship brand, Jamaica Mountain Peak, in Trinidad & Tobago with local powerhouse distributors Alstons Marketing Company (AMCO) Limited. The Golden Turmeric Latte quickly became a household favourite, contributing approximately 24% of the value of the portfolio in Trinidad & Tobago. In our efforts to strengthen partnerships

and enhance product knowledge, we began a series of practical training sessions with our distributors in their respective markets. These sessions were focused on highlighting the Jamaica Mountain Peak points of difference and providing actionable insights into how to effectively position the portfolio in each market.



Building a Stronger Brand Together

Expanding Our Reach

Salada Foods had a remarkable year, maintaining high visibility for our flagship brand, Jamaica Mountain Peak, in both domestic and export markets. Guided by our strategic focus to seamlessly integrate our coffees and teas into the daily lives of our consumers, we remained committed to participating in high-impact promotional activities, which align to our core principles.

Engaging Our Communities

We proudly supported several tertiary institutions, including the University of Technology (UTECH) and the University of the West Indies (UWI), by providing hot beverages and sponsoring their educational initiatives. Our coffees and teas became crowd favourites at events such as WOW Week at UTECH, UWI Study Sessions, Back to School initiatives, and the Knights Day Orientation sessions. Our impact was felt and appreciated, as we took pride in enhancing the experiences of students across the island.

Celebrating Innovation and Culture

During the year under review, we launched the newest addition to our product family, the Golden Turmeric Latte, with much

aplomb at Earth Hour in March 2024, where we delighted over 5,000 patrons with its unique flavour and health benefits. The 2024 Ladies Expo provided an excellent platform to showcase the versatility of our coffees, teas and latte to a critical segment of our consumer demographic – women. We delighted the patrons with cocktails, which featured key ingredients from our product lines.

Salada Foods also embraced Jamaicans' love for the creative arts and culture by sponsoring the annual Liguanea Art Festival. Our Jamaica Mountain Peak coffees and teas provided the perfect complement to an event celebrating creativity, culture, and community.

As one of the largest coffee processors in Jamaica, Salada was an integral part of International Coffee Day and Jamaica Blue Mountain Festival celebrations held in October and March respectively. We partnered with local coffee regulators, the Jamaica Agricultural Commodities Regulatory Authority (JACRA), to celebrate the local coffee industry by tantalizing the taste buds of the Jamaican public with our Jamaica Mountain Peak brand, ensuring there was a cup for everyone!



Recognition for Excellence

During the year ended September 2024, Salada Foods earned a prestigious Gold ADDY Award for our 'Day in the Life' web series. The American Advertising Awards (ADDY) is the advertising industry's premier competition, which is designed to recognize exceptional creativity and ingenuity of advertising campaigns. Our creative campaign, 'A Day in the Life', conceptualized

the future of the Jamaican workforce by showcasing the vibrant spirit behind Salada's iconic brands.

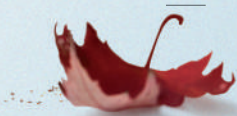
Looking Ahead

As we continue to engage with our community, Salada Foods remains committed to building on our legacy of quality, culture, and connection. We look forward to delighting our customers with



in collaboration with our digital partners at ESIROM Limited, provided an engaging glimpse into the day-to-day activities driving our operations while reflecting on our commitment to maintaining the legacy and culture of Salada. The Gold ADDY award symbolizes our dedication to empowering

more products and initiatives that align with our mission of maintaining Jamaica Mountain Peak as a cherished favourite in households worldwide.



Growing Together

Salada Foods Cultivates Literacy through Garden Learning

Labour Day presents another opportunity to make a difference, one meaningful act at a time. This year, we proudly participated in the “Grow Your Own Food” initiative at Jebb Memorial Basic School. We expanded the school’s garden space, setting up the first of many raised garden beds and planting a variety of crops, including tomatoes, cucumbers, peppers, thyme, rosemary, basil, and even sunflowers.

The students enthusiastically labelled each seedling using colourful, laser-engraved popsicle sticks they decorated themselves. This initiative brings children closer to nature, fosters an appreciation for the origins of their food, and imparts valuable skills for sustainable living. We look forward to seeing the garden thrive and the lessons it will cultivate in the hearts of the young students.



Celebrating Educators and Literacy

The impact of a great teacher lasts a lifetime, and we were proud to honour the remarkable educators at Jebb Memorial Basic School who dedicate themselves to shaping young minds. On Teachers’ Day, we celebrated their tireless efforts and unwavering commitment to their craft, expressing our deep appreciation for their invaluable contributions.

Continuing our tradition of promoting literacy, we also joined our Jebb family to celebrate National Reading Day. Through engaging story-time activities, we reinforced the importance of reading and its role in inspiring a love for learning in the next generation.

Running for a Cause

Salada Foods Jamaica Limited remains steadfast in its commitment to community engagement and wellness. Throughout the year, Team Salada actively participated in various corporate 5K runs, including the ICWI Pink Run, Best Dressed Run, European Union Run, Reggae Marathon, and CIBC Run, among others. These events support causes that resonate deeply with our team members and customers.

Further demonstrating our dedication to breast cancer awareness, we partnered with ICWI Pink Run & Reach for Recovery, contributing over \$500,000 in sponsorships and donations. Our team's involvement in these events underscores our commitment to health, wellness, and community support.



In addition to our participation in runs, we are passionate about promoting wellness activities. We partnered with the Esirum Foundation to sponsor 'Yoga in the Hills' at Holywell and 'Yoga in the Gardens' at Hope Gardens, fostering holistic well-being within our community. Our Jamaica Mountain Peak teas, particularly our Ginger Turmeric instant teas, are thoughtfully crafted and align well with health and wellness initiatives. These initiatives reflect Salada's dedication to supporting meaningful causes and promoting a healthier, more active lifestyle for all.

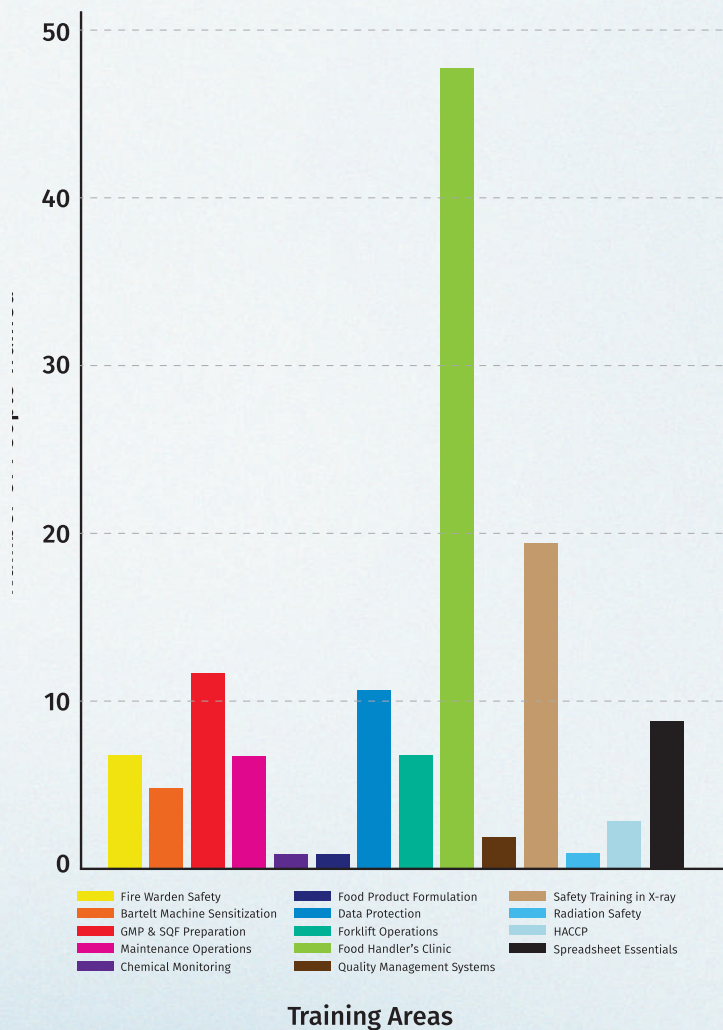


Training & Development Report

As we strive for best-in-class manufacturing, the financial year ended September 2024 was focused on equipping employees with the skills and knowledge required for operational excellence. A total of 126 individuals participated in 13 training programs covering various topics including HACCP, food safety, spreadsheet analysis, radiation safety, quality management systems, and fire safety among others. New to our training roster was the sensitization training sessions on data protection, as the Company sought to ensure the team understood the compliance requirements of the recently enacted Data Protection Act.

The following chart illustrates the distribution and participation in the main training sessions for the fiscal year under review.

Number of People Trained per Training Area





GOOD MANUFACTURING PRACTICES

Members from multiple departments, including administration, quality, engineering and production, team up during a training session to identify ways in which good manufacturing practices may be better applied in each functional area.



In our quest to become more data-driven and tech-savvy, members from cross-functional teams including, production, quality and warehousing, were trained and certified in spreadsheet essentials.



FORKLIFT TRAINING

Machine operator carefully maneuvering a forklift during a practical refresher session in forklift fundamentals.



Sip & Learn sessions are a key part of the training roster at the Company. Team members digest nuggets of information during the lunch hour with the Quality Assurance Manager.



Participants are paying keen attention to safety protocols required while operating a forklift during a theoretical session in forklift fundamentals.



Team Salada: The Difference We Make

At Salada, our people are our most valuable asset, and their passion and commitment drive our success. Guided by our F.A.I.R. People Promise, our team members embody the principles that set us apart:

- **Frank:** We share ideas and opinions freely and respectfully.
- **Accountable:** We do what we say we are going to do.
- **Integrity:** Honesty and trust are non-negotiable.
- **Result-Oriented:** We take pride in how much we deliver, not just in how much we do.

These values foster a culture where collaboration thrives, trust is unwavering, accountability is prioritized, and delivering meaningful results is celebrated. It is this shared ethos that defines the Team Salada difference, enabling us to manufacture the finest coffees and teas while maintaining the highest standards of quality and safety. A highlight of our year is celebrating our Salada G.E.M.s—team members who go the extra mile to exemplify our F.A.I.R. People Promise. Representing each department, these individuals inspire us all by demonstrating excellence, collaboration, and an unwavering commitment to our mission. They take pride in their work, fuel it with passion, and create a lasting impact that strengthens our business and enriches our workplace. Their contributions are a testament to the power of teamwork and shared purpose in achieving extraordinary results.

This year's Salada G.E.M.s embody the heart of our Company, showing how dedication and aligned values can drive success. Their stories remind us of the incredible potential

within Team Salada and encourage us to strive for excellence in everything we do. We are proud of our Salada G.E.M.s for the year under review, those individuals whose achievements bring our F.A.I.R. promise to life and make a real difference to our Company and its shareholders.



Akeele Johnson, Logistics Department



Andrew Grant, Quality Department



Kevin Thompson, Production Department



Monique Brown, Quality Department



Lessoline Lewin, Sanitation Department



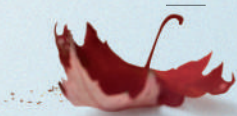
Owen Williams, Production Department



Lyneth Tantiah-Parkinson, Administration



Zenora Peart, Accounts Department



Audited Financial Statements



September
30, 2024

43-49

Independent Auditor's Report to the Shareholders

Financial Statements

- 50 | Consolidated and Separate Statement of Financial Position
- 51 | Consolidated and Separate Statement of Comprehensive Income
- 52 | Consolidated and Separate Statement of Changes in Equity
- 53 | Consolidated and Separate Statement of Cash Flows
- 54-89 | Notes to the Financial Statements



Leary Mullings
FCA, FCCA, CPA, MBA
Senior Partner

Rohan Crichton
FCA, CPA MActg
Senior Partner

CrichtonMullings & Associates
Florida: (954) 862-2250
Atlanta: (770) 320-7786
Jamaica: (876) 946-1274
admin@crichtonmullings.com
<http://crichtonmullings.com/>

INDEPENDENT AUDITOR'S REPORT

To the members of **SALADA FOODS JAMAICA LIMITED**

Report on the Audit of the Consolidated and Separate Financial Statements

Our Opinion

We have audited the accompanying financial statements of Salada Foods Jamaica Limited, which is comprised of the consolidated and separate financial position of Salada Foods Jamaica Limited (the “Company”) and its subsidiaries (the “Group”) as at September 30, 2024 and of their consolidated and separate statements of comprehensive income, the consolidated and separate statements of changes in equity and their consolidated and separate statements of cash flows for the year then ended and a summary of significant accounting policies and other explanatory notes.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and the Company as at September 30, 2024, and of the Group’s and the Company’s financial performance and cash flows for the year then ended in accordance with IFRS Accounting Standards and the Jamaican Companies Act.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the company in accordance with the International Ethics Standards Board for Accountants’ International Code of Ethics for Professional Accountants including International Independence Standards (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

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

Independent Auditor's Report (cont'd)

To the members of
SALADA FOODS JAMAICA LIMITED

Key audit matters (cont'd)

Key Audit matters	How the matter was addressed in our audit
<p>1) <u>Expected Credit Losses on Trade Receivables</u></p> <p>The group is required to recognise expected credit loss (ECL) on trade receivables, the determination of which is highly subjective and requires management to make significant judgement and estimates including determination of the appropriate variables and assumptions used and the application of forward-looking information.</p> <p>The risk of material misstatement increases as significant management judgement is used in determining the appropriate variables and assumptions used in the ECL calculations.</p>	<p>Our audit procedures in response to this matter included:</p> <ul style="list-style-type: none"> • Obtaining an understanding of the model used by management for the calculation of expected credit losses on trade receivables. • Testing the completeness and accuracy of the data used in the ECL models to the underlying accounting records on a sample basis. • Reviewing the ECL model to assess the appropriateness of the group's impairment methodology and management's assumptions and compliance with the requirements of IFRS 9, Financial Instruments. • Evaluating the appropriateness of the economic parameters including the use of forward-looking information. • Testing the accuracy of the ECL calculation. • Testing the recording and ageing of trade receivables. • Assessing the adequacy of the disclosures of the key assumptions and judgements for compliance with IFRS 9 Financial Instruments.



Independent Auditor's Report (cont'd)

To the members of
SALADA FOODS JAMAICA LIMITED

Key audit matters (cont'd)

Key Audit matters	How the matter was addressed in our audit
<p>2) <u>Inventory Costing</u></p> <p>The group's inventory includes finished goods and work-in-progress, which consist of raw and packaging materials, direct labour, other direct costs and a proportion of related production overheads. The determination of other direct costs and proportion of related production overheads allocated to finished goods and work-in-progress requires significant judgements.</p> <p>Due to the materiality of inventory and the judgement involved in allocating overheads, we considered this to be a key audit matter.</p>	<p>Our audit procedures in response to this matter included:</p> <ul style="list-style-type: none"> • Testing controls over management review and recording of inventory costing. • Testing a sample of inventory items to assess whether all elements of costs have been accurately input into the costing calculations including testing the basis and calculation of labour and overheads absorbed; and agreeing the cost of raw materials and packaging inventories to supporting records such as suppliers' invoices.

Independent Auditor's Report (cont'd)

To the members of SALADA FOODS JAMAICA LIMITED

Other information

Management is responsible for the other information. The other information comprises information included in the annual report but does not include the financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

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

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of the financial statements that give a true and fair view in accordance with IFRS Accounting Standards and the Jamaican Companies Act, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Those charged with governance are responsible for overseeing the company's financial reporting process.

Auditor's responsibilities for the audit of the consolidated financial statements

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

A further description of our responsibilities for the audit of the financial statements is included in the Appendix of this auditor's report. This description, which is located at pages 6 -7, forms part of our auditor's report.



Independent Auditor's Report (cont'd)

**To the members of
SALADA FOODS JAMAICA LIMITED**

Report on additional matters as required by the Act

We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit. In our opinion, proper accounting records have been maintained, so far as appears from our examination of those records, and the financial statements, which are in agreement therewith, give the information required by the Jamaican Companies Act in the manner required.

The engagement partner on the audit resulting in this independent auditor's report is Leary Mullings.

CrichtonMullings & Assoc.
CrichtonMullings & Associates
Chartered Accountants

Kingston, Jamaica
November 28, 2024.

Independent Auditor's Report (cont'd)

To the members of
SALADA FOODS JAMAICA LIMITED

Appendix to the independent auditor's report

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.



Independent Auditor's Report (cont'd)

To the members of
SALADA FOODS JAMAICA LIMITED

Appendix to the independent auditor's report

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

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.


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

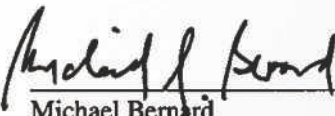
SALADA FOODS JAMAICA LIMITED
CONSOLIDATED AND SEPARATE STATEMENTS OF FINANCIAL POSITION
SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

	Notes	Group		Company	
		2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
ASSETS					
Non-current Assets					
Property, plant and equipment	4	128,900	115,708	125,043	111,851
Intangible asset	5	1,300	1,300	1,300	1,300
Investment in subsidiary companies	6(a)	-	-	881	881
Investments	7	71,930	67,507	71,930	67,507
Deferred tax asset	8	11,540	16,261	11,540	16,261
		<u>213,670</u>	<u>200,776</u>	<u>210,694</u>	<u>197,800</u>
Current Assets					
Cash and cash equivalents	9	272,529	81,819	272,529	81,819
Investments	7	328,745	286,156	328,745	286,156
Trade and other receivables, net	10	274,404	397,823	274,404	397,823
Inventories, net	11	420,572	374,461	420,572	374,461
		<u>1,296,250</u>	<u>1,140,259</u>	<u>1,296,250</u>	<u>1,140,259</u>
Total Assets		<u><u>1,509,920</u></u>	<u><u>1,341,035</u></u>	<u><u>1,506,944</u></u>	<u><u>1,338,059</u></u>
EQUITY & LIABILITIES					
Stockholders' Equity					
Share capital	12	73,216	73,216	73,216	73,216
Capital reserves	13	16,275	16,275	6,543	6,543
Retained earnings		1,069,283	1,003,792	1,075,910	1,010,419
		<u>1,158,774</u>	<u>1,093,283</u>	<u>1,155,669</u>	<u>1,090,178</u>
Current Liabilities					
Trade and other payables	14	340,191	237,227	340,320	237,356
Taxation payable		10,955	10,525	10,955	10,525
		<u>351,146</u>	<u>247,752</u>	<u>351,275</u>	<u>247,881</u>
Total Equity and Liabilities		<u><u>1,509,920</u></u>	<u><u>1,341,035</u></u>	<u><u>1,506,944</u></u>	<u><u>1,338,059</u></u>

The financial statements were approved for issue by the Board of Directors on November 28, 2024 and signed on its behalf by:


 Patrick Williams Chairman


 Michael Bernard Director

The accompanying notes form an integral part of the financial statements



SALADA FOODS JAMAICA LIMITED
CONSOLIDATED AND SEPARATE STATEMENTS OF COMPREHENSIVE INCOME
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

	Notes	Group		Company	
		2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Revenue	15	1,482,567	1,400,888	1,482,567	1,400,888
Cost of sales	16(a)	<u>(1,025,828)</u>	<u>(975,931)</u>	<u>(1,025,828)</u>	<u>(975,931)</u>
Gross profit		456,739	424,957	456,739	424,957
Other income		1,915	2,070	1,915	2,070
Selling and promotion expenses	16(b)	<u>(73,549)</u>	<u>(67,219)</u>	<u>(73,549)</u>	<u>(67,219)</u>
Administrative expenses	16(c)	<u>(158,080)</u>	<u>(150,768)</u>	<u>(158,080)</u>	<u>(150,768)</u>
Operating profit		227,025	209,040	227,025	209,040
Finance income		25,140	21,444	25,140	21,444
Finance costs		<u>(974)</u>	<u>(733)</u>	<u>(974)</u>	<u>(733)</u>
Net finance income	17	<u>24,166</u>	<u>20,711</u>	<u>24,166</u>	<u>20,711</u>
Profit before taxation		251,191	229,751	251,191	229,751
Taxation	18	<u>(61,307)</u>	<u>(49,981)</u>	<u>(61,307)</u>	<u>(49,981)</u>
Profit for the year		189,884	179,770	189,884	179,770
Other comprehensive gain / (loss): Items that will not be reclassified to profit or loss:					
Equity investments at FVOCI - net change in fair value		<u>4,422</u>	<u>(15,297)</u>	<u>4,422</u>	<u>(15,297)</u>
Total comprehensive income for the year		<u>194,306</u>	<u>164,473</u>	<u>194,306</u>	<u>164,473</u>
Earnings per share:					
Earnings per ordinary stock unit	20	<u>0.18</u>	<u>0.17</u>	<u>0.18</u>	<u>0.17</u>

The accompanying notes form an integral part of the financial statements

SALADA FOODS JAMAICA LIMITED
CONSOLIDATED AND SEPARATE STATEMENTS OF CHANGES IN EQUITY
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

	Group			
	Share Capital (note 12) \$'000	Capital Reserves (note 13) \$'000	Retained Earnings \$'000	Total \$'000
Balances at September 30, 2022	73,216	16,275	960,862	1,050,353
Profit for the year	-	-	179,770	179,770
Other comprehensive loss for the year	-	-	(15,297)	(15,297)
Total comprehensive income	-	-	164,473	164,473
Transactions with owners of the company:				
Dividends (note 12)	-	-	(121,543)	(121,543)
Balances as at September 30, 2023	73,216	16,275	1,003,792	1,093,283
Profit for the year	-	-	189,884	189,884
Other comprehensive gain for the year	-	-	4,422	4,422
Total comprehensive income	-	-	194,306	194,306
Transactions with owners of the company:				
Dividends (note 12)	-	-	(128,815)	(128,815)
Balances as at September 30, 2024	73,216	16,275	1,069,283	1,158,774
Retained in the financial statements of:				
The company	73,216	6,543	1,069,283	1,149,042
The subsidiaries	-	9,732	-	9,732
Balances as at September 30, 2024	73,216	16,275	1,069,283	1,158,774
	Company			
	Share Capital (note 12) \$'000	Capital Reserves (note 13) \$'000	Retained Earnings \$'000	Total \$'000
Balances at September 30, 2022	73,216	6,543	967,489	1,047,248
Profit for the year	-	-	179,770	179,770
Other comprehensive loss for the year	-	-	(15,297)	(15,297)
Total comprehensive income	-	-	164,473	164,473
Transactions with owners of the company:				
Dividends (note 12)	-	-	(121,543)	(121,543)
Balances as at September 30, 2023	73,216	6,543	1,010,419	1,090,178
Profit for the year	-	-	189,884	189,884
Other comprehensive gain for the year	-	-	4,422	4,422
Total comprehensive income	-	-	194,306	194,306
Transactions with owners of the company:				
Dividends (note 12)	-	-	(128,815)	(128,815)
Balances as at September 30, 2024	73,216	6,543	1,075,910	1,155,669

The accompanying notes form an integral part of the financial statements



SALADA FOODS JAMAICA LIMITED
CONSOLIDATED AND SEPARATE STATEMENTS OF CASH FLOWS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

	Group		Company	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Net profit for the year	189,884	179,770	189,884	179,770
Adjusted for:				
Depreciation	27,064	26,027	27,064	26,027
Tax expense	61,307	49,981	61,307	49,981
Foreign exchange gains	(3,469)	(7,529)	(3,469)	(7,529)
Interest income	(21,639)	(13,654)	(21,639)	(13,654)
	253,147	234,595	253,147	234,595
Changes in:				
Inventories, net	(46,111)	100,561	(46,111)	100,561
Trade and other receivables	123,419	(143,795)	123,419	(143,795)
Trade and other payables	103,094	(34,959)	103,094	(34,959)
Cash guaranteed from operations	433,549	156,402	433,549	156,402
Income tax paid	(44,555)	(68,699)	(44,555)	(68,699)
Net cash provided by operating activities	388,994	87,703	388,994	87,703
CASH FLOWS FROM INVESTING ACTIVITIES				
Interest received	14,330	14,220	14,330	14,220
Purchase of property, plant and equipment	(40,256)	(29,656)	(40,256)	(29,656)
Acquisition of investments	(47,012)	(43,310)	(47,012)	(43,310)
Net cash used in investing activities	(72,938)	(58,746)	(72,938)	(58,746)
Dividends paid, being net cash used in financing activities	(128,815)	(121,543)	(128,815)	(121,543)
Net increase / (decrease) in cash and cash equivalents	187,241	(92,586)	187,241	(92,586)
Cash and cash equivalents at beginning of year	81,819	166,876	81,819	166,876
Effect of movement in exchange rates on cash held	3,469	7,529	3,469	7,529
Cash and cash equivalents at end of year	272,529	81,819	272,529	81,819

The accompanying notes form an integral part of the financial statements

SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

1. IDENTIFICATION

Salada Foods Jamaica Limited ("the company") is incorporated and domiciled in Jamaica. Its principal activity is the manufacture and sale of instant coffee, roasted and ground coffee beans and other consumer products. The company and its subsidiaries are collectively referred to as "the group" [see note 2 (c)]. The company's registered office is located at 20 Bell Road, Kingston 11, Jamaica, West Indies. Effective October 1, 2021 the company closed the operations of its subsidiary Mountain Peak Food Processors Limited that was the distribution arm of the group and reverted this function to the parent company. The operations of the other subsidiaries were discontinued in previous years [see also note 2(c)(i)].

The company is listed on the Jamaica Stock Exchange.

Resource in Motion Limited, incorporated in St. Lucia, controls 57.98% of the voting rights in the company.

2. STATEMENT OF COMPLIANCE AND BASIS OF PREPARATION

(a) Statement of Compliance

The financial statements are prepared in accordance with IFRS Accounting Standards and comply with the provisions of the Jamaican Companies Act.

The financial statements have been prepared under the historical cost basis and are expressed in Jamaican dollars, unless otherwise indicated.

Amended standards that came into effect during the current financial year

Certain amended standards came into effect during the current financial year. The adoption of the amended standards did not result in any changes to amounts recognized or disclosed in the financial statements.

New and amended standards that are not yet effective:

Certain new standards and interpretations of and amendments to existing standards have been published that became effective during the current financial year. The group has assessed the relevance of all such new standards, interpretations and amendments and has concluded that the following new standards, interpretations and amendments are relevant to its operations:

- *IAS 1 'Classification of Liabilities as Current or Non-Current- Amendment'*, issued January 2020. Effective for periods commencing on or after 1 January 2024. These amendments clarify that liabilities are classified as either current or non-current based on a right to defer settlement having substance that exists at the end of the reporting period. Classification of a liability as non-current can be made if the group has a right to defer settlement for at least twelve months after the reporting period. The adoption of these amendments is not expected to have a significant impact on the group.
- *IFRS 18 'Presentation and Disclosure in Financial Statements'*, issued April 9, 2024. Effective for annual periods beginning on or after January 1, 2027. The amendment promotes a more structured income statement, particularly as it introduces a newly defined operating profit subtotal and a requirement for all income and expenses to be allocated between the categories of operating, investing and financing, based on the group's main business activities.



SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

2. STATEMENT OF COMPLIANCE AND BASIS OF PREPARATION (CONT'D)

(a) Statement of Compliance (continued)

New and amended standards that are not yet effective (continued):

- *IAS 21 'Lack of Exchangeability', issued August 2023.* Effective for annual periods commencing on or after 1 January 2025. The amendment provides guidance to specify when a currency is exchangeable and how to determine the exchange rate when there is lack of exchangeability.
- *IFRS 7 and 9 'Classification and Measurement of Financial Instruments - Amendment', issued May 2024.* Effective for annual periods commencing on or after 1 January 2026. The amendment is to address matters identified during the post-implementation review of the classification and measurement requirements of IFRS 9 'Financial Instruments'.

The Group anticipates that the adoption of the standards, amendments and interpretations, which are relevant in future periods is unlikely to have any material impact on the financial statements.

(b) Basis of measurement and functional currency

The financial statements are prepared on the historical cost basis and are presented in Jamaica dollars (\$), which is the functional currency of the company. All financial information presented in Jamaica dollars have been rounded to the nearest thousands, except when otherwise indicated.

(c) Basis of consolidation:

- (i) A “subsidiary” is an entity controlled by the company. The company controls an entity when it is exposed, or has rights, to the variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiary companies Mountain Peak Food Processors Limited and Pimora Company Limited were dissolved in the year ended September 2022.

The consolidated financial statements include the financial statements of the company and its subsidiaries:

<u>Entity</u>	<u>Holding</u>	<u>Main activity</u>	<u>Territory of incorporation</u>
Coffee Company of Jamaica Limited	100%	Dormant entity	Jamaica
Shirriff's (Jamaica) Limited	100%	Dormant entity	Jamaica

SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

2. STATEMENT OF COMPLIANCE AND BASIS OF PREPARATION (CONT'D)

(c) Basis of consolidation (continued):

(ii) Loss of control:

On the loss of control, the group derecognises the assets and liabilities of the subsidiary, any non-controlling interests and the other components of equity related to the subsidiary. Any gain or loss arising on the loss of control is recognized in profit or loss. If the group retains any interest in the previous subsidiary, then such interest is measured at fair value at the date that control is lost.

(iii) Transactions eliminated on consolidation

Balances and transactions between companies within the group, and any unrealised gains arising from those transactions, are eliminated in preparing the consolidated financial statements. Unrealised gains arising from transactions within the group are eliminated to the extent of the group's interest in the subsidiary. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

(d) Use of estimates and judgements

The preparation of the financial statements to conform with IFRS Accounting Standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, contingent assets and contingent liabilities at the reporting date, and the income and expenses for the year then ended. Actual amounts could differ from those estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the year in which the estimate is revised and future years, if the revision affects both current and future years.

Judgements made by management in the application of IFRS Accounting Standards that have significant effects on the financial statements and estimates with a significant risk of material adjustments in the next financial year are discussed below:

(i) Judgements

For the purpose of these financial statements, judgement refers to the informed identification and analysis of reasonable alternatives, considering all relevant facts and circumstances, and the well-reasoned, objective and unbiased choice of the alternative that is most consistent with the agreed principles set out in IFRS Accounting Standards. The key relevant judgements are as follows:

Classification of financial assets:

The assessment of the business model within which the assets are held and assessment of whether the contractual cash flows from a financial asset are solely payments of principal and interest (SPPI) on the principal amount requires management to make certain judgements on its business operations.



SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

2. STATEMENT OF COMPLIANCE AND BASIS OF PREPARATION (CONT'D)

(d) Use of estimates and judgements (continued)

(i) Judgements (continued)

Impairment of financial assets:

Establishing the criteria for determining whether credit risk on a financial asset has increased significantly since initial recognition, determining methodology for incorporating forward-looking information into measurement of expected credit loss (ECL) and selection and approval of models used to measure ECL requires significant judgement.

(ii) Key assumptions concerning the future and other sources of estimation uncertainty:

Allowance for impairment losses on financial assets:

Measurement of the expected credit loss allowance

The measurement of the expected credit loss allowance for financial assets measured at amortised cost and FVOCI is an area that requires the use of complex models and significant assumptions about future economic conditions and credit behaviour (e.g. the likelihood of customers defaulting and the resulting losses).

Explanation of the inputs, assumptions and estimation techniques used in measuring ECL is further detailed in note 3(t), which also sets out key sensitivities of the ECL to changes in these elements.

A number of significant judgements are also required in applying the accounting requirements for measuring ECL, such as:

- Determining criteria for significant increase in credit risk;
- Choosing appropriate models and assumptions for the measurement of ECL;
- Establishing the number and relative weightings of forward-looking scenarios for each type of product/market and the associated ECL; and
- Establishing groups of similar financial assets for the purposes of measuring ECL.

SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

2. STATEMENT OF COMPLIANCE AND BASIS OF PREPARATION (CONT'D)

(d) Use of estimates and judgements (continued)

(iii) Inventories:

(a) Net realisable value:

Estimates of net realisable value are based on the most reliable evidence available at the time the estimates are made, of the amount the inventories are expected to realise. These estimates take into consideration fluctuations of price or cost directly relating to events occurring after the end of the period to the extent that such events confirm conditions existing at the end of the period.

Estimates of net realisable value also take into consideration the purpose for which the inventory is held.

(b) Costing

Inventory includes finished goods and work-in-progress, which consist of raw and packaging materials, direct labour, other direct costs and a proportion of related production overheads. The determination of other direct costs and proportion of related production overheads allocated to finished goods and work-in-progress requires significant judgements.

3. MATERIAL ACCOUNTING POLICIES

(a) Investment in subsidiary companies:

Investments in subsidiary companies are measured at cost less impairment losses, if any.

(b) Employee benefits:

Employee entitlements to leave are recognised when they accrue to employees. A provision is made for the estimated liability for vacation leave, as a result of services rendered by employees up to the reporting date.

(c) Inventories:

Inventories are measured at the lower of cost and net realisable value. Cost is determined on the weighted average cost basis. The cost of finished goods and work-in-progress comprises raw and packaging materials, direct labour, other direct costs and a proportion of related production overheads. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

The cost of other inventories comprising raw and packaging materials and goods in transit is based on the expenses incurred in acquiring and bringing them to their existing location and condition.



SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(c) Inventories (continued):

Fuel, spares and consumables comprise items used in the regular maintenance and servicing of plant and machinery, and normally consumed in less than one period.

(d) Trade and other receivables:

Trade and other receivables are measured at amortised cost, less impairment losses.

(e) Cash and cash equivalents:

Cash and cash equivalents comprise cash and bank balances, other short-term investments and other monetary instruments with maturities ranging between one and three months from the reporting date. Cash and cash equivalents are measured at amortised cost.

(f) Investments:

Investments are classified as amortised cost or fair value through other comprehensive income. Amortised costs are those that have a fixed or determinable payment and which are not quoted in an active market. Amortised cost is calculated on the effective interest rate method, less impairment losses.

Items classified at fair value other comprehensive income are initially recognised at cost and subsequently at fair value. Fair value is determined by reference to quoted market price is available in an active market. Any resultant gain or loss is recognised in investment revaluation reserve through other comprehensive income. Fair value gains recognised in other comprehensive income cannot be recycled through the profit or loss account.

(g) Trade and other payables:

Trade and other payables are measured at amortised cost.

(h) Provisions:

A provision is recognised in the statement of financial position when the group has a legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the obligation.

SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(i) Property, plant and equipment:

(i) Property, plant and equipment are measured at historical cost or deemed cost, less accumulated depreciation and impairment losses, if any. Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the group and its cost can be measured reliably. The costs of day-to-day servicing of property, plant and equipment are recognised in profit or loss.

(ii) Depreciation:

Depreciation is computed on a straight-line basis at annual rates estimated to write down the property, plant and equipment to their estimated residual values at the end of their expected useful lives. No depreciation is charged on the freehold land and capital work-in-program. Annual depreciation rates are as follows:

Buildings	2.5 - 10%
Infrastructure	2.5 - 10%
Machinery and equipment	2.5 - 20%
Motor vehicles	20%

The depreciation methods, useful lives and residual values are reassessed at the reporting date.

(j) Revenue:

Performance obligations and revenue recognition policies:

Revenue is measured based on the consideration specified in a contract with a customer. The group recognises revenue when it transfers control over a good or service to a customer and the customer has accepted the good or services.

The nature and timing of the satisfaction of performance obligations in contracts with customers, including significant payment terms, and the related revenue recognition policies are as follows:

<i>Type of product</i>	Its principal activity is the manufacture and sale of instant coffee and roasted and ground coffee beans and other consumer products.
<i>Nature and timing of satisfaction of performance obligations, including significant payment terms.</i>	Customers obtain control of goods when the goods are delivered to and accepted by them. Invoices are generated and the revenue is recognised at that point in time. Invoices are usually payable within 45 days.
<i>Revenue recognition under IFRS 15</i>	Revenue is recognised at a point in time when the goods are delivered and have been accepted by the customers.



SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(k) Net finance income:

Net finance income, calculated using the effective interest rate method, comprises interest income on funds invested, material bank charges and foreign exchange gains and losses recognised in profit or loss.

Interest income is recognised in profit or loss as it accrues, taking into account the yield on the asset.

(l) Income tax:

Income tax on the profit or loss for the year comprises current and deferred tax. Income tax is recognised in profit or loss except to the extent that it relates to items recognised directly to equity, in which case it is recognised in other comprehensive income.

Current tax is the expected tax payable on the taxable income for the year, using tax rates in effect during the taxable period, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates in effect during the reporting period.

A deferred tax liability or tax is recognised for all taxable temporary differences associated with investments in subsidiaries, except to the extent that the group is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference, will not reverse in the foreseeable future.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

(m) Dividends:

Dividends are recognised in the period in which they are declared.

(n) Foreign currencies:

Transactions in foreign currencies are converted at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies, which are stated at historical cost, are translated at the foreign exchange rate ruling at the reporting date. Foreign exchange differences arising from fluctuations in exchange rates are recognised in profit or loss. Non-monetary assets and liabilities denominated in foreign currencies, which are stated at historical cost, are translated at the foreign exchange rate ruling at the date of the transaction. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are translated to the functional currency at the foreign exchange rates ruling at the dates that the values were determined.

SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(o) Intangible assets - brands:

Salada Group has three main brands that its sales revenue is derived from. Two of these brands are through acquisition, namely Roberts and Mountain Bliss. The other brand is Mountain Peak which is a developed brand.

There has been no impairment of the brands as the products continue to generate revenue as a part of the Salada product portfolio.

Intangibles are measured at cost less accumulated amortisation and any accumulated impairment losses. Amortisation is calculated using the straight-line method to allocate cost over five years.

(p) Segment reporting:

An operating segment is a component of the group that engages in business activities from which it may earn revenues and incur expenses; whose operating results are regularly reviewed by the group's Chief Operating Decision Maker (CODM) to make decisions about resources to be allocated to the segment and assesses its performance; and for which discrete financial information is available.

Based on the information presented to and reviewed by the CODM, management has determined that there two geographical segments.



SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(q) Related parties:

A related party is a person or entity that is related to the entity that is preparing its financial statements (referred to in IAS 24 Related Party Disclosures as the “reporting entity”).

(a) A person or a close member of that person’s family is related to a reporting entity if that person:

- (i) has control or joint control over the reporting entity;
- (ii) has significant influence over the reporting entity; or
- (iii) is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

(b) An entity is related to a reporting entity if any of the following conditions applies:

- (i) The entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
- (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
- (iii) Both entities are joint ventures of the same third party.
- (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
- (v) The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity.
- (vi) The entity is controlled, or jointly controlled by a person identified in (a).
- (vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
- (viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

A related party transaction is a transfer of resources, services or obligations between related parties, regardless of whether a price is charged.

SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(r) Financial instruments:

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. In these financial statements, financial assets comprise investments, cash and cash equivalents, accounts receivable, and due from subsidiary. Financial liabilities comprise accounts payable and due to subsidiary.

(i) Recognition and initial measurement

Trade receivables are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the group becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

(ii) Classification and subsequent measurement

Financial assets

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI) – debt investment; FVOCI – equity investment; or fair value through profit or loss (FVTPL).

Financial assets are not reclassified subsequent to their initial recognition unless the group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding (SPPI).

In assessing whether the contractual cash flows are solely payments of principal and interest, the group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition.



SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(r) Financial instruments (continued):

(ii) Classification and subsequent measurement (continued)

Financial assets (continued)

In making this assessment, the group considers:

- contingent events that would change the amount or timing of cash flows; terms that may adjust the contractual coupon rate, including variable-rate features;
- prepayment and extension features; and
- terms that limit the group's claim to cash flows from specified assets (e.g. non-recourse features).

Amortised cost represents the net present value ("NPV") of the consideration receivable or payable as of the transaction date. This classification of financial assets comprises the following captions:

- Short-term investments
- Cash and cash equivalents
- Trade receivable

Due to their short-term nature, the group initially recognises these assets at the original invoiced or transaction amount less expected credit losses.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. On initial recognition, the group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial liabilities

All financial liabilities are recognised initially at fair value and in the case of borrowings, plus directly attributable transaction costs. The group's financial liabilities, which includes accounts payable are recognised initially at fair value.

Financial assets and liabilities - Subsequent measurement and gains and losses:

Financial assets at amortised cost are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses if any. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

The subsequent measurement of financial liabilities depends on their classification as described in the particular recognition methods disclosed in the individual policy statements associated with each item.

SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(r) Financial instruments (continued):

(iii) Derecognition

Financial assets

The group derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The group enters into transactions whereby it transfers assets recognised on its statement of financial position, but retains either all or substantially all of the risks and rewards of the transferred assets or a portion of them. In such cases, the transferred assets are not derecognised.

Financial liabilities

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 a derecognition of the original liability and the recognition of a new liability, with the difference in the respective carrying amounts recognised in the consolidated statement of comprehensive income.

The group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expired.

(iv) Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(s) Impairment:

Financial assets

Measurement of ECLs

The group recognises loss allowances for expected credit losses (ECLs) on financial assets measured at amortised cost and at fair value through OCI.



SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(s) Impairment (continued):

Financial assets (continued)

Measurement of ECLs (continued)

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

The group assumes that the credit risk on financial assets has increased significantly if it is more than 180 days past due.

The group recognises loss allowances for ECLs and considers a financial asset to be in default when:

- the borrower is unlikely to pay its credit obligations to the group in full, without recourse by the group to action such as realising security if any is held; or
- the financial asset is more than 180 days past due.

Life-time ECLs are the ECLs that result from all possible default events over the expected life of the financial instrument.

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

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

ECLs are discounted at the effective interest rate of the financial asset

Credit-impaired financial assets

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

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

- significant financial difficulty of the borrower or issuer;
- a breach of contract such as a default or past due event;
- it is becoming probable that the borrower will enter bankruptcy or another financial reorganisation; or
- the disappearance of an active market for a security because of financial difficulties.

SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(s) Impairment:

Financial assets (continued)

Presentation of allowance for ECL in the statement of financial position

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

Write-off

The gross carrying amount of a financial asset is written off (either partially or in full) when there is no reasonable expectation of recovering a financial asset in its entirety or a portion thereof. This is the case when the group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. This assessment is carried out at the individual asset level.

Recoveries of amounts previously written off are included in 'impairment losses on financial instruments' in the statement of profit or loss.

Financial assets that are written off could still be subject to enforcement activities in order to comply with the group's procedures for recovery of amounts due.

Non-financial assets

The carrying amounts of the group's non-financial assets (other than inventories) are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised in profit or loss.

The recoverable amount of an asset or CGU is the greater of their fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, if no impairment loss had been recognised.



SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

4. PROPERTY, PLANT AND EQUIPMENT

Group:

	Freehold <u>land</u> \$'000	Freehold buildings and <u>infrastructure</u> \$'000	Machinery equipment & <u>vehicles</u> \$'000	Work-in- <u>progress</u> \$'000	<u>Total</u> \$'000
At cost or deemed cost:					
Balance at September 30, 2022	9,975	90,983	435,940	6,285	543,183
Additions	-	9,435	17,652	2,569	29,656
Balance at September 30, 2023	9,975	100,418	453,592	8,854	572,839
Additions	-	3,301	15,251	21,704	40,256
Balance at September 30, 2024	9,975	103,719	468,843	30,558	613,095
Accumulated Depreciation:					
Balance at September 30, 2022	-	51,485	379,619	-	431,104
Charge for the year	-	4,490	21,537	-	26,027
Balance at September 30, 2023	-	55,975	401,156	-	457,131
Charge for the year	-	2,079	24,985	-	27,064
Balance at September 30, 2024	-	58,054	426,141	-	484,195
Net book value:					
At September 30, 2024	9,975	45,665	42,702	30,558	128,900
At September 30, 2023	9,975	44,443	52,436	8,854	115,708

SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

4. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Company:

	Freehold <u>land</u> \$'000	Freehold buildings and <u>infrastructure</u> \$'000	Machinery equipment & <u>vehicles</u> \$'000	Work- in- <u>progress</u> \$'000	Total \$'000
At cost					
Balance at September 30, 2022	6,144	73,418	381,363	6,285	467,210
Additions	-	9,435	17,652	2,569	29,656
Balance at September 30, 2023	6,144	82,853	399,015	8,854	496,866
Additions	-	3,301	15,251	21,704	40,256
Balance at September 30, 2024	6,144	86,154	414,266	30,558	537,122
Accumulated Depreciation:					
Balance at September 30, 2022	-	35,006	323,982	-	358,988
Charge for the year	-	4,490	21,537	-	26,027
Balance at September 30, 2023	-	39,496	345,519	-	385,015
Charge for the year	-	2,079	24,985	-	27,064
Balance at September 30, 2024	-	41,575	370,504	-	412,079
Net book value:					
At September 30, 2024	6,144	44,579	43,762	30,558	125,043
At September 30, 2023	6,144	43,357	53,496	8,854	111,851

Work-in-progress includes a fire alarm system, heating ventilation and air conditioning systems and unassembled storage lockers, which will be fully commissioned within the next financial year.



SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

5. INTANGIBLE ASSET

This represents costs of the Mountain Bliss brand for group and company.

6. INVESTMENT IN SUBSIDIARY COMPANIES AND DUE FROM/TO SUBSIDIARY COMPANIES

(a) Investment in subsidiary companies comprises:

	Company	
	2024	2023
	\$'000	\$'000
Shares at cost:		
Coffee Company of Jamaica Limited	790	790
Shiriff's (Jamaica) Limited	91	91
	881	881

(b) Effective October 1, 2021, as part of the reorganization of its operations, the company absorbed the assets liabilities of Mountain Peak Food Processors Limited and Pimora Company at the following carrying amounts.

	2023
	\$'000
Assets:	
Cash and bank balances	11,896
Accounts receivables	95,411
Inventories	5,975
Due from parent	65,019
Taxation recoverable	6
Deferred tax asset	238
Liabilities:	
Accounts payable	(15,817)
Taxation payable	(6,111)
Total net assets	156,617
Less investment in subsidiaries	(103,126)
Net gains recognized in equity	53,491

SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

7. INVESTMENTS

	2024		
	Group and Company		
	(Non-Current) Fair value through other comprehensive income \$'000	(Current) Amortised cost \$'000	Total \$'000
Resale agreements	-	169,903	169,903
Deposits	-	159,794	159,794
Quoted Jamaican equities	71,930	-	71,930
	71,930	329,697	401,627
Less: expected credit loss	-	(952)	(952)
	<u>71,930</u>	<u>328,745</u>	<u>400,675</u>
	2023		
	Group and Company		
	(Non-Current) Fair value through other comprehensive income \$'000	(Current) Amortised cost \$'000	Total \$'000
Resale agreements	-	175,661	175,661
Deposits	-	111,479	111,479
Quoted Jamaican equities	67,507	-	67,507
	67,507	287,140	354,647
Less: expected credit loss	-	(984)	(984)
	<u>67,507</u>	<u>286,156</u>	<u>353,663</u>

The fair value of the securities under resale agreements approximates the carrying value of the agreements. The resale agreements include US\$751,320 (2023: US\$933,280) which earn interest at rates of 4.10% to 5.0% (2023: 3.85% to 5.0%) per annum. Deposits include J\$159,794 (2023: J\$111,479) which earn interest rates at 3.00% to 8.90% (2023: 6.30% to 8.0%).

Movement in expected credit loss for investments is as follows:

	Group and Company	
	2024 \$'000	2023 \$'000
Balance at beginning of year	984	1,245
Expected credit loss recovered recognized	(32)	(261)
Balance at end of year	<u>952</u>	<u>984</u>

At the reporting date, the group and the company had investments of \$99,066,188 (2023: \$93,398,000) with companies owned by a Director.



SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

8. DEFERRED TAXATION

Deferred income tax is calculated on temporary differences between the carrying amount of assets and liabilities for financial reporting purposes and the amount used for taxation purposes, using an effective tax rate of 25%

Deferred tax assets are attributable to the following:

	2024		
	Group		
	October 1, 2023	Recognized in income \$'000 (note 18)	September 30, 2024
	\$'000		\$'000
Vacation pay accrual	999	(7)	992
Property, plant and equipment	12,702	(5,013)	7,689
Unrealized gain on foreign exchange	89	368	457
Accrued interest receivable	(801)	(225)	(1,026)
Inventory obsolescence provision	357	179	536
Expected credit loss on investments	65	(57)	8
Expected credit loss on trade receivables	2,850	34	2,884
	<u>16,261</u>	<u>(4,721)</u>	<u>11,540</u>
	2023		
	Group		
	October 1, 2022	Recognized in income \$'000	September 30, 2023
	\$'000	\$'000	\$'000
Vacation pay accrual	1,008	(9)	999
Property, plant and equipment	14,333	(1,631)	12,702
Unrealized gain on foreign exchange	(36)	125	89
Accrued interest receivable	(448)	(353)	(801)
Inventory obsolescence provision	300	57	357
Expected credit loss on investments	312	(247)	65
Expected credit loss on trade receivables	2,107	743	2,850
	<u>17,576</u>	<u>(1,315)</u>	<u>16,261</u>

9. CASH AND CASH EQUIVALENTS

	Group		Company	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Cash in hand and bank	269,712	79,064	269,712	79,064
Short-term deposits	2,817	2,755	2,817	2,755
	<u>272,529</u>	<u>81,819</u>	<u>272,529</u>	<u>81,819</u>

SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

10. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Trade receivables	183,305	354,886	183,305	354,886
Prepayments	87,540	40,365	87,540	40,365
Other receivables	15,093	13,970	15,093	13,970
	285,938	409,221	285,938	409,221
Less: expected credit loss	(11,534)	(11,398)	(11,534)	(11,398)
	<u>274,404</u>	<u>397,823</u>	<u>274,404</u>	<u>397,823</u>

(i) Expected credit loss

Expected credit loss was established based on incurred loss analyses over delinquent accounts considering aging of balances, the credit history and risk profile of each customer and legal processes to recover accounts receivable. Expected credit loss is determined upon origination of the trade accounts receivable based on a model that calculates the expected credit losses (“ECL”) of the trade accounts receivable and are recognized over their term.

Information on expected credit losses for trade receivables is included in note 21(a)(i).

Movement in expected credit losses for trade receivables is as follows:

	Group		Company	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Balance at beginning of year	11,398	8,426	11,398	8,426
Impairment loss recognized net of recoveries	136	2,972	136	2,972
Balance at end of year	<u>11,534</u>	<u>11,398</u>	<u>11,534</u>	<u>11,398</u>

11. INVENTORIES

	Group		Company	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Raw and packaging materials	269,840	220,852	269,840	220,852
Finished goods held for sale	25,048	23,408	25,048	23,408
Work-in-progress	64,700	70,286	64,700	70,286
Fuel, spares and consumables	63,131	61,345	63,131	61,345
	422,719	375,891	422,719	375,891
Provision for obsolescence	(2,147)	(1,430)	(2,147)	(1,430)
	<u>420,572</u>	<u>374,461</u>	<u>420,572</u>	<u>374,461</u>

During the year, inventory write-offs aggregating \$845,074 (2023: \$759,053) for the group and company were recognized in profit or loss.



SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

12. SHARE CAPITAL

	Group and Company	
	2024	2023
	\$'000	\$'000
Authorized:		
500,000,000 ordinary units of no-par value		
Issued and fully paid:		
1,038,832,900 (2023: 1,038,832,900)		
Ordinary stock units of no-par value	73,216	73,216

In a meeting of the Board of Directors held on May 30, 2024, an interim dividend of \$0.064 per stock unit was declared, payable on July 4, 2024, for shareholders on record as at June 14, 2024.

Holders of the ordinary stock units are entitled to dividends as declared from time to time and are entitled to one vote. However, upon a poll being taken at general meetings of the company, have one vote for every stock unit held.

13. CAPITAL RESERVES

	Group		Company	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Revaluation surplus on assets carried at deemed cost	14,528	14,528	14,528	14,528
Realized gains	1,747	1,747	1,747	1,747
	16,275	16,275	16,275	16,275

14. TRADE AND OTHER PAYABLES

	Group		Company	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
Trade payables	91,204	62,033	91,204	62,033
Accrued charges	146,715	135,487	146,715	135,616
Dividends payable	94,590	32,012	94,590	32,012
Other payables	7,682	7,695	7,811	7,695
	340,191	237,227	340,320	237,356

SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

15. REVENUE

Revenue is comprised of the invoiced value of goods sold, net of general consumption tax, rebates and discounts.

	Group		Company	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Local sales	1,160,483	1,110,149	1,160,483	1,110,149
Export sales	322,084	290,739	322,084	290,739
	<u>1,482,567</u>	<u>1,400,888</u>	<u>1,482,567</u>	<u>1,400,888</u>

16. NATURE OF EXPENSES

(a) Cost of goods sold:

	Group		Company	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Gas and fuel	19,203	16,638	19,203	16,638
Depreciation	20,234	18,948	20,234	18,948
Insurance	25,304	15,620	25,304	15,620
Manufacturing services	78,318	73,095	78,318	73,095
Coffee cess	(1,229)	(2,859)	(1,229)	(2,859)
Travel and subsistence	5,270	6,728	5,270	6,728
Plant management technical services	7,919	10,739	7,919	10,739
Other	33,730	10,330	33,730	10,330
Repairs and maintenance	36,766	25,898	36,766	25,898
Security	15,495	11,519	15,495	11,519
Utilities	47,268	42,483	47,268	42,483
Salaries and other related costs	46,717	49,554	46,717	49,554
Raw material and consumables	690,833	697,238	690,833	697,238
	<u>1,025,828</u>	<u>975,931</u>	<u>1,025,828</u>	<u>975,931</u>



SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

16. NATURE OF EXPENSES (CONTINUED)

(b) Selling and promotion expenses:

	Group		Company	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Advertising and promotions	43,158	38,899	43,158	38,899
Other	3,029	5,799	3,029	5,799
Delivery and handling charges	9,357	5,660	9,357	5,660
Salaries and other related costs	18,005	16,861	18,005	16,861
	<u>73,549</u>	<u>67,219</u>	<u>73,549</u>	<u>67,219</u>

(c) Administrative expenses:

	Group		Company	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Audit fees	6,435	5,850	6,435	5,850
Audit fees - prior year	(950)	1,989	(950)	1,989
Computer expenses	3,240	2,977	3,240	2,977
Depreciation	6,830	7,078	6,830	7,078
Director fees	13,945	11,680	13,945	11,680
Administrative services	10,409	10,366	10,409	10,366
Other *	35,987	28,314	35,987	28,314
Legal and professional fees	9,591	10,033	9,591	10,033
Registrar and AGM expenses	5,939	7,689	5,939	7,689
Salaries and other related costs	65,310	63,448	65,310	63,448
Utilities	1,344	1,344	1,344	1,344
	<u>158,080</u>	<u>150,768</u>	<u>158,080</u>	<u>150,768</u>

* Other administrative expenses represent amounts for office supplies, consultancy services, telephone, internet, training and entertainment.

(d) Salaries and other related costs included in cost of sales, selling and distribution and administrative expenses:

	Group		Company	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Salaries and wages	108,778	104,302	108,778	104,302
Statutory deductions	7,444	12,136	7,444	12,136
Staff welfare	7,247	6,591	7,247	6,591
Pension contributions	5,035	4,975	5,035	4,975
	<u>128,504</u>	<u>128,004</u>	<u>128,504</u>	<u>128,004</u>

SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

17. NET FINANCE INCOME

	Group		Company	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Finance income:				
Interest income	21,639	13,654	21,639	13,654
Gain on investment (ECL)	32	261	32	261
Foreign exchange gain	3,469	7,529	3,469	7,529
	<u>25,140</u>	<u>21,444</u>	<u>25,140</u>	<u>21,444</u>
Finance costs:				
Bank charges	(974)	(733)	(974)	(733)
	<u>24,166</u>	<u>20,711</u>	<u>24,166</u>	<u>20,711</u>

18. TAXATION

Taxation is comprised of current and deferred tax charges.

(a) Taxation is based on net profit for the year adjusted for taxation purposes and represents income tax charged at 25%.

	Group		Company	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Current tax expense:				
Income tax	65,624	57,066	65,624	57,066
Employment tax credit	(9,037)	(8,400)	(9,037)	(8,400)
	<u>56,587</u>	<u>48,666</u>	<u>56,587</u>	<u>48,666</u>
Deferred taxation:				
Originating and reversal of other timing differences, net	4,720	1,315	4,720	1,315
	<u>61,307</u>	<u>49,981</u>	<u>61,307</u>	<u>49,981</u>



SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

18 TAXATION (CONTINUED)

(b) Reconciliation of effective tax rate:

	Group		Company	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Profit before tax	<u>251,191</u>	<u>229,752</u>	<u>251,191</u>	<u>229,752</u>
Computed "expected" tax expense @ 25%	62,798	57,438	62,798	57,438
Difference between profits for financial statements and tax reporting purposes on:				
Employment tax credit	(9,037)	(8,400)	(9,037)	(8,400)
Disallowed expenses, impairment and capital items	8,282	943	8,282	943
Foreign exchange differences and other capital items	<u>(736)</u>	<u>-</u>	<u>(736)</u>	<u>-</u>
Actual expense	<u>61,307</u>	<u>49,981</u>	<u>61,307</u>	<u>49,981</u>

SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

19. TRANSACTIONS WITH RELATED PARTIES

	Group		Company	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
(i) Directors emoluments:				
Fees	13,945	11,680	13,945	11,680

Key management personnel compensation is as follows:

	Group and Company	
	2024 \$'000	2023 \$'000
Salaries and wages	28,018	27,754
Staff welfare	1,303	1,170
Pension contributions	1,485	1,233
	<u>30,806</u>	<u>30,157</u>

20. EARNINGS PER ORDINARY STOCK UNIT

Basic earnings per share is calculated by dividing the net profit attributable to members by the number of stock units in issue during the year.

	2024 \$'000	2023 \$'000
Net profit attributable to shareholders (\$'000)	189,884	179,770
Number of stock units in issue (see note 12)	1,038,832,900	1,038,832,900
Basic earnings per stock unit (\$)	0.18	0.17



SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

21. FINANCIAL INSTRUMENTS

(a) Financial risk management

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

- Credit risk
- Liquidity risk
- Market risk
- Operational risk

The Board of Directors, together with senior management has overall responsibility for the establishment and oversight of the group's risk management framework.

The group's risk management policies are established to identify and analyse the risks faced by the group to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the group's activities.

(i) Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. Credit risk arises principally from receivables arising from credit given to customers and deposits and investments with financial institutions. The maximum credit exposure is represented by the carrying amount of the financial assets in the statement of financial position.

Cash and cash equivalents

Cash and cash equivalents are maintained with substantial counter-parties deemed to have low risk of default. The ECL on cash and cash equivalents was assessed to be insignificant.

Accounts receivable

The group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. The demographics of the customer base, including the default risk of the industry in which customers operate, has less of an influence on credit risk. The group does not require collateral in respect of trade and other receivables.

Trade receivables mainly consist of balances due from retail and hospitality customers across Jamaica. The company has concentration of credit risk, with two (2) [2023: two (2)] of its customers, accounting for 78 % (2023:88%) of trade receivables.

Expected credit loss assessment

The group uses a provision matrix to measure ECLs on trade receivables. The provision matrix is based on its historical observed default rates over the expected life of the trade receivables and is adjusted for forward-looking estimates.

Loss rates are calculated based on the probability of a receivable progressing through successive stages of delinquency to write-off, current conditions and the economic conditions over the expected lives of the receivables.

SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

21. FINANCIAL INSTRUMENTS (CONTINUED)

(a) Financial risk management (continued)

(i) Credit risk (continued)

Expected credit loss assessment (continued)

The following tables provides information about the exposure to credit risk and ECL for trade receivables as at September 30, 2024 (see also note 10).

	Group and Company			
	2024			
	Weighted average loss rate	Adjusted Exposure amount	Loss allowance	Credit impaired
		\$'000	\$'000	
Current (not past due)	8.6%	176,698	5,102	No
31-60 days past due	-	73	50	No
61-90 days past due	1.7%	506	354	No
91-180 days	100.0%	6,028	6,028	Yes
		<u>183,305</u>	<u>11,534</u>	

	Group and Company			
	2023			
	Weighted average loss rate	Adjusted Exposure amount	Loss allowance	Credit impaired
		\$'000	\$'000	
Current (not past due)	3.1%	318,567	616	No
31-60 days past due	9.6%	23,738	1,234	No
61-90 days past due	16.7%	3,678	645	No
91-180 days	100.0%	8,903	8,903	Yes
		<u>354,886</u>	<u>11,398</u>	



SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

21. FINANCIAL INSTRUMENTS (CONTINUED)

(a) Financial risk management (continued)

(i) Credit risk (continued)

Investments

The group limits its exposure to credit risk associated with investment securities by investing mainly in liquid securities with counterparties that have high credit quality.

Credit quality

The group identifies changes in credit risk by tracking published external credit ratings. To determine whether published ratings remain up to date and to assess whether there has been a significant increase in credit risk at the reporting date that has not been reflected in published ratings, the group supplements this by reviewing changes in bond yields. Loss given default (LGD) parameters generally reflect an assumed recovery rate of percent except when the security is credit impaired, in which case the estimate of loss based on the instrument's current market price and original effective interest rate.

The following table sets out the credit quality of debt investment securities based on Standard and poor's and Moody's ratings as follows:

	Company	
	2024 Stage 1 12-month ECL \$'000	2023 Stage 1 12-month ECL \$'000
Debt investment securities at amortised cost, being total gross carrying amount	329,697	287,140
Loss allowance	(952)	(984)
	<u>328,745</u>	<u>286,156</u>

(ii) Liquidity risk

Liquidity risk is the risk that the group will not meet its financial obligations as they fall due. The group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liability when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the group reputation.

SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

21. FINANCIAL INSTRUMENTS (CONTINUED)

(a) Financial risk management (continued)

(ii) Liquidity risk (continued)

Management aims at maintaining sufficient cash and marketable securities, and the availability of funding through an adequate amount of committed facilities. The management of the group maintains an adequate amount of its financial assets in liquid form to meet contractual obligations and other recurring payments.

The contractual outflows as at September 30, 2024 and 2023 for trade and other payables and due to subsidiary are represented by their carrying amounts in the statement of financial position, and require settlements within 12 months of the reporting date. Based on the liquid assets held and the positive operating cashflows, the group has adequate available funding to settle these commitments when due.

There is no change from the prior year in the nature of the group's exposure to liquidity risk or the manner in which it manages and measures the risk.

(iii) Market risk

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

• Interest rate risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates.

The group materially contracts financial liabilities at fixed interest rates for the duration of the term. At September 30, 2024 and 2023, there were no financial liabilities subject to variable interest rate risk.

Interest-bearing financial assets mainly comprise monetary instruments, bank deposits and short-term investments, which have been contracted at fixed interest rates for the duration of their terms.

At the reporting date the interest profile of the group's interest-bearing financial instruments was:

	Company	
	2024 \$'000	2023 \$'000
Variable rate:		
Financial assets	329,697	287,140



SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

21. FINANCIAL INSTRUMENTS (CONTINUED)

(a) Financial risk management (continued)

(iii) Market risk (continued)

- Interest rate risk (continued)

Fair value sensitivity analysis for fixed rate instruments

The group does not hold any fixed rate financial assets that are subject to material changes in fair value through profit or loss. Therefore, a change in interest rates at the reporting date would not affect profit or equity.

Cash flow sensitivity analysis for variable rate instruments

An increase in interest rate of 0.25% (2023: 0.5%) at the reporting date would have increased profit or loss by \$640,000 (2023: \$1,435,700), while a 1% (2023: 0.25%) decline in interest rate at reporting date would have decreased profit by \$2,561,000 (2023: \$717,850).

This analysis assumes that all other variables, in particular foreign currency rates, remain constant. The analysis is performed on the same basis for 2023.

- Foreign currency risk:

Foreign currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates.

The group is exposed to foreign currency risk, primarily on purchases that are denominated in a currency other than the Jamaica dollar. The main foreign currency risks of the group are denominated in United States dollars (US\$), which is the principal intervening currency for the group.

The group jointly manages foreign exchange exposure by maintaining adequate liquid resources in appropriate currencies and by managing the timing of payments on foreign currency liabilities.

SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

21. FINANCIAL INSTRUMENTS (CONTINUED)

(a) Financial risk management (continued)

(iii) Market risk (continued)

- Foreign currency risk (continued):

The table below shows the group's main foreign currency exposure at the reporting date.

	Group and Company			
	2024		2023	
	US \$	J \$	US \$	J \$
Cash and cash equivalents	312,309	49,009,666	78,965	12,180,867
Investments	751,320	117,902,447	933,280	143,964,502
Trade and other receivables	558,180	87,593,569	761,538	117,472,195
Trade and other payables	<u>(353,085)</u>	<u>(56,035,183)</u>	<u>(276,550)</u>	<u>(42,659,607)</u>
	<u>1,268,724</u>	<u>198,470,499</u>	<u>1,497,233</u>	<u>230,957,957</u>

Exchange rates for the US dollar, in terms of Jamaica dollars, were as follows:

September 30, 2024	156.927
September 30, 2023	154.256

Sensitivity analysis

A 1% (2023: 1%) strengthening of the Jamaica dollar against the US\$ would have decreased profit for the year by \$2,561,000 (2023: \$2,309,572).

A 4% (2023: 4%) weakening of the Jamaica dollar against the US\$ would have increased profits for the year by \$10,244,000 (2023: \$9,238,288).

This analysis assumes that all other variables, in particular interest rates, remain constant. This analysis is performed on the same basis for 2023.

There is no change from the prior year in the nature of the group's exposure to market risk or the manner in which it manages and measures the risk.



SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

21. FINANCIAL INSTRUMENTS (CONTINUED)

(a) Financial risk management (continued)

(iv) Operational risk:

Operational risk is the risk of direct or indirect loss arising from a wide variety of causes associated with the group's processes, personnel, technology and infrastructure, and from external factors, other than financial risks, such as those arising from legal and regulatory requirements and generally accepted standards of corporate behaviour.

The group's objective is to manage operational risk so as to balance the avoidance of financial losses and damage to its reputation with overall cost effectiveness and to avoid control procedures that restrict initiative and creativity.

The primary responsibility for the development and implementation of controls to address operational risk is assigned to senior management.

(b) Capital management

The Board's policy is to maintain a strong capital base to maintain customer, creditor and other stakeholders' confidence, and to sustain future development of the business. The Board monitor's the return on capital, which is defined as total shareholders' equity and the level of dividends to shareholders. The group is not subject to any externally imposed capital requirements and there was no change in how the group measures and manages capital.

(c) Fair value disclosure

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. Market price is used to determine fair value where an active market exists, as it the best evidence of the fair value of a financial instrument. The group's equities are the only financial instrument that is carried at fair value. Where fair value of financial instruments approximates carrying value, no fair value computation is done and disclosed. The fair value of cash and cash equivalents, investments, accounts receivable, due to subsidiary/ due from subsidiary and accounts payable approximates their carrying value due to their short-term nature.

SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

21. FINANCIAL INSTRUMENTS (CONTINUED)

(c) Fair value disclosure (continued)

The group had no other financial instruments which were carried at fair value.

The fair values quoted equities is based on the mid and closing prices published by the Jamaican Stock Exchanges.

Determination of fair values hierarchy

IFRS 13 seeks to increase consistency and comparability in fair value measurements and related disclosures through a 'fair value hierarchy'. The hierarchy categorises the inputs used in valuation techniques into three levels. The hierarchy gives the highest priority to (unadjusted) quoted prices in active markets for identical assets or liabilities and the lowest priority to unobservable inputs. These types of inputs have created the following fair value hierarchy:

Level 1 – Quoted prices in active markets for identical assets or liabilities. This level includes listed equity securities and debt instruments on exchanges.

Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly. This includes financial assets with fair values based on broker quotes.

Level 3 – Inputs for the asset or liability that are not based on observable market data (unobservable inputs). This level includes equity investments and debt instruments with significant unobservable components. This hierarchy requires the use of observable market data when available.

The group considers relevant and observable market prices in its valuations where possible.

Equity investments are classified as Level 1.

22. SEGMENT REPORTING

Segment information is presented in respect of the group's strategic business segments. The identification of business segments is based on the group's management and internal reporting structure. Segment results, assets and liabilities include items directly attributable to a segment, as well as those that can be allocated on a reasonable basis.

Segment information below represents segment revenue based on the market receiving the benefit of the products/services.



SALADA FOODS JAMAICA LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED SEPTEMBER 30, 2024

(Expressed in Jamaica dollars unless otherwise indicated)

22. SEGMENT REPORTING (CONTINUED)

Geographical information:

	2024		
	Local <u>\$'000</u>	Export <u>\$'000</u>	Total <u>\$'000</u>
Revenue from external customers	1,160,483	322,084	1,482,567
Segment non-current assets	213,670	-	213,670
Segment current assets	1,296,250	-	1,296,250
Segment total assets	1,509,920	-	1,509,920
	2023		
	Local <u>\$'000</u>	Export <u>\$'000</u>	Total <u>\$'000</u>
Revenue from external customers	1,110,149	290,739	1,400,888
Segment non-current assets	200,776	-	200,776
Segment current assets	1,140,259	-	1,140,259
Segment total assets	1,341,035	-	1,341,035

Management does not assess profits per segment, neither do they allocate for current or non-current assets.

Notes





Salada

JAMAICA
**Mountain
Peak**

Nature's Best!



National pride in a cup!





📍 20 Bell Road, Kingston 11, Jamaica W.I.

@ www.saladafoodsja.com

🌐 info@saladafoodsja.com