LASCO Manufacturing

ANNUAL REPORT 2026

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GENERAL INFORMATION

Our Vision

To become a global corporate leader, through innovation and entrepreneurship. Driven by passion for excellence and compassion for our fellow man, we will make LASCO a world name, synonymous with integrity, value and service.

Our Mission

To provide quality products and services to our customers, ensure profitability and promote employee development.
Being the best … Always.

Core Values

CARE FOR OUR CUSTOMERS
We respect our customers time and privacy.

COMMITMENT
We are committed to achieving success for our team, agents and shareholders.

INTEGRITY
In dealing with our customers, agents, staff and shareholders.

Continuous Improvement of our Processes.

About LASCO Manufacturing Limited

Established in October 1994 as a result of the merger between LASCO Foods (Successors) Limited and LASCO Foods Limited, LASCO Manufacturing Limited emerged as a formidable entity. Subsequently, in October 2010, it successfully debuted on the prestigious Jamaica Stock Exchange Junior Market.

Renowned as the foremost producer of Nutritious Powdered Beverages in Jamaica, operating under the esteemed LASCO Brand, LASCO Manufacturing Limited expanded its purview in 2014 by venturing into the realm of Liquid Refreshing Beverages and Water Categories, introducing the highly regarded iCool Brand.

Throughout its existence, the Company has steadfastly pursued organic growth, fortifying its position through substantial investments in cutting-edge infrastructure, state-of-the-art technology, and human capital development. These strategic endeavors have endowed the organization with the necessary capabilities and expertise to drive its expansion, effectively catering to the mounting demands of both domestic and international markets.

By perpetually embracing technological advancements and fostering innovation in its operational practices, capacity, and product portfolio, the Company remains well-equipped to confront the ever-evolving business landscape.

Inculcating a culture of continuous improvement, LASCO Manufacturing Limited continually strives to enhance operational efficiencies and adapt to the dynamic currents of the industry.

Exemplifying an unwavering commitment to manufacturing excellence, the Company upholds stringent quality assurance protocols, underpinned by internationally recognized certifications encompassing Good Manufacturing Practices (GMP), Food Safety Management (HACCP), Quality Management Systems, and Occupational Health and Safety. These certifications serve as testaments to our relentless pursuit of uncompromising standards.

The Company takes immense pride in its steadfast dedication to the socio-economic development of Jamaica, evident through its sustained investments in community initiatives. Engaging in educational and social upliftment programs, including providing aid to the less fortunate and sponsoring Ambassadorial Programmes, which commend exceptional Jamaican teachers, police officers, and nurses, the organization remains firmly committed to fostering progress within our society.

LASCO Manufacturing

NOTICE OF 16TH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the 16th Annual General Meeting of LASCO MANUFACTURING LIMITED will be held in person on Friday, October 9, 2026, at 11:00 a.m., in the Montego Suite of the Jamaica Pegasus Hotel, 81 Knutsford Boulevard, Kingston 5. The meeting will be streamed live and can be accessed at https://manufacturing.lascojamaica.com/agm/ and will be for viewing purposes only.

This meeting is called to consider and pass the resolutions set out hereunder:

Ordinary Resolutions

01 Audited Accounts

To receive the audited accounts for the year ended March 31, 2026, consider, and if thought fit, pass the following resolution:

"THAT the Audited Accounts for the year ended March 31, 2026, and the Reports of the Directors and Auditors, circulated with the notice convening the meeting, be and are hereby adopted."

02 Ratification of Dividend

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

"THAT the Interim Dividend of $0.19 per stock unit which was paid on July 24, 2025, to shareholders on record at the close of business on July 1, 2025, be declared final for the year 2025."

03 Election of Directors

(A) Article 97 of the Company's Articles of Incorporation provides that one-third of the Directors, if their number is not three (3) or a multiple of three (3), the number nearest one-third (1/3), shall retire from office at each Annual General Meeting.

Article 98 of the Company's Articles of Incorporation provides that the Directors to retire in every year shall be those who have been longest in office since their last election.

The Director retiring under these Articles are **Mr. Compton Rodney and Dr. David McBean** and being eligible, offer themselves for re-election.

The proposed resolutions are therefore as follows:

To consider and if thought fit pass the following resolution:

(i) "THAT retiring Director **Mr. Compton Rodney** be and is hereby re-elected a Director of the Company."

To consider and if thought fit pass the following resolution:

(ii) "THAT retiring Director, **Dr. David McBean**, be and is hereby re-elected a Director of the Company.

(B) Article 93 of the Company's Articles of Incorporation empowers the directors at any time to appoint any other person to be a director of the Company, either to fill a casual vacancy or as an addition to the Board, but so that the total number of directors shall not at any time exceed the maximum number fixed as hereinbefore mentioned. Any director so appointed shall hold office only until the next following annual general meeting, when he shall retire but shall be eligible for re-election.

The Director being appointed under this Article is **Mr. Omar Azan** who was appointed on May 26, 2026.

To consider and if thought fit pass the following resolution:

"THAT **Mr. Omar Azan**, be and is hereby appointed a Director of the Company."

04 Directors Remuneration

Article 82 of the Articles of Incorporation empowers the Directors or any appropriate Committee of the Board of Directors to fix the remuneration of the Directors.

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

"THAT, the remuneration of the Directors be fixed by the Compensation & Human Resources Committee of the Board."

Article 123 empowers the Directors, or any appropriate Committee of the Board of Directors, to determine, the remuneration of the Managing Director.

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

"THAT, the remuneration of the Managing Director be fixed by the Compensation & Human Resources Committee of the Board."

05 Remuneration of Auditors

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

"That the remuneration of the Auditors, BDO, be fixed by the Directors of the Company."

Dated this 18th day of June 2026
BY ORDER OF THE BOARD

Vincent A. Chen
COMPANY SECRETARY

NOTES:

1. A Member of the Company entitled to attend and vote at this meeting is entitled to appoint one or more persons as his/her Proxy to attend and vote in his/her stead, and a Proxy need not be a Member of the Company.

2. All Members are entitled to attend and vote at the meeting.

3. Enclosed is a form of Proxy which must be deposited with the Secretary at the registered office of the Company not less than 48 hours before the time appointed for holding the meeting or with the Registrar and Transfer Agent, Jamaica Central Securities Depository, 40 Harbour Street, Kingston.

CORPORATE DATA

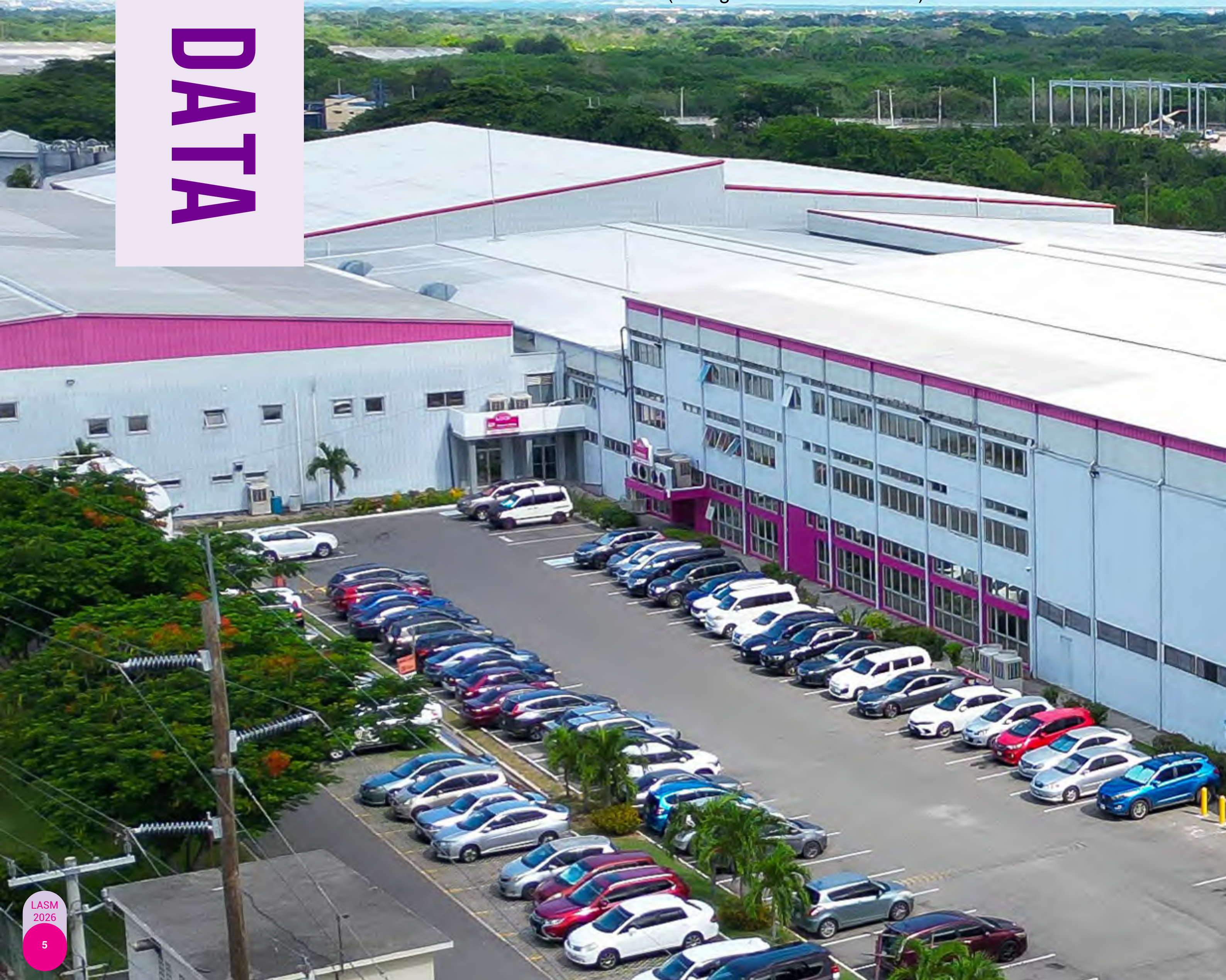
Registered Office
LASCO Manufacturing Limited
27 Red Hills Road
Kingston 10
Jamaica, West Indies
Tel: (876) 960-1831
(876) 960-3662-3
Fax: (876) 749-4275
Website: www.LASCOjamaica.com

Board Of Directors

Executive Chairman
James E. D. Rawle, CD

Non-Executive Directors
Dr. Eileen Chin, MBA
Vincent A. Chen
Prof. Rosalea Hamilton, BA. (Hons.) MIA, LLB (Hons.), CLE, PhD.
Compton Rodney, BSc (Econ) FCA, FCCA
Noel daCosta, CD, BSc, MSc, MBA, FCII, DTech
Dr. David McBean, BSc, D.Phil. (Eng.)

Financial Controller
Sophia Gayle (Apr-Dec 2025)
Alethea Powell (Acting Dec 2025-Mar 2026)



Company Secretary
Vincent A. Chen

Attorneys-At-Law
Chen, Green & Co.
6 Haining Road
Kingston 5
Jamaica, West Indies

Bankers
CIBC Caribbean Limited
23-27 Knutsford Boulevard
Kingston 5
Jamaica, West Indies

Sagicor Bank
17 Dominica Drive
Kingston 5
Jamaica, West Indies

Auditors
BDO
26 -28 Beechwood Avenue
Kingston 5
Jamaica, West Indies

Registrar and Transfer Agents
Jamaica Central Securities Depository Limited
40 Harbour Street
Kingston, Jamaica, West Indies

TOP TEN SHAREHOLDERS

AS AT MARCH 31, 2026

Name	Volumes	%
East West (St. Lucia) Limited	2,002,693,780	**48.28**
Estate Lascelles A. Chin (Deceased)	1,244,428,470	**30.00**
National Insurance Fund	103,794,541	**2.50**
Sagicor Select Fund Ltd. – ('Class C' Shares) Manufacturing & Distribution	32,816,914	**0.79**
SJIML A/C 3119	31,777,000	**0.76**
Wayne M. Chin	30,867,160	**0.74**
Mayberry Jamaican Equities Limited	29,395,990	**0.70**
Joel Izquierdo Gonzalez	21,381,307	**0.51**
Liudmila Gonzales Diaz	21,121,259	**0.50**
Hilda Gonzalez Rosales	21,000,000	**0.50**

SHAREHOLDINGS OF DIRECTORS AND CONNECTED PARTIES

AS AT MARCH 31, 2026

Name Primary Holder	Connected Party	Units	%
James Rawle		15,000,000	0.36
Rosalea Hamilton		110,000	0.00
Eileen Chin		17,000,000	0.40
	*Estate, Lascelles Chin Direct - (Deceased)	{1,244,428,470}	30.11
Vincent Chen		0.00	0.00
Compton Rodney		0.00	0.00
Noel daCosta		30,000	0.00
David McBean		100,000	0.00

SHAREHOLDINGS OF SENIOR MANAGERS AND CONNECTED PARTIES

AS AT MARCH 31, 2026

Name Primary Holder	Connected Party	Units	%
James Rawle		15,000,000	0.36
Lisa Watts		194,100	0.00
Daniel Strachan		0.00	0.00
Jean Grant		0.00	0.00

DIRECTORS' REPORT
AS AT MARCH 31, 2026

The Directors of LASCO Manufacturing Limited (the Company) are pleased to present their report for the financial year ended March 31, 2026.

FINANCIAL RESULTS	$'000
Profit before Taxation	3,475,000
Taxation	(710,783)
Net Profit	2,764,217
Earnings per ordinary stock unit (Cents per share)	66.67 cents

Details of the results for the year were approved by the Board on May 26, 2026 and a comparison with the previous year is set out in the Statement of Profit or Loss and other Comprehensive Income on Page 72.

DIRECTORS

The Directors of the Company as at March 31, 2026 are James Rawle, Compton Rodney, Noel daCosta, Eileen Chin, David McBean, Vincent Chen and Rosalea Hamilton.

Pursuant to **Article 110** of the Articles of Incorporation of the Company, the Managing Director while holding office shall not be subject to retirement by rotation. The Managing Director, who is subject to this Article, is Mr. James E. D. Rawle.

During the year under review the following resignation for the Board of Directors was made:

Mrs. Jacinth Hall-Tracey resigned as a Director from the Board on July 30, 2025.

SUBSEQUENT TO THE YEAR END

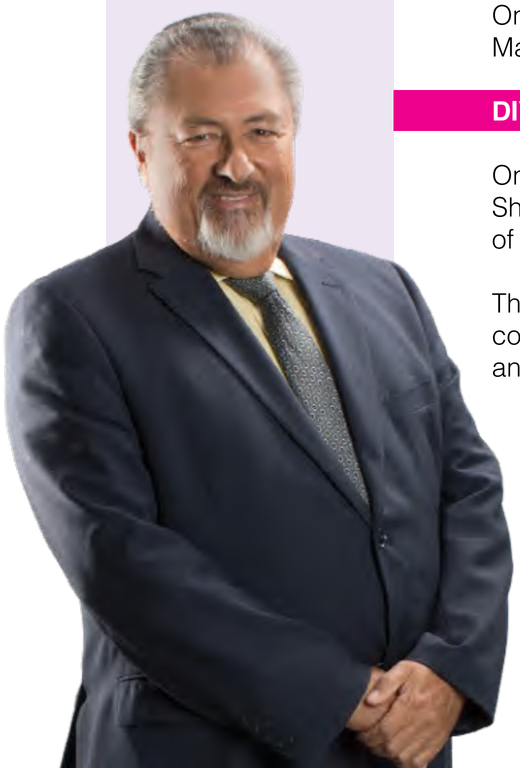
On May 26, 2026, Dr. Eileen Chin was appointed Deputy Executive Chairman of LASCO Manufacturing Limited.

On May 26, 2026, Mr. Omar Azan was appointed director on the Board of LASCO Manufacturing Limited.

DIVIDENDS

On July 24, 2025, the Company paid an interim dividend of $0.19 per share to all Shareholders on record at July 1, 2025. No further dividend was paid in respect of the year under review.

The Directors take this opportunity to thank employees for their continued commitment and loyalty to the Company, and to our stakeholders, customers and distributors, for your support throughout the year.



Dated this 18th day of June, 2026
FOR AND ON BEHALF OF THE BOARD OF DIRECTORS

Vincent A. Chen
COMPANY SECRETARY

FIVE-YEAR FINANCIAL REVIEW

FINANCIAL STATISTICS	2025-26	2024-25	2023-24	2022-23	2021-22
	$'000	$'000	$'000	$'000	$'000
REVENUE	**12,689,442**	**12,417,367**	**12,050,674**	**11,242,598**	**9,481,244**
Percentage change	2.2%	3.0%	7.2%	18.6%	15.4%
GROSS PROFIT	**4,834,798**	**4,655,845**	**4,534,904**	**4,086,629**	**3,484,174**
GROSS MARGIN	**38.1%**	**37.5%**	**37.6%**	**36.3%**	**36.7%**
PROFIT FROM OPERATIONS	**3,526,023**	**3,318,293**	**3,113,049**	**2,689,200**	**2,223,058**
Percentage change	6.3%	6.6%	15.8%	21.0%	22.5%
NET CASHFLOWS FROM OPERATING ACTIVITIES	**1,305,675**	**1,619,392**	**3,516,708**	**1,886,873**	**1,513,910**
Percentage change	-19.4%	-54.0%	86.4%	24.6%	6.0%
FINANCE COSTS	**51,023**	**2,557**	**7,649**	**23,060**	**47,220**
Percentage change	1895.4%	-66.6%	-66.8%	-51.2%	-20.2%
PROFIT BEFORE TAXATION	**3,475,000**	**3,315,736**	**3,105,400**	**2,666,140**	**2,175,838**
Percentage change	4.8%	6.8%	16.5%	22.5%	23.9%
PROFIT AFTER TAXATION	**2,764,217**	**2,568,127**	**2,380,560**	**2,081,897**	**1,707,485**
Percentage change	7.6%	7.9%	14.3%	21.9%	23.8%
DIVIDENDS PAID	**787,153**	**619,937**	**495,952**	**413,291**	**300,049**
Percentage change	27.0%	25.0%	20.0%	37.7%	19.7%
LONG TERM DEBT	**978,000**	**0**	**43,125**	**157,180**	**364,567**
Percentage change	100.0%	-100.0%	-72.6%	-56.9%	-55.5%
SHAREHOLDERS EQUITY	**16,871,607**	**14,935,440**	**12,981,250**	**11,097,794**	**9,348,267**
Percentage change	13.0%	15.1%	17.0%	18.7%	18.2%
RETURN ON ASSET	**13.9%**	**14.7%**	**15.8%**	**16.1%**	**14.9%**
RETURN ON EQUITY	**17.4%**	**18.4%**	**19.8%**	**20.4%**	**19.8%**
RETURN ON INVESTED CAPITAL	**19.4%**	**22.2%**	**25.2%**	**23.2%**	**22.6%**
OPERATING EXPENSES	**1,713,752**	**1,699,637**	**1,661,538**	**1,482,641**	**1,293,335**
Operating expenses as a % of Sales	**13.5%**	**13.7%**	**13.8%**	**13.2%**	**14%**

LASCO Manufacturing

AT A GLANCE

2025/26 FINANCIAL HIGHLIGHTS

TURNOVER
$J 12.69B
2024/25: $J 12.42B

SALES GROWTH
2.2%
2024/25: 3.0%

EARNINGS PER SHARE
$J 0.67
2024/25: $J 0.62

RETURN ON EQUITY
17.4%
2024/25: 18.4%

NET PROFIT
$J 2.76B
2024/25: $J 2.57B

NET PROFIT MARGIN
21.8%
2024/25: 20.7%

DIVIDENDS
$J 787M
2024/25: $J 620M

DIVIDENDS PER SHARE INCREASE
27%
2024/25: 25%

Message from the

EXECUTIVE CHAIRMAN & MANAGING DIRECTOR

The fiscal year ended 31 March 2026 was marked by significant global uncertainty, as persistent supply chain disruptions, geopolitical tensions, macroeconomic volatility, and the impact of Hurricane Melissa in the third quarter combined to create a highly demanding operating environment. These challenges tested both the resilience of our business and the agility of our response.

Against this backdrop, the Company remained resolute in its purpose and disciplined in execution. We continued to deliver high-quality, nutritious, and accessible products to our consumers while maintaining a clear strategic focus. The strength of our people and the effectiveness of our execution enabled us to deliver a resilient performance, characterised by steady revenue growth, meaningful margin expansion, and stronger profitability.

A defining achievement during the year was the successful commissioning of a new high-speed beverage and water filling line in the final quarter. This strategic investment not only enhances our production capacity and operational efficiency but also strengthens our ability to respond to evolving consumer demand and positions the business for sustained growth. Total capital investment for the year amounted to $1.0 billion.

The financial performance reflects the quality of our execution. Revenue increased by 2.2% to $12.69 billion (2025: $12.42 billion), while gross profit rose by 3.8% to $4.83 billion, with gross margin expanding to 38.1%. Through continued cost discipline, selling and administrative expenses remained well controlled at $1.71 billion, improving the expense-to-sales ratio to 13.5%.

Operating profit grew by 6.3% to $3.53 billion, with margin strengthening to 27.8%, driven by operational efficiencies and increased interest income. Net profit rose by 7.6% to $2.76 billion (2025: $2.57 billion), with net margin improving to 21.8%, underscoring the underlying strength and sustainability of our earnings.

Our balance sheet remained a cornerstone of our resilience. Total assets increased by 15.4% to $21.32 billion, supported by growth in current assets to $15.36 billion and a reduction in current liabilities to $2.43 billion. Shareholders' equity increased by 13% to $16.87 billion, reinforcing the strength of our capital base and our capacity to invest in future growth.

Cash flow from operating activities amounted to $1.31 billion, compared with $1.62 billion in the prior year. Earnings per stock unit improved to $0.6667 (2025: $0.6208), reflecting continued underlying strength. Return on equity stood at 17.4%, compared with 18.4% in the previous year, while return on invested capital was 19.4%.

An interim dividend of $0.19 per stock unit, totalling $787.2 million, was paid to shareholders on 24 July 2025, underscoring our ongoing commitment to delivering shareholder value.

Sustainability Programme

During the year, we reaffirmed our commitment to the responsible use of natural resources and the minimisation of environmental impact of our operations. Key areas of progress included energy conservation, the expansion of renewable energy solutions, waste reduction, packaging optimisation, and water stewardship. Our teams benefited from continued environmental awareness training, and we maintained our collaboration with Recycling Partners of Jamaica—alongside other industry participants—in funding the recovery of plastic bottles (PET & HDPE) from the environment for recycling.

In partnership with the LASCO Chin Foundation, we continued to fund the REAP (Releaf Environmental Awareness Programme), which focuses on environmental education at the primary school level. Programme activities included general environmental sensitisation, tree planting initiatives, the collection of PET bottles for recycling, and the development of school gardens.

Additionally, in collaboration with the LASCO Chin Foundation and LASCO Distributors Limited, we advanced our flagship corporate social responsibility initiatives centred on education and healthcare. These programmes recognise outstanding principals, teachers, and TVET instructors, as well as exemplary nurses and student nurses. We also sustained a range of community outreach initiatives across the island, including strengthened support for Hurricane Melissa relief efforts in western Jamaica.

Our Board of Directors remained proactive and fully engaged throughout the period, providing sound oversight and strategic guidance across key areas including corporate direction, business performance, governance, audit, and risk management.

Outlook

We remain firmly focused on achieving sustainable and profitable growth. This will be driven by continuous improvements in productivity, ongoing innovation, targeted market expansion, and strategic investments in technology and digital transformation. Equally, we are committed to strengthening the capabilities and skills of our people, recognising that our human capital is central to our long-term success.

We are keenly aware of the evolving global landscape, including geopolitical tensions and macroeconomic uncertainties, and their potential implications for our operations. Accordingly, we will continue to act with vigilance, agility, and foresight to mitigate any adverse effects on our business.

Above all, we remain steadfast in our commitment to creating enduring value for all stakeholders. We extend our sincere appreciation to our team members for their dedication, resilience, and hard work, and to our business partners for their continued support. We also thank you, our shareholders, for your confidence and trust.

James E. D. Rawle, C.D.
Executive Chairman

JAMES E.D. RAWLE

BOARD OF DIRECTORS

James E. D. Rawle, C.D.
Executive Chairman,
LASCO Manufacturing Limited

Mr. James E.D. Rawle is the Executive Chairman of LASCO Manufacturing Limited, LASCO Financial Services Limited and LASCO Distributors Limited. He is also the Managing Director of LASCO Manufacturing Limited. He did undergraduate studies in Natural Sciences at the University of the West Indies, from which he also holds the Master of Science degree in Organic Chemistry. He brings to the Board a wealth of knowledge and experience, having served in various senior managerial positions, at one of the leading multinational food companies in the world for over 41 years. His extensive training in Organic Chemistry has been the base for his far-reaching work in manufacturing, new product research and development, as well as production and plant management. He also has extensive functional experience in brand management, sales, marketing, finance and strategy formulation and execution.

Mr. Rawle has been past Chairman of several Public entities, including The Board of the Bureau of Standards, The Scientific Research Council, The Natural Resources Conservation Authority, The Environmental Foundation of Jamaica, Nutrition Products Limited and The Cocoa Industry Board.

Mr. Vincent A. Chen
Non-Executive Director &
Company Secretary
LASCO Manufacturing Limited

Mr. Vincent Anthony Chen holds the position of Director and Company Secretary for LASCO Manufacturing Limited. Mr. Chen's duties include ensuring that the Company abides by the standard legal and financial practices along with maintaining Corporate Governance.

Mr. Chen has over 55 years of experience in the field of law having successfully passed the solicitors qualifying examinations set by the LAW Society in England and having passed the common law examinations administered by Osgoode Hall Law School in Canada. He is a partner at the law firm Chen, Green & Co. as well as a Notary Public for Jamaica. He qualified as a Barrister and Solicitor in British Colombia, Canada and as a Solicitor of the Supreme Court in England. He appears regularly in the Supreme Court, The Court of Appeal and the Privy Council in civil litigation involving commercial matters.

Mr. Chen is a member of the Board of Directors for LASCO Distributors Limited, LASCO Financial Services Limited, the Level Bottom Farms and Supplies Limited, and Vanda Limited.

He formerly served as the Chairman of Salada Foods Jamaica Limited. His hobbies include boating and playing cricket, being a proud member of both the Kingston Cricket Club and The Royal Jamaica Yacht Club. He is a member of St. Luke's Church and serves as a member of the Diocesan Council - Diocese of Jamaica and the Cayman Islands and a member of that Council's Finance Board. He is married to Helen and has two daughters.

Dr. Eileen A, Chin, MBA

Non-Executive Director,
LASCO Manufacturing Limited

Dr. Eileen A. Chin is a Non-Executive Director of the Company. Born in Havana City, Cuba, Dr. Chin holds a post graduate degree in medicine from the Havana University School of Medicine.

Dr. Chin also holds an MBA in Global Management and has received knowledge and skills development training in Advanced Negotiation, Risk Management and Lean Six Sigma. She specialized in, and taught histology from 1993 to 1998 at the Girón School of Medicine and migrated to Jamaica in 1998.

Dr. Chin joined the LASCO Group of Companies in 1999 serving in several positions such as marketing, product and label development and international business development for Central and South American markets. She was appointed General Manager of LASCO Foods, LASCO Food (Successors) Limited and LASCO Properties in 2008. Two years following, she was appointed Managing Director of LASCO Manufacturing Limited where she implemented US$18M expansion of the Manufacturing facility. She held this position until 2015.

Dr Chin currently serves as a member of the Board of Directors of LASCO Financial Services Limited and LASCO Manufacturing Limited. She is a former member of the Board of the American International School of Kingston (AISK) and also the former chairman of the Portia Simpson Miller Foundation.

Mrs. Jacinth Hall-Tracey

MBA, BA (Hons)

Non-Executive Director,
LASCO Manufacturing Limited

Mrs. Jacinth Hall-Tracey has led the growth, expansion and transformation of the LASCO Financial Services Group for over 18 years. The company is a key industry player in the Remittance, Cambio and Micro loans industries and is now embarking on making a significant mark in electronic retail payment services, providing access to more financial services for the Company's main customer base, the unbanked.

With over 31 years' experience in leading teams including over 21years developing companies in the financial services sector, Mrs. Hall-Tracey has acquired the insight and expertise to guide the strategic direction of the LASCO Financial Services Group.

Her other Board positions include LASCO Manufacturing Limited, LASCO Distributors Limited and LASCO Microfinance Limited. She holds an MBA from Herriot Watt University, Edinburgh Business School, a certificate in Director's Strategic Guide to Corporate Governance and Leadership and in 2020 completed the Frankfurt Business School's Certified Expert in Microfinance course and the Digital Shift Compliance Course from the Platinum Network.

*Mrs. Jacinth Hall-Tracey resigned as a Director from the Board on July 30, 2025.

Mr. Compton Rodney FCCA

Independent Non-Executive Director
LASCO Manufacturing Limited

A Chartered Accountant, a Fellow of the Chartered Association of Certified Accountants (U.K.) and a Fellow of the Institute of Chartered Accountants of Jamaica, Mr. Compton Rodney also holds a B. Sc. (Economics) degree from the University of London.

He is the Registrar of the Public Accountancy Board. He is member of the Board of Directors of the Sports Development Foundation and serves as chairman of its Audit and Human Resources Committees as well as a member of its Finance Committee.

Mr. Rodney served as the Honorary Secretary/ Treasurer of the American Chamber of Commerce (AMCHAM) for 28 years and as the Honorary Treasurer of the Jamaica Olympic Association for 27 years. For many years he served as Vice-Chairman of the Kingston Technical High School Board of Management as well as the Chairman of the Multicare Foundation.

In 2009, Mr. Rodney was the recipient of the Distinguished Members Award from the Institute of Chartered Accountants of Jamaica.

Mr. Rodney also serves as a Director on the Board of LASCO Financial Services Limited.

Mr. Noel daCosta

CD, B.Sc., M.Sc., MBA, FCII, DTech

Independent Non-Executive Director
LASCO Manufacturing Limited

Mr. Noel daCosta has served on numerous boards in the private and public sectors, as well as on charitable organizations and government appointed national committees. He has been at the helm of several local and international organizations, including the Jamaica Chamber of Commerce, the Jamaica Institution of Engineers, the Jamaica Debates Commission, the Caribbean Breweries Association, the Master Brewers Association of the Americas, United Way of Jamaica, the National Building Code Committee, the Petroleum Trade Reform Committee and the Caribbean Council of United Way Worldwide.

A consultant with over fifteen years' experience in Corporate Relations, he also has over three decades of technical and engineering leadership in the Petroleum and Brewing Industries.

He is a founding partner in the Jentech Group of Engineering Companies. A graduate of the University of the West Indies, he has postgraduate degrees in Engineering from the University of Waterloo, Business Administration from the University of Toronto, and Insurance from the Chartered Insurance Institute (UK), and is a Fellow of the Jamaica Institution of Engineers, as well as the Institution of Chemical Engineers (UK).

In 2012, he was appointed by the Government of Jamaica to the Order of Distinction in the Rank of Commander (CD) for his contribution to engineering and manufacturing, and in 2019, he was conferred with an Honorary Doctor of Technology for his contribution to nation building by the University of Technology.

Professor Rosalea Hamilton

BA (Hons), MIA, LLB (Hons), C.L.E., PhD.

Non-Executive Director,
LASCO Manufacturing Limited

Professor Rosalea Hamilton is currently CEO of the LASCO Chin Foundation since June 2018 and Chair of Caribbean Philanthropic Alliance since 2019. She was Vice President at the University of Technology, Jamaica (2008 to 2018) and was awarded a Professorship in the Scotiabank Chair in Entrepreneurship and Development.

She established and led The MSME Alliance, a network of small business organizations, for ten (10) years. She also established the Institute of Law & Economics and worked as a consultant and public educator on trade, governance, gender and other areas of economic and social development.

She has taught at the graduate and undergraduate levels in Jamaica and the US. She was Special Advisor and Trade Policy Consultant in the Ministry of Foreign Affairs and Foreign Trade (2000-2003) and served as Chief Advisor to the Prime Minister of Jamaica (May 2006-Sept 2007). She is currently a Board Director for LASCO Manufacturing Limited and the National Integrity Action. She was appointed Honorary Consul for the Republic of Sierra Leone in Jamaica in 2022.

Dr. David McBean

B.Sc., PhD.

Independent Non-Executive Director,
LASCO Manufacturing Limited

David McBean holds the Bachelor of Science in Electrical & Computer Engineering from The University of the West Indies, and the Doctor of Philosophy (PhD) degree in Engineering Science from the University of Oxford, on a Rhodes Scholarship. He has over 25 years' experience as a senior executive, serving across the Airline, Telecommunications (Commercial & Regulatory), IT and Media industries in the Caribbean.

Past senior appointments include, Managing Director for the Spectrum Management Authority of Jamaica, Managing Director of Products & Services for LIME Caribbean, CEO of the CVM Media Group in Jamaica as well as VP IT for the former Air Jamaica. Dr McBean currently serves as the Executive Director of the Mona School of Business and Management, UWI Mona.

Dr. McBean has served and continues to serve on several boards of private and public sector companies, as well as charitable organisations.

CORPORATE GOVERNANCE STATEMENT

The Directors of LASCO Manufacturing Limited (LASM) ("The Board") have a fiduciary responsibility in ensuring that good Corporate Governance and effective management of the Company is maintained, for the long-term success of the Company, and the continuation of a good governance structure in the interest of its shareholders.

MISSION OF THE BOARD

The mission of the Board is to set the strategic and operational direction of the Company and hold management accountable in implementing the required infrastructure to ensure the company's success. The authority vested in the Audit & Risk Management Committee will also ensure that the company utilizes the tools available to manage and control risks and to enforce measures in its internal governance in a manner consistent with corporate objectives.

The underlying principles of the corporate governance framework is to make LASCO a global corporate leader in innovation and entrepreneurship, a world name synonymous with integrity, objectivity, professional competence, accountability fairness, transparency, effective control, legitimacy, ethical culture, and good financial performance.

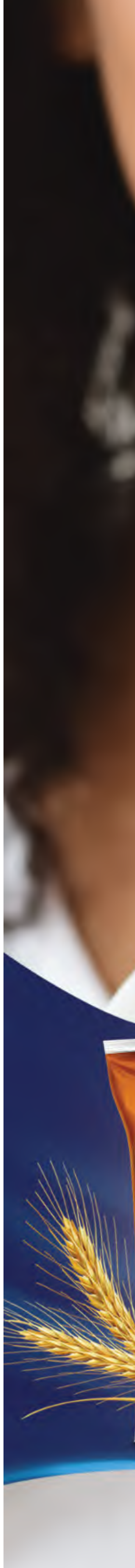
The Company incorporates guidelines and standards provided by regulators such as the Jamaica Stock Exchange (JSE) and the Private Sector Organisation of Jamaica (PSOJ) which share in the mission of enhancing Corporate Governance and best practices. The Company's Articles of Incorporation, Policies, Charters, and Terms of Reference, and the Principles of the Jamaica Corporate Governance Code of 2021 adopted by The Board of Directors, are to maintain and promote high standards of corporate governance and best practices. The Company's Policies and Charters and Terms of Reference are updated periodically so as to remain current.

DATA PRIVACY COMPLIANCE

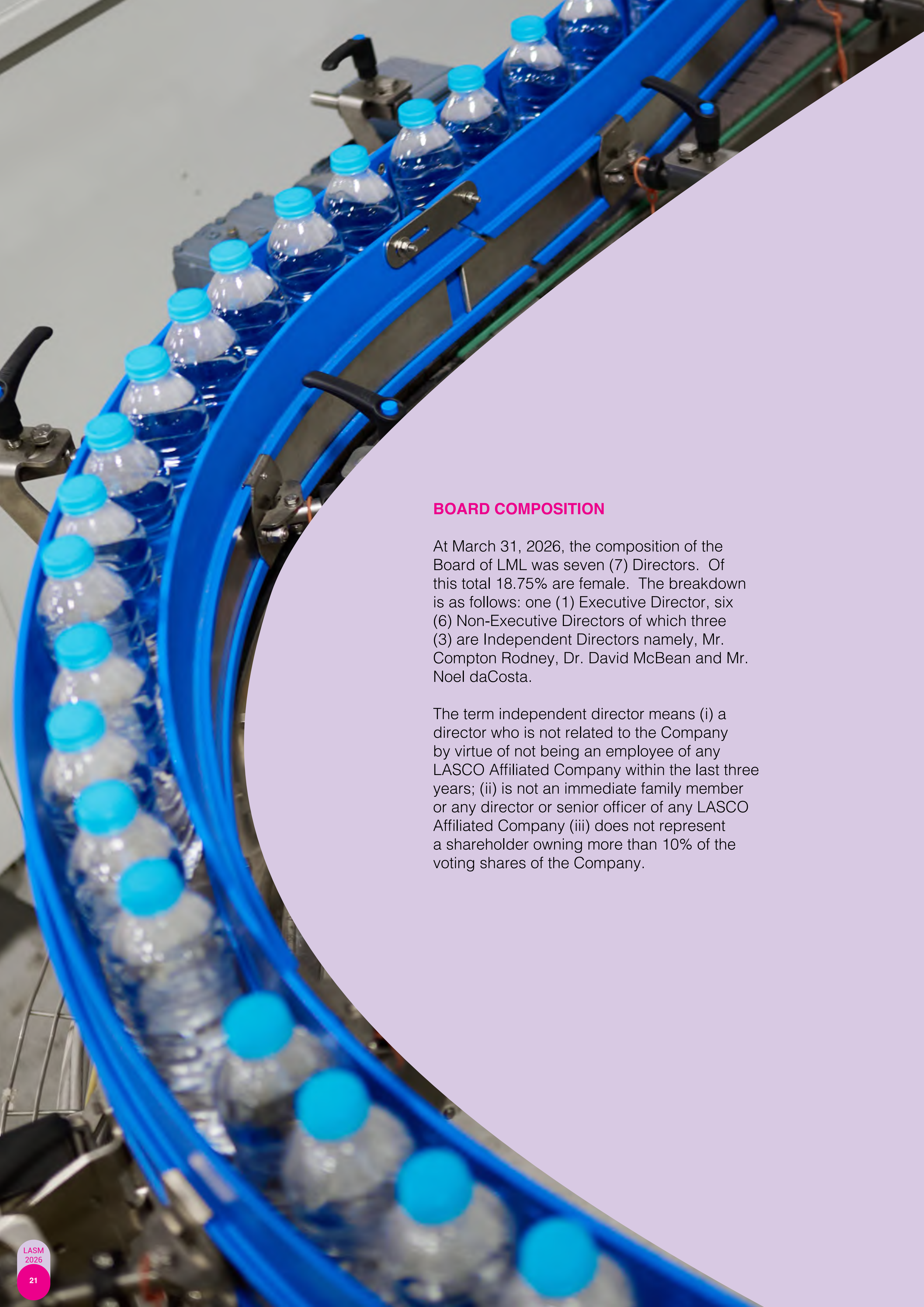
LASM was formally registered as Data Controllers with the Office of the Information Commissioner (OIC), satisfying an important regulatory requirement under the Jamaica Data Protection Act and marking a significant milestone in the company's data protection journey.

Since 2024, the organisation has made meaningful progress in establishing a structured data protection programme. Key governance arrangements, privacy processes and supporting controls have been developed to strengthen the responsible management of personal data and support compliance with the Act.

This progress has also contributed to growing organisational awareness of data protection responsibilities and has provided a solid foundation for continued programme maturity. As implementation continues, focus will remain on embedding these practices across the organisation and further strengthening the overall privacy framework.



LASCO
Quick Cook!
OATS PORRIDGE MIX
LASCO
Quick Cook!
OATS PORRIDGE MIX
BANANA
Makes 3 Servings
NET WT 120g/4.22oz
LASCO
Quick Cook!
OATS PORRIDGE MIX
No milk needed! Just add water
CINNAMON
Makes 3 Servings
NET WT 120g/4.22oz
LASCO
Quick Cook!
OATS PORRIDGE MIX
No milk needed! Just add water
PLAIN
7g
Protein
Good Source of Calcium & Fiber
NO MILK NEEDED
JUST ADD WATER
READY IN 3 MINUTES



BOARD COMPOSITION

At March 31, 2026, the composition of the Board of LML was seven (7) Directors. Of this total 18.75% are female. The breakdown is as follows: one (1) Executive Director, six (6) Non-Executive Directors of which three (3) are Independent Directors namely, Mr. Compton Rodney, Dr. David McBean and Mr. Noel daCosta.

The term independent director means (i) a director who is not related to the Company by virtue of not being an employee of any LASCO Affiliated Company within the last three years; (ii) is not an immediate family member or any director or senior officer of any LASCO Affiliated Company (iii) does not represent a shareholder owning more than 10% of the voting shares of the Company.

LEAD INDEPENDENT DIRECTOR'S ROLE AND RESPONSIBILITES

The Lead Independent Director of LASM is Mr. Compton Rodney. His responsibilities shall among other duties as outlined below; co-ordinate the activities of the Non-Executive Directors and perform other duties and responsibilities as the Board may direct.

The Lead Independent Director shall: (i) ensure that Non-Executive Directors have adequate opportunities to meet and discuss issues in sessions of the Independent Directors, without management of the company present and serve as chairman of such meetings; (ii) meet with the external auditors, in camera, to discuss any findings/difficulties experienced during the audit and (iii) in conjunction with the Executive Chairman, ensure that resources and expertise are available to the Board so that it may function effectively and efficiently, and (iv) co-ordinate the activities of the Non-Executive Directors and perform such other duties and responsibilities as the Board may direct.

The Lead Independent Director may, as is necessary, be available to shareholders if they have concerns which have not been resolved through the normal channels of the Executive Chairman or other senior executives.

BOARD MEETINGS AND AGENDA

The Board of Directors meet on a quarterly basis, and also as required. Special meetings are held to deal with (or address) pertinent matters as they arise.

The Agendas for Meetings are approved by the Chairman, taking into consideration, extraordinary matters which may arise for consideration.

FUNCTIONS AND RESPONSIBILITIES OF THE BOARD

The role and responsibility of the Board are governed by its Charter. One key responsibility of the Board is to ensure that Management can execute its responsibilities and that there is a successful promotion and growth of the business.

The Board has delegated responsibility for overall management of LASCO Manufacturing Limited to the Managing Director.

The Board is ultimately responsible:

i to set and approve policies.

ii to make decisions on the strategies including the annual operating plans and budgets.

iii for business development initiatives.

iv for major acquisitions and disposal.

v for corporate financing, and related treasury activities.

vi for risk management and internal controls.

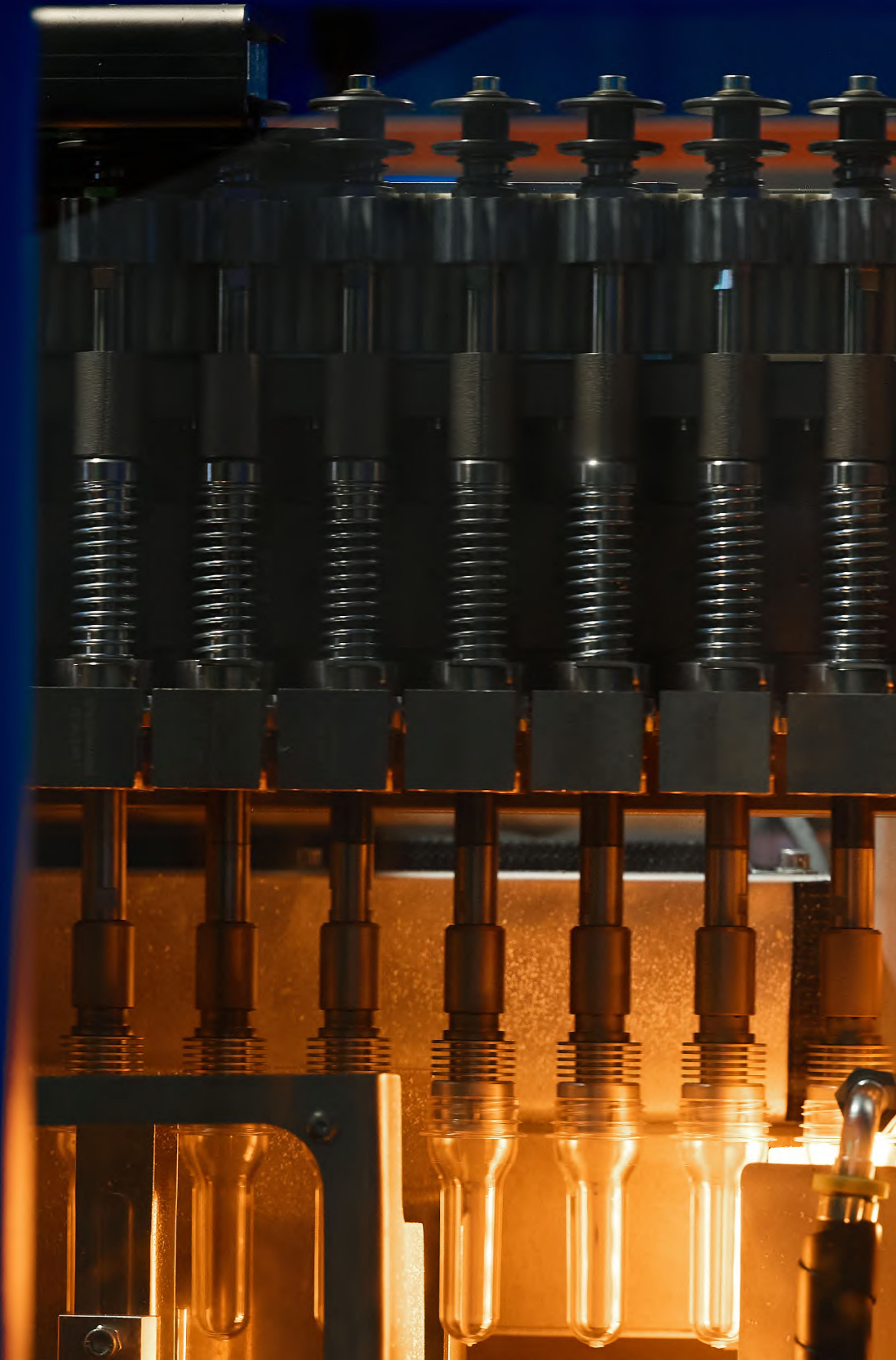
vii for compliance with laws, regulations, and code of ethical business conduct.

viii for shareholders and other internal and external communication.

ix to ensure that shareholders' value is protected.

The Company's aim to be transparent in its activities, to increase shareholders' confidence and maximize value. The Board strives to balance the interests of the Company's diverse constituencies, including its shareholders, customers, suppliers, employees, creditors, and the communities in which it operates.

In carrying out its functions, the Board ensures that the Company, maintains its Corporate Social Responsibility (CSR) activities and Sustainable Environmental Practices. The Board relies on the advice and reports of its Executive Management and the Company Secretary.



NOMINATION, SELECTION AND APPOINTMENT OF DIRECTORS

The Corporate Governance Committee is responsible for identifying potential candidates who are qualified professionals with diverse skills and experience needed to effectively execute the Board's corporate governance responsibilities. In particular, effective recommendations on changes to the Board of Directors and its sub-committees depend heavily on professional insights and experience. Factors considered in board appointments will include but are not limited to:

a) Maturity of judgement

b) Experience

c) Range of professional skills

d) Accountability

e) Integrity

f) Financial literacy

g) Time available to LASM

h) Degree of independence

i) Governance knowledge

From this pool of professionals, a selection may be made to nominate the potential individual. The Committee is responsible to arrange interviews and make recommendations to the Board who grants approval for the board appointment. The reference for this decision is outlined in LASM's Corporate Governance Policy and Terms of Reference which may be viewed on the Company's website at:

https://manufacturing.lascojamaica.com/corporate-governance/
or by scanning the QR code attached:

APPOINTMENT OF COMPANY SECRETARY

The Company Secretary is appointed by the Board and is required to function in the following capacities:

a) As a key advisor to the board and management on compliance, corporate governance and shareholders matters.

b) Provides new directors with information about the Company and to guide them through the process at orientation.

c) To assign the Secretariat and ensure that all notices, minutes, agendas and documents for meetings of the Board and Committees are circulated 5 days in advance of meetings for consideration.

d) To ensure that directors and management shall have access to the Company Secretary's advice and services in respect to the administration of the functions of the Board.

During the year the Company Secretary briefed the Board on the Jamaica Stock Exchange (JSE) Corporate Governance Index which has been established to supplement the legal and regulatory Corporate Governance framework and raise the overall standard of Corporate Governance for companies listed on the JSE. The rating for 2024/2025 remains at "A".


LASCO
FOOD DRINK
NUTRITION NEVER
TASTED SO GOOD
9
Flavours
SCAN ME
#WinningNutrition
LASCOGOODNESS

COMMITTEES OF THE BOARD

The Board has three Committees: Audit & Risk Management, Compensation & Human Resources and Corporate Governance. The members of these Committees are appointed by the Board of Directors.

The lead independent director in his capacity should be able to bring an independent judgement to bear on issues before the board and to act in the best interest of the company and his shareholders.

The decisions of the Board are made through its established Committees. Each Committee has its Charter/Terms of Reference which were approved by the Board. The Key responsibilities of each committee are outlined in its Policy/ Charter and Terms of Reference, which may be viewed on the Company's website at:

https://manufacturing.lascojamaica.com/corporate-governance/

AUDIT & RISK MANAGEMENT COMMITTEE (ARMC)

The composition of this Committee is five (5) members. The Committee is chaired by Mr. Compton Rodney, who is the Lead Independent Director. The other Independent Non-Executive Directors are Mr. Noel daCosta, Dr. David McBean, Professor Rosalea Hamilton and Dr. Eileen Chin.

Other attendees at the ARMC meetings are Mr. James E. D. Rawle, Executive Chairman/ Managing Director, the Internal Auditors, the Financial Controller, the Management Accountant, and the Deputy General Manager, who presents the Risk Management Report to the committee.

The Committee meets on a quarterly basis. During the year five (5) meetings were held. The ARMC Policy is reviewed and revised biennially by the Corporate Governance Committee and are approved by the Board.

Role of the ARMC

At the ARMC meetings the following reports are reviewed: (i) the financial reports which are in accordance with established standards as outlined in the Charter (see Company's website for full details) (ii) timely disclosures are made to the JSE and (iii) key risks identified are managed and controlled.

These guidelines were complied with during the financial year.

The Committee is guided by its established Charter to provide oversight of:

- The Company's risk management and internal control systems.
- The internal audit activities and reports.
- The external auditor's appointment, remuneration, evaluation, and reappointment.
- The financial reporting by the Company which includes unaudited and audited financial statements.
- The monitoring of related party transactions of the Company and make the necessary proposals to the Board in accordance with the Board's Charter.

The Internal Auditors:

For the financial period under review, Ernst & Young, Internal Auditors, provided internal audit services to the Company. The Committee reviewed and approved the audit plan for the financial year. The Internal Auditors work closely with the management team to establish, review, and improve processes for effective risk management. The Internal Auditors reported to the Audit Committee at its quarterly meetings.

During these meetings members of the Committee analysed the quarterly unaudited and audited financial statements to ensure that they are prepared in accordance with the International Financial Reporting Standards and the Main Market rules of the Jamaica Stock Exchange.

These financial Statements were approved by the Board of Directors for publication and may be viewed on the Company's website at: https://manufacturing.lascojamaica.com/investor-relations/

The Audit Committee Chairman reports to the Board quarterly on matters discussed at its quarterly meetings.

COMPENSATION & HUMAN RESOURCES COMMITTEE

The Board has established a Compensation & Human Resources (HR) Committee to assist with establishing a fair and competitive structure for Directors and Senior executives, as well as providing oversight for the general administration of material employee benefits, compensation plans, programmes and other HR related policies and activities.

Composition of Committee

The composition of this Committee is four (4) members; Mr. Noel daCosta, an independent director, who is the Chairman, Mr. Vincent Chen and Professor Rosalea Hamilton are independent non-executive members and Dr. Eileen Chin is a non-executive director. Executive Directors are expressly excluded from serving on this Committee and may attend by invitation. The Human Resources Manager will attend, if necessary.

Responsibilities

The key responsibility of the Committee is to advise the Board on all matters relating to the compensation of the Executive Chairman, the Managing Director, and the Non-Executive Directors.

The Committee also recommends to the Board the overall structure of employees' compensation, reviewed HR Policies and practices to attract, retain and develop talent, ensuring a skilled and highly motivated workforce.

The Committee Charter requires that the Committee meets at least once per year to review the remuneration of the Executive and Non-Executive Directors. For the financial year under review, the Committee met as mandated and made its recommendations to the Board of Directors.

The Board seeks to ensure that the remuneration for directors is sufficient to attract, retain and motivate them.

The annual fees for Non-Executive Directors range from a low of $1.343M to a high of $4.434M. These fees paid to members include Audit, Compensation and Corporate Governance as a whole. Fees are paid per quarter.

Reference on directors fees can be found on Page 96 in the financial statements of this Annual Report. The fees paid for the year ended March 2026 totalled $24.3M.

HR ACTIVITIES

During the year, the company collaborated with LASCO Distributors Limited to host its fourth Annual Blood Drive and Health Day held on the Company's premises. Full details of our Human Resources activities are highlighted on Page 45 of this Annual Report.


LASCO
iCool
WATER
fi Life!
Net 50.7 fl. oz. (1.5 L)
16.9 FL OZ (1PT 0.9 FL OZ) 500 mL
Net 11.2 fl. oz. (330 mL)
• Crisp • Light • Refreshing
www.lascojamaica.com
lascoicoolwa

CORPORATE GOVERNANCE COMMITTEE

The Committee exercise an independent review function to assist LASCO Manufacturing Limited in fulfilling its Corporate Governance oversight responsibilitie to enhance the effectiveness of the Board by overseeing matters related to Directors Nomination, Corporate Governance (CG) and Board Performance.

Composition of Committee

The composition of this committee is four (4) members. Mr. Vincent Chen, Chairman, Mr. Compton Rodney, Dr. Eileen Chin and Professor Rosalea Hamilton. The Committee meets twice per year to give oversight in respect of the structure, composition and functioning of the Board and its Committees.

During the year under review the following Policies were reviewed and approved by the Board:
(i) Corporate Governance and (ii) Board Charter.

The list below are some key functions of the committee:

- To recommend and monitor the implementation of a governance structure.
- To oversee the selection, induction, training, and succession planning process for directors.
- To assist the Board to determine, understand and work within the legal, cultural, and institutional framework that affects the goals and direction of the Company.
- To advise the Board and management on matters of Corporate Governance.
- To develop Policies as are required for the effective governance of the Company.
- To monitor trends and best practices in Corporate Governance and update the Board on governance issues.
- To consider possible conflict of interest of Directors.
- To investigate reports regarding breach of Charter.
- To make recommendations to the Board about the criteria and qualifications that they deem appropriate for election to the Board.

The Corporate Governance Policy and Charter may be viewed on the Company's website at:

https://manufacturing.lascojamaica.com/corporate-governance/

BOARD PERFORMANCE EVALUATION

The Board performance evaluation for 2025/2026 was facilitated by an external Corporate Governance Consultant, Mr. Richard Downer. This is in its final stage. The areas covered were Directors' Peer review, Board Committees, Board Chairman and Committee Chairman.

The findings coming out of this evaluation were discussed at a meeting held with the consultant. The Board will continue to implement the findings to improve the governance structure of the organization.

DIRECTORS INDUCTION AND ORIENTATION

A new director who has been appointed to serve on the Board of the Company participates in an induction programme arranged by the Company Secretary. This induction/orientation includes sharing the vision and mission and core values of the Company, ensuring that the new Director is updated with past Board Meeting and Past Audit & Risk Management Committee Meeting, Minutes and Policies.

Incoming Directors are introduced to incumbent Board Members as well as the Executive Management team. The orientation program also includes a tour of the company's facilities.

TRAINING PROGRAMMES: The Board recognises the importance of continuous training for its directors. Each Director is required to complete a minimum of 14 hours each year relating to his/her profession or seminars/workshops attended. All directors fulfilled the requirement in accordance with their profession and other external workshops attended during the year, as indicated below:

TOPICS	Trainer	% attendance
1. Discussion Paper on Board Communication practices to enlighten Board members on concerns regarding governance oversight and unacceptable conduct	Richard Downer (Facilitator)	100%
2. Anti-Money Laundering & Countering the Financing of Terrorism, Institute of Financial Services (annual training for directors)	Georgia Munroe	100%
3. Data Privacy Training	Justin Morin, Ernst & Young	100%

ATTENDANCE REGISTER

Below is a summary of the attendance register in respect of the meetings for the financial year ended March 31, 2026.

Meetings	LASM Annual General Meeting	LASM Board of Directors	LASM Compensation & HR Committee	LASM Audit & Risk Management Committee	LASM Corporate Governance Committee
No. of Meetings	1	5	1	5	1
Eileen Chin	1	5	-	2	1
Noel daCosta	1	5	1	5	-
Rosalea Hamilton	1	5	1	5	1
Jacinth Hall-Tracey	1	1	-	-	-
Vincent Chen	1	5	1	-	1
James Rawle	1	4	-	4	-
Compton Rodney	1	5	-	5	1
David McBean	1	5	-	5	-

The following table outlines the Composition of each Committee.

Meetings	LASM Compensation & HR Committee	LASM Audit & Risk Management Committee	LASM Corporate Governance Committee
Vincent Chen*	●		●
Compton Rodney**		●	●
Noel daCosta***	●	●	
Eileen Chin	●	●	●
David McBean		●	
Rosalea Hamilton	●	●	●

*Vincent Chen – Corporate Gov. Chair

**Compton Rodney - Audit & Risk Management Chair

***Noel daCosta – Compensation & HR Chair

RELATIONSHIP WITH SHAREHOLDERS

It is important that our Shareholders understand our vision and thereby continue to support our programmes. Equally important is the opportunity to receive feedback.

One of the key channels used to disseminate information to our shareholders is (i) the Annual General Meeting (AGM) questions and answer sessions, which is made available to shareholders. During these sessions, management addresses comments and questions raised and elaborate on company plans.

Another channel used is (ii) via the "Management Discussion and Analysis" section in the Annual Report which provides detailed information on the Company's plans and performance.

During the year the company made (iii) press releases relating to marketing activities and (iv) corporate social responsibility activities and (v) the Company's website.

MINUTES OF AGM

Shareholders may request a copy of the AGM minutes from the Company Secretary's Office by contacting us via telephone at 876-749-5272.

CORPORATE SOCIAL RESPONSIBILITY

LASCO Manufacturing Limited continues its commitment to Corporate Social Responsibility (CSR) through Education, Health, National Security, Community Development, Environment and Sports.

The past 29 years have seen LASCO and the Jamaica Teaching Council stage the Teacher and Principal of the Year Programme, which recognizes the exemplary efforts of educators. LASCO also acknowledges the Nurses Association of Jamaica where it recognizes the unfailing contribution of the Nurses to health care in Jamaica. The Company is also an active partner of the Recycling Partners of Jamaica and has received a clean bill of health from the Natural Resources Conservation Authority (NRCA).

During the year, these programmes among others are highlighted and can be viewed in this Annual Report.

LASCO CHIN FOUNDATION

LML is a contributor and supporter in the activities/ programmes of the LASCO Chin Foundation.

During the year, these programmes among others are highlighted and can be viewed in this Annual Report.

Managing Director

James Rawle

Deputy General Manager

Lisa Watts

Human Resource Manager

Jean Grant

Quality Assurance Manager

Jacqueline Birthwright

Warehouse Manager

Peter Malvo

Financial Controller

Alethea Powell

Purchasing Manager

Rhona Rhoden-Muñoz

Plant Manager, Dry Blend Plant

Daniel Strachan

Production Manager - Liquid Plant

Elvis Richardson

Engineering Manager

Paulo Williams

SHARED SERVICES MANAGEMENT TEAM

Property Manager

Joel Gonzalez

Safety/Security & Community Relations Manager

Ruel Thompson

Beverages and Snacks Marketing Manager and Corporate Communications Manager

Danielle Cunningham

Chief Information Officer

Peter Hylton

Business Strategy

Over the years, the Company has pursued a disciplined strategy of organic growth, underpinned by sustained investment in plant and equipment, state-of-the-art technology, research and development, and the continuous advancement of our people. These efforts have been complemented by strong brand-building and targeted marketing initiatives, all designed to support long-term, sustainable growth.

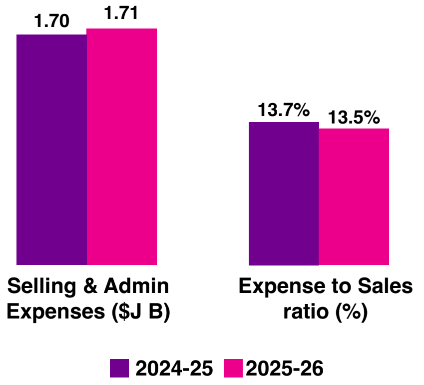
This strategic direction is reinforced by a steadfast commitment to continuous improvement programmes aimed at enhancing operational efficiency and productivity. We have maintained a prudent approach to cost management, alongside ongoing organisational simplification and adaptation, ensuring that the Company remains agile and well-positioned to respond to evolving market conditions. Concurrently, we continue to invest in research and development to drive product innovation and renovation.

Our unwavering focus on quality systems and governance remains central to our operations. We consistently adhere to local regulatory requirements and uphold internationally recognised standards, including Good Manufacturing Practices (GMP), Hazard Analysis and Critical Control Points (HACCP), Occupational Health and Safety, and environmental compliance. This commitment ensures the integrity of our products and processes, and reinforces the trust placed in us by our stakeholders.

Performance Overview

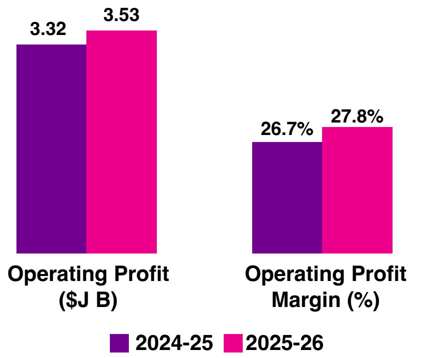
Despite a challenging operating environment characterised by various headwinds during the year, the Company delivered a resilient performance. This was evidenced by steady revenue growth, expansion in operating margins, and stronger overall profitability, underscoring the effectiveness of our strategy and the discipline of our execution.

Organic sales revenue increased by **2.2%** over the prior year to **$12.69** billion. Gross profit grew by **3.8%** to **$4.83** billion, with the gross profit margin strengthening to **38.1%**, representing an improvement of 60 basis points over the prior year.



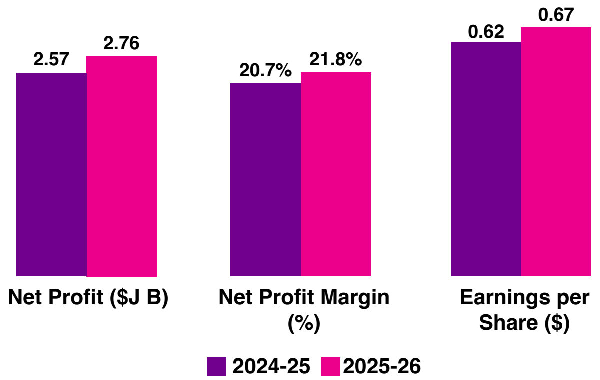
Cost Management and Expenses

Selling and administrative expenses amounted to **$1.71** billion, broadly in line with the previous year. This performance reflects our continued focus on cost discipline and the realisation of efficiency gains across the organisation. Consequently, the expense-to-sales ratio improved to **13.5%**, compared to **13.7%** in the prior year.



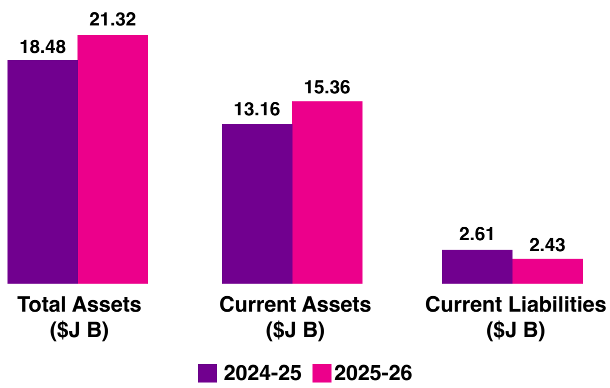
Operating Performance

Operating profit increased by **6.3%** to **$3.53** billion. The operating profit margin expanded to **27.8%**, driven by improved operational efficiencies as well as increased interest income. This outcome reflects our ongoing commitment to optimising processes and enhancing productivity across the business.



Net Profitability

Net profit for the year amounted to **$2.76** billion, representing growth of **7.6%** over the prior year. Net profit margin improved by 110 basis points to **21.8%**, further demonstrating the strength and scalability of the Company's operations. Earnings per share increased by **7.4%** to **$0.67**, delivering enhanced value to our shareholders.

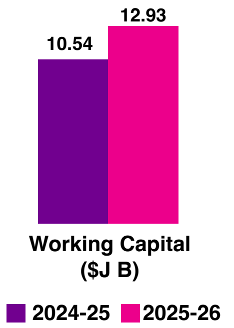


Financial Position

The Company's balance sheet remains robust and well-capitalised. Total assets at year-end stood at **$21.32** billion, an increase of **15.4%** over the prior year. Non-current assets amounted to **$5.96** billion, while current assets increased by **$2.20** billion to **$15.36** billion.

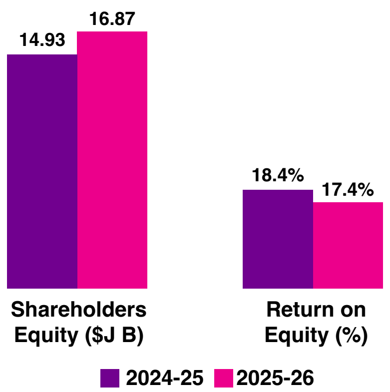
Inventory levels grew by **7.2%** to **$2.78** billion, reflecting support for ongoing demand. Receivables increased by **38.9%** to **$3.86** billion, consistent with higher sales activity towards the latter part of the year. Cash and cash equivalents, together with short-term investments, totalled **$8.48** billion, representing an increase of **$845** million, thereby reinforcing our strong liquidity position.

Working Capital and Cash Flow



Cash flow from operating activities was impacted by unfavourable movements in working capital. Notwithstanding this, the Company remains financially resilient, with sufficient liquidity to support its ongoing operations and strategic initiatives.

Shareholders' Equity



Shareholders' equity increased to **$16.87** billion, further strengthening the Company's capital base. Return on equity stood at **17.4%**, compared to **18.4%** in the prior year, remaining at a commendable level and reflective of the Company's continued ability to generate attractive returns for its shareholders.

Financial Ratios:

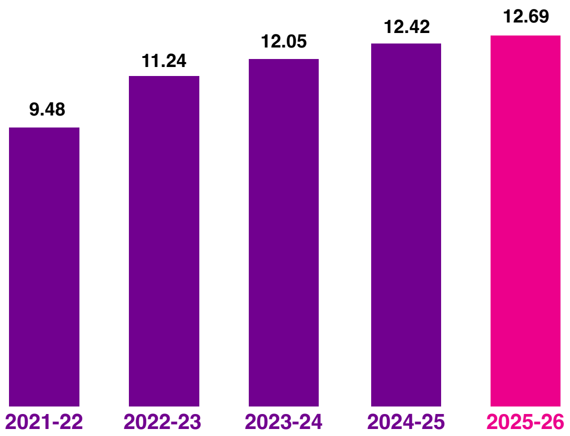
Cash Ratio	
2026	1.39x
2025	1.28x

Quick Ratio	
2026	5.17x
2025	4.04x

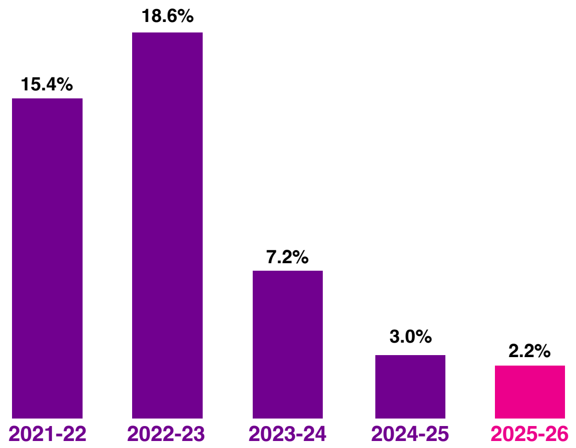
Current Ratio	
2026	6.31x
2025	5.03x

The Company maintained a strong liquidity position, with all key ratios showing improvement over the prior year. The cash, quick, and current ratios rose to **1.39** times, **5.17** times, and **6.31** times respectively, reflecting a robust working capital position, prudent balance sheet management, and continued financial resilience to support both operations and future growth.

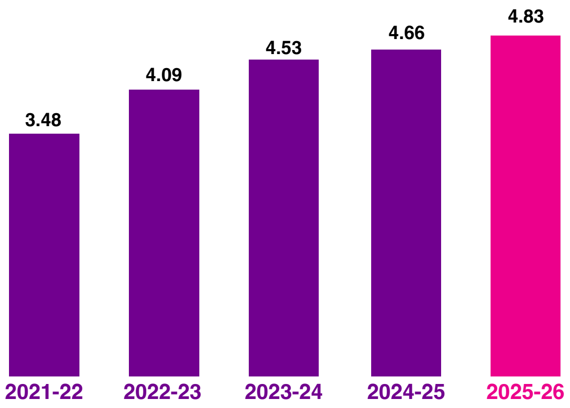
REVENUE ($JB)



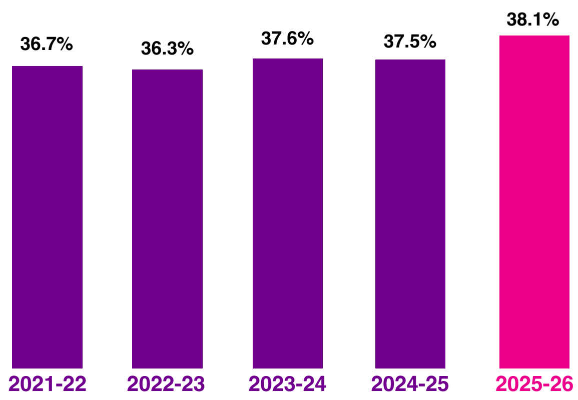
REVENUE GROWTH (%)



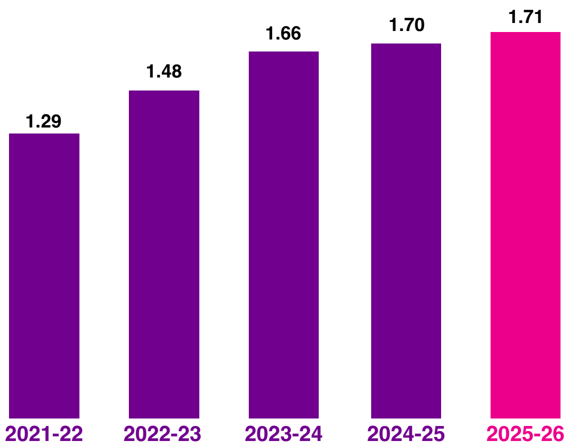
GROSS PROFIT ($JB)



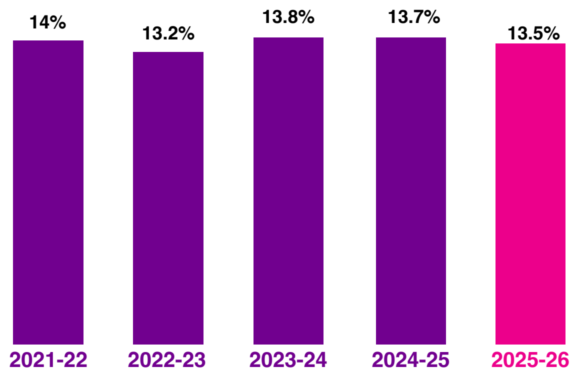
GROSS PROFIT MARGIN (%)



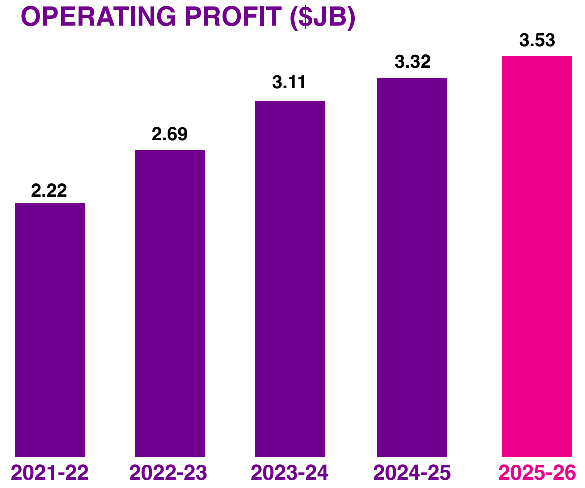
OPERATING EXPENSES ($JB)



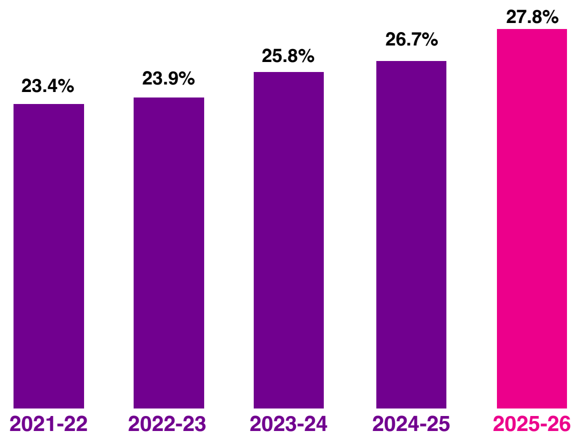
OPERATING EXPENSES AS % OF REVENUE



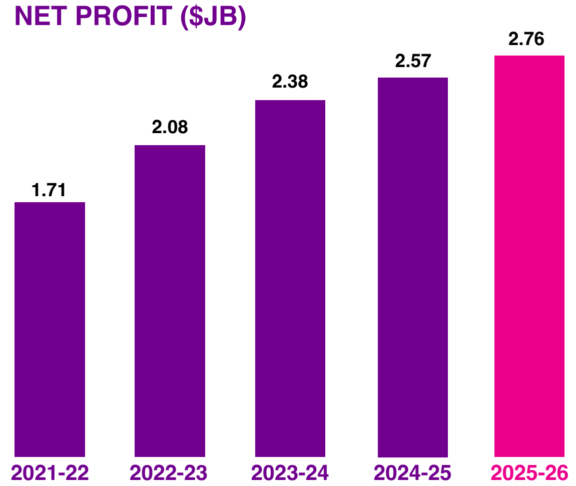
OPERATING PROFIT ($JB)



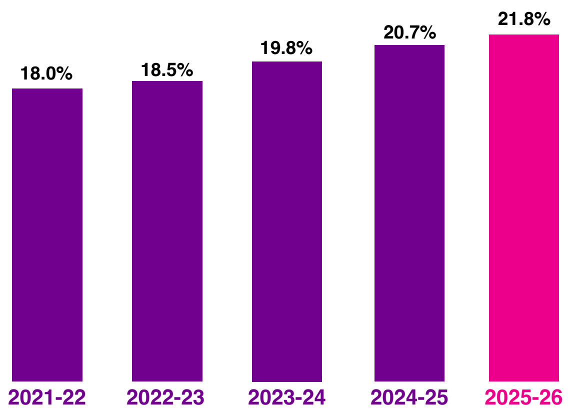
OPERATING PROFIT MARGIN (%)



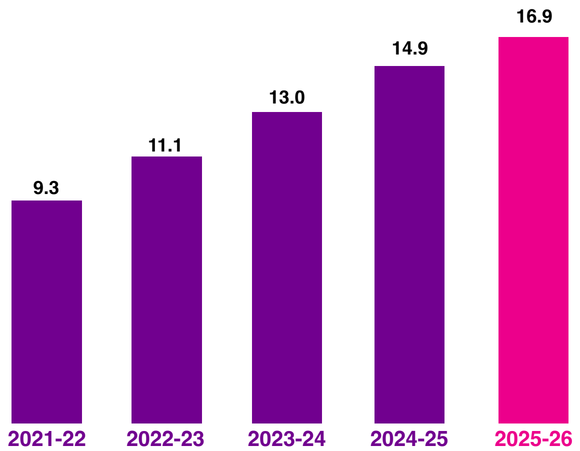
NET PROFIT ($JB)



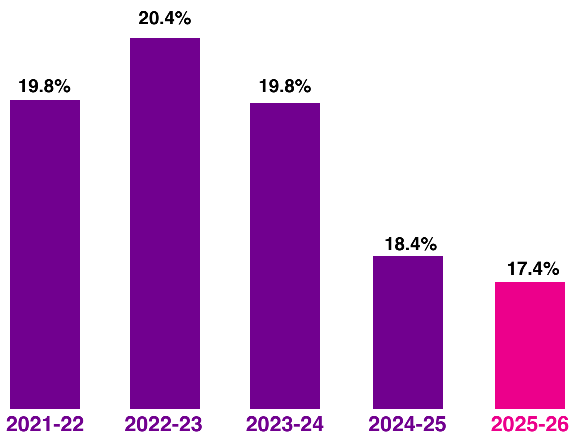
NET PROFIT MARGIN (%)



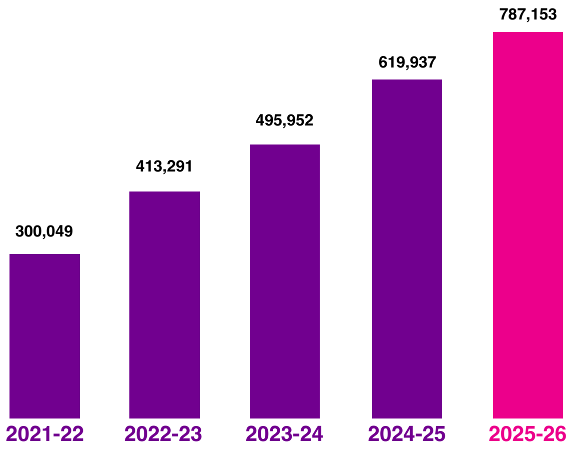
SHAREHOLDERS' EQUITY ($JB)



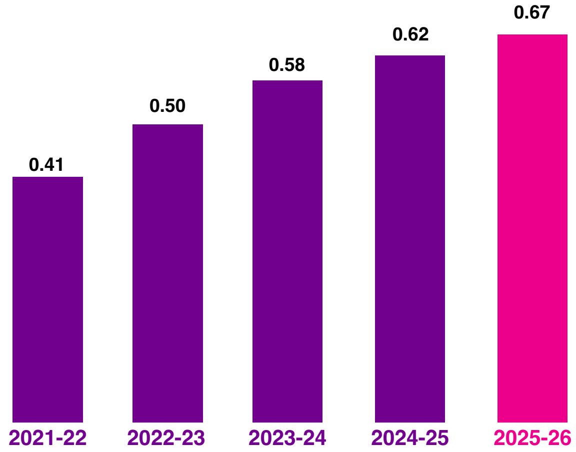
RETURN ON EQUITY (%)



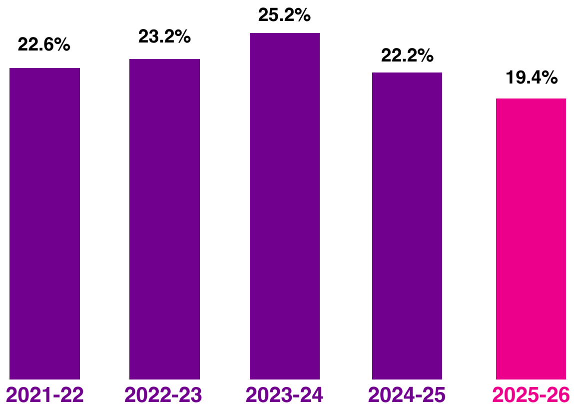
DIVIDENDS PAID ($J '000s)



EARNINGS PER STOCK UNIT ($J)



RETURN ON INVESTED CAPITAL (%) (ROIC)



OUTLOOK 2026

Looking ahead, the external environment remains uncertain. Heightened geopolitical and trade tensions present potential headwinds that could impact our business. At the same time, persistent supply chain challenges are unlikely to ease materially, even under more stable global conditions. We must also remain mindful of potential climate and weather-related disruptions. Nevertheless, our track record gives us confidence in our ability to navigate such challenges while continuing to deliver sustainable growth and enhanced shareholder value.

Our foremost priority remains the delivery of organic, profitable growth with continued margin expansion. This will be underpinned by ongoing improvements in operational efficiency and productivity across all levels of the organisation, rigorous cost discipline, and sustained investments in research and development, as well as in plant, equipment, and technology. We will also maintain strong marketing support for our brands and continue advancing our business-led digital transformation, which remains a critical enabler of future growth.

While organic growth remains our primary focus, we will continue to evaluate selective inorganic opportunities that align with our strategic objectives, with particular emphasis on strategic fit, synergy realisation, margin enhancement, and long-term growth potential.

The strength of our performance ultimately depends on the capability, commitment, and adaptability of our people. We will therefore continue to invest meaningfully in their training, development, and empowerment to foster an agile, high-performance culture capable of meeting the demands of an increasingly competitive environment.

Our well-established Enterprise Risk Management framework will remain central to the proactive identification and management of emerging risks, enabling timely mitigation and minimisation of potential adverse impacts.

We are also encouraged by the continued success of our collaboration with our distribution partner, which is facilitating deeper market penetration and broader product availability across both domestic and export markets. This remains a key area of strategic focus.

In parallel, we will continue to advance our sustainability agenda within the framework of our Environmental, Social and Governance (ESG) commitments, embedding these principles into our core business strategies and operations.

In closing, the Company's resilience, innovative spirit, and agility position us well to navigate the evolving operating landscape. We remain firmly committed to delivering consistent, responsible growth and increasing long-term value for our shareholders.

RISK MANAGEMENT

LASCO MANUFACTURING LIMITED

LASCO Manufacturing Limited operates in a dynamic and evolving business environment and recognises that effective risk management is essential to the achievement of its strategic objectives. The Company maintains a robust Enterprise Risk Management (ERM) framework aligned with its business strategy, supporting sustainable value creation through responsible growth, efficient use of resources, and adherence to regulatory requirements, sound corporate governance principles, and its Code of Ethics and Business Conduct.

Risk management is integrated into all key business processes and operational activities. The ERM framework facilitates the identification, assessment, and mitigation of risks, enabling the Company to minimise potential adverse impacts and respond proactively to emerging challenges.

The Company's approach is aligned with ISO 31000 Risk Management Principles and reflects established best practices. It is underpinned by:

- Clearly defined governance structures, roles, and accountabilities, supported by the "three lines of defence" model;
- The integration of risk considerations into strategic planning, decision-making, and performance management; and
- A coordinated, enterprise-wide approach to managing risk across functional areas.

Risk assessments consider both current and evolving risks over the short and long term, ensuring that emerging risks are identified and addressed in a timely manner.

The Board of Directors retains overall responsibility for the oversight of risk management and internal control systems. In fulfilling this role, the Board sets the appropriate tone, defines risk appetite, approves the risk management framework, and reviews key risk exposures and mitigation actions on a quarterly basis to ensure alignment with the Company's strategic priorities.

The Company's risk appetite statements provide guidance on the level of risk it is willing to assume across its principal risk categories, supported by key risk indicators aligned to business objectives.

The ERM framework is supported by ongoing risk assessments and structured reporting processes, ensuring that focus is maintained on the most material risks and that appropriate measures are implemented to manage them effectively.

Below are some of the principal risks that are constantly reviewed:

Risk	Mitigation Measures
Business Operations The Company is exposed to risks associated with supply chain disruptions and volatility in raw material costs.	Mitigation measures include supplier diversification, inventory management strategies, active price management, and continuous operational efficiency initiatives.
Strategic Investments and Business Transformation Ongoing investments in capacity expansion, technology, and new product categories may introduce execution risks.	These are managed through alignment with the Company's strategic objectives and disciplined project oversight.
Health and Safety Non-compliance with health and safety requirements may result in operational and reputational risks.	The Company maintains established policies and monitoring systems and promotes a culture of safety across its operations.
Product quality and safety The quality and safety of products are critical to the Company's reputation and brand integrity.	Robust quality assurance systems, supplier certification, and ongoing monitoring processes are in place to maintain high standards.
Product and Packaging Evolving regulatory requirements and consumer preferences present ongoing challenges.	The Company continues to invest in research and development to support innovation and ensure compliance and relevance.
Environmental and Climate-Related Risks The Company is subject to increasing environmental and regulatory expectations.	Policies and initiatives focused on waste reduction, water management, recycling, and renewable energy support the reduction of environmental impact.
Talent and People engagement The ability to attract and retain skilled employees remains a key risk.	Targeted recruitment, retention, and development programmes support workforce capability and engagement.
Systems and Security Dependence on information systems exposes the Company to operational and cyber-related risks.	Controls, policies, and employee training programmes are in place to safeguard systems and data.
Legal and Regulatory Failure to comply with applicable laws and regulations could have financial and reputational implications.	The Company maintains strong governance and compliance frameworks, supported by ongoing monitoring and review. In addition, operational performance indicators are continuously monitored to ensure that activities remain within established parameters, with corrective actions taken where necessary.

Internal Audit

The Company has engaged Ernst & Young Services Limited as its independent internal audit provider to support the effectiveness of its internal control environment. The Internal Audit function reviews operational, financial, and governance processes and reports quarterly to the Audit and Risk Management Committee of the Board.

OUR PEOPLE
LASCO MANUFACTURING LIMITED

The 2025–2026 fiscal year was marked by significant challenges, most notably the impact of Category 5 Hurricane Melissa. In the face of these extraordinary circumstances, LASCO Manufacturing Limited demonstrated resilience and operational strength. Our employees responded with unwavering commitment, working collaboratively and supporting one another to ensure the continued success and stability of the Company.

Growing Capability

A major highlight of the year was the successful installation of the new high-capacity production line, a fully automated filling and packaging system capable of producing up to 25,000 bottles per hour.

The Human Resources Department played a critical role in supporting this transition, facilitating specialised technical training of approximately 30 employees who received expert hands-on instruction from the manufacturers of the production line. Training covered key operational areas, including blow molding, filling, labelling, case packing, palletising, safety protocols, and quality standards.

Investing in People

Our commitment to employee development remained a central priority. Throughout the year, we expanded our continuous education initiatives, offering courses and seminars designed to support professional recertification and skill enhancement across our technical and professional workforce.

Key focus areas included:

- Data Privacy and Protection
- Occupational Health and Safety Compliance
- Regulatory Refresher Programs
- Leadership Development, with emphasis on effective people management

These initiatives have strengthened our internal capability and reinforced a culture of continuous professional development.

In Memoriam

We also pause to honour the life and contributions of our Financial Controller, Ms. Sophia Gayle, who passed away on December 30, 2025. Ms. Gayle's dedication and service to LASCO Manufacturing Limited were invaluable, and her legacy continues to inspire us. We extend our deepest condolences and ongoing support to her family, colleagues, and loved ones.

Looking Ahead

As we move forward, the Human Resources function will place greater emphasis on employee engagement, data-driven decision-making, and strengthening the organisation's talent pipeline. We remain committed to aligning our people strategy with the company's long-term growth objectives.

We will also continue to explore innovative approaches to strengthening policies and guidelines, enhancing training programmes, and fostering improved employee relations, while maintaining a strong focus on sustainability and operational efficiency across our facility.

Guided by resilience and strengthened by our people, we are ready for the opportunities ahead.

In Memoriam

Sophia Karen Gayle

JUNE 16, 1965 - DECEMBER 20, 2025

LASCO Manufacturing Limited records with deep sorrow the passing of Sophia Karen Gayle, our dedicated and highly respected Financial Controller. Sophia's contribution to the Company was both significant and enduring, and her loss is profoundly felt across the organisation.

Sophia joined the LASCO family on July 1, 2015, initially serving as Group Internal Auditor. Within a month, she transitioned into the role of Financial Controller for LASCO Manufacturing Limited, where she would go on to make an indelible impact over the ensuing years. From the outset, she distinguished herself through her exceptional technical expertise, unwavering professionalism, and deep understanding of financial management. Her leadership strengthened the Company's financial systems, ensuring accuracy, compliance, and alignment with our strategic goals.

Throughout her tenure, Sophia became a cornerstone of our financial operations. Her diligence, integrity, and commitment to excellence set a high standard and contributed meaningfully to the Company's stability and growth. Her legacy is one of discipline, accountability, and excellence—qualities that will continue to guide the organisation in the years ahead.

Beyond her professional achievements, Sophia will be remembered for the warmth and generosity of her spirit. She was a thoughtful and compassionate colleague who took genuine interest in the well-being of others, fostering a culture of respect, encouragement, and support. Her presence uplifted those around her, and she built meaningful relationships that extended far beyond the workplace.

Sophia's life reminds us that true success is measured not only by professional accomplishments, but also by the positive impact we have on others. As we reflect on her contributions, we are inspired to uphold the values she demonstrated—dedication, teamwork, and kindness.

We honour Sophia's legacy with gratitude and respect. She will be deeply missed, but her influence will remain a lasting part of LASCO Manufacturing Limited.

SSI Schooling Support Programme (SSP)

The SSI Schooling Support Programme (SSP) at Clan Carthy High School (CCHS) provided targeted academic support to close learning gaps and prepare students for CSEC and vocational examinations. Alongside academic assistance, the programme offered psychosocial support and care packages, helping students strengthen their readiness for exit exams.

Post-exam focus groups with students and parents confirmed the programme's positive impact and highlighted future needs. These insights guided the start of the Student Support Empowerment Programme (SSEP). designed to build on SSP's achievements and expand support for student success.

Student Support Empowerment Programme (SSEP)

Established after the conclusion of SSI SSP in CCHS, SSEP extends assistance to graduates, particularly those pursuing higher education.

- Student Interest: Five students expressed interest in tertiary studies.
- Support Strategy: Each applied to at least three universities/institutions aligned with their chosen field.
- Programme Support: Tuition assistance, school supplies, and stationery provided.

Students are being successfully supported in their tertiary education journey and are progressing in diverse ways, as outlined below.

Student	Institution	Programme of Study
#1. S.H	Edna Manley College of the Visual & Performing Arts	BA in Arts Management & Humanities
#2. K.B	Total Health Nursing Institute	Practical Nursing & Phlebotomy
#3. M.T	Excelsior Community College	Sixth Form Pathway Programme to pursue Tourism and Hospitality Studies
#4. J.W	Distinction College	Food Management
#5. K.R	Excelsior Community College	Pre-Law Courses

SSI Entrepreneurship Support Programme

During 2025/2026, the LCF Entrepreneurship Programme in partnership with the Institute of Law & Economics and the Environmental Health Foundation continued to strengthen and empower micro and small enterprises (MSEs) and youths through training, mentorship, funding support, and business development initiatives. The programme further focused on fostering innovation, resilience, and sustainable growth, particularly among youth, women, and community-based entrepreneurs.

ACTIVITY	NUMBER OF BENEFIARIES	PROGRESS	GENDER	AGE RANGE
Youths Sensitized	200	200/250 or 80 %	145 Females 55 Males	18-35 years old
Youths Trained	126	126/150 or 84%	97 Females 29 Males	18-35 years old
SMEs Sensitized	115	115/50 (130% above target)	80 Females 35 Males	20-73 years old
SMEs Trained	57	57/50 or (14% above target)	40 Females 17 Males	20-73 years old
Indirect Beneficiaries	356/200 or 78% above target *(based on 57 Trained Participants and 32 Melisa Beneficiaries)*			

In 2025, LCF incorporated the Cultural Entrepreneurship Programme (CEP) into the SSI Entrepreneurship Support Programme, leveraging Jamaica's rich history, storytelling, and cultural traditions to promote positive values and strengthen social and economic resilience. Through the CEP, support was provided for the following initiatives:

Commissioned script for a theatrical performance- LCF commissioned David Tulloch's theatrical script Fire in December, which has been selected for full development. On September 8, 2025, a press conference officially announced the winning proposal and launched the Cultural Entrepreneurship Programme, set to host the annual scriptwriting competition.

Unscripted Sundays - Support was provided through monthly product sponsorships, cash contributions, and a live table reading of Fire in December, sponsored by LASCO Chin Foundation on December 28, 2025.

Old Harbour Culture Camp- An interactive cultural camp was hosted to empower youth ages 7–15 through workshops, field trips, and cultural activities focused on leadership and personal development. LCF provided in-kind product support for the initiative.

Marcus Garvey in Schools Foundation Creative Arts School Competition-Participating schools students showcased their understanding of Marcus Garvey over a two-day competition. Dunrobin Primary School emerged as wining school.

Care Package Programme

Throughout 2025 and into the first quarter of 2026, the LCF provided 2,250 care packages in collaboration with our valued partners to assist vulnerable Jamaicans across the island. This support helped to alleviate hardship while reaffirming its commitment to delivering meaningful and timely assistance to individuals and families in need.

Hurricane Melissa Response

In response to the devastating impact of Hurricane Melissa, which made landfall on October 28, 2025, the LASCO Chin Foundation rapidly mobilized relief efforts to support affected communities across western Jamaica. Guided by lessons learned from previous disasters, LCF's support for affected individuals, families, and MSEs is anchored in a strategic three-phase recovery framework:

Phase 1

Rapid Relief and Assessment:
With the support of more than 60 partners and individual donors, the Foundation distributed 18,019 care packages containing essential food and hygiene supplies to affected individuals, families, and micro and small entrepreneurs across Manchester, St. Elizabeth, Westmoreland, Hanover, St. James, Trelawny, and St. Ann. Immediate assessments were also conducted to identify the most urgent needs within impacted communities.

Phase 2

Restore and Rebuild Livelihoods:
Recognizing the severe disruption to livelihoods and small businesses, particularly among vulnerable entrepreneurs, the Foundation partnered with the Institute of Law and Economics (ILE), Sandals Foundation, and the Stavros Niarchos Foundation to implement a "Restore, Rebuild, and Restart" initiative targeting micro and small enterprises (MSEs) in communities across Westmoreland, Hanover, Trelawny and St. James.

Through this initiative, support was provided for business reopening through needs assessments, restoration of income-generating activities and reactivation of community hubs. To date, 132 MSEs have been engaged, 91 businesses approved for assistance, and 54 businesses supported with LASCO Corner Shop Bundles, LASCO Cook Shop Bundles, Cook Shop Utensil Bundles, and "Build Back" Material Bundles. Additionally, four (4) community hubs have been identified to strengthen local recovery efforts. Further support was provided through the donation of six generators by the Sandals Foundation and gift cards for essential supplies from the Digicel Foundation.

Phase 3

Support Sustainable Growth:
The final phase will focus on long-term community-based recovery initiatives to strengthen resilience-building, economic empowerment, and disaster preparedness for the future.

COMPANY ACTIVITIES
CORPORATE SOCIAL RESPONSIBILITY

LASM Corporate Social Responsibility - Delivering Impact Across Jamaica

Throughout the 2025/2026 financial year, LASCO Manufacturing Limited, through the LASCO Chin Foundation, continued to deepen its impact across Jamaica by investing in healthcare, education, community development, and environmental sustainability. The company's CSR programme delivered meaningful, people-centered initiatives, with each activation reinforcing LASCO's commitment to national growth and well-being.

Supporting Nurses and Healthcare

LASCO maintained its long-standing partnership with the Nurses Association of Jamaica, delivering a series of impactful initiatives aimed at recognizing and empowering healthcare professionals. The year's activities included International Nurses Day celebrations, where over 350 nurses were honoured for their contribution to healthcare, as well as community outreach efforts such as the Easter Bunny Treat, which brought joy and support to school communities.

The highlight of this engagement was the Annual Nurses Week celebrations, culminating in the prestigious Nurse of the Year and Nursing Student of the Year Awards, held at the Jamaica Pegasus Hotel under the theme "Our Nurses. Our Future. Caring for Nurses Strengthens Economies." Fione Joy Collins, Deputy Director of Nursing Services at Percy Junor Hospital, was named Nurse of the Year 2025–2026 and Colie Lyn, a third-year student at Brown's Town Community College, was crowned Nursing Student of the Year 2025–2026.

Beyond recognition, award recipients extended their impact through community outreach initiatives, including advocacy activities such as the Orange Day Walk for Violence Against Women and Children, and support for school-based programmes, further amplifying the role of nurses as community leaders.

Additionally, LASCO demonstrated its commitment to broader healthcare support through participation in initiatives such as the Pink Run, raising funds for cancer patients, and volunteer outreach to vulnerable populations, including service at the Spanish Town Infirmary.

Celebrating Teachers and Education Excellence

LASCO continued to champion education through its partnership with the Ministry of Education, the Jamaica Teaching Council, and the LASCO Teacher and Principal of the Year Awards Programme.

A major milestone was the staging of the Teacher and Principal of the Year Awards, which recognized 79 outstanding educators for their invaluable contribution to Jamaica's education system. This year, Dorette Rhoden-Henry, deCarteret College was named Teacher of the Year, Gavin DeRizzio of Vauxhall High School received TVET Teacher of the Year, and Orville Anthony Richards, St. Mary Technical High School was awarded Principal of the Year.

In addition to recognition, LASCO invested in the professional development of educators by facilitating international exposure opportunities. Awardees from the previous cycle benefitted from an all-expense-paid trip to the ASCD Conference scheduled for June 28 to July 1, 2026, in Orlando, Florida, where they gained global insights to enhance their teaching practice and leadership capabilities.

Gwen Neil Basic School – Sustained Community Investment

LASCO's partnership with its adopted institution, Gwen Neil Basic School, remained a cornerstone of its CSR programme. Throughout the year, the company provided consistent nutritional support through its quarterly breakfast programme, ensuring students' well-being and readiness to learn.

The relationship extended beyond nutrition to include meaningful engagement activities such as Read Across Jamaica Day, where team members interacted directly with students to promote literacy and learning.

Additional support included the donation of an industrial gas stove, enhancing the school's ability to prepare nutritious meals, as well as hosting annual Christmas celebrations, bringing joy to students and teachers through gifts, treats, and shared experiences.

Environmental Sustainability – REAP Programme

Through the Releaf Environmental Awareness Programme (REAP), LASCO continued to promote environmental stewardship within schools. The programme resumed and expanded its school-based activations, engaging institutions such as Highgate Primary, Jessie Ripoll Primary, and Kendal Primary.

The initiative encouraged students to participate in recycling and sustainability activities, supported by incentives including cash prizes and technology resources, reinforcing environmental responsibility from an early age.


Ministry of
Education &
Principal of the Year Trophy


LASCO
LASCO CHIN
FOUNDATION
GIRLS - NIÑAS


NOY
NOY & NSOY

Community Outreach and National Support

LASCO's CSR impact extended to broader community engagement and national support initiatives. The company demonstrated compassion and responsiveness through disaster relief efforts following Hurricane Melissa, delivering thousands of care packages to affected communities.

The organization also contributed to national fundraising efforts through participation in the SIGMA Corporate Run, supporting disaster recovery and vulnerable populations.

Additionally, LASCO supported cultural and creative development through partnerships such as Unscripted Sundays, fostering mentorship and exposure for Jamaican talent.

iCool Reduced Sugar Rewards Academic Excellence Through PEP Scholarship Initiative

As part of its commitment to education and youth development, iCool Reduced Sugar proudly sponsored a scholarship for the top-performing boy in the 2025 Primary Exit Profile (PEP) examinations from among the children of employees across the LASCO Group. The scholarship recognizes exceptional academic achievement and celebrates the dedication, discipline, and hard work demonstrated by the student throughout his educational journey.

The initiative forms part of iCool Reduced Sugar's ongoing efforts to support the development of young Jamaicans and encourage a culture of excellence both within the organization and the wider community. By investing in the educational aspirations of the next generation, the brand continues to reinforce its commitment to creating meaningful opportunities for growth and success. "At LASCO, we believe that recognizing academic achievement is an investment in Jamaica's future. We are honoured to support and celebrate young scholars who exemplify excellence, determination, and the limitless potential of our nation's youth," Ayawna Morgan, Category Manager.

READ ACROSS JAMAICA DAY

In recognition of Read Across Jamaica Day, the LASCO paid a meaningful visit to Gwen Neil Basic School to support and encourage early childhood literacy and development.

The initiative highlighted the importance of learning, imagination, and education in shaping the future of our children. Through engaging with students and participating in reading activities, the team reinforced that some of the most important growth happens beyond the plate and extends into the future of every child.

Conclusion

Collectively, these initiatives highlight LASCO Manufacturing Limited's deliberate and sustained investment in Jamaica's future. By supporting healthcare professionals, empowering educators, nurturing young minds, promoting environmental awareness, and responding to national needs, LASCO continues to embody its role as a socially responsible corporate citizen committed to enriching lives and building stronger communities.

MARKETING HIGHLIGHTS
iCool WATER

Jamaica Premier League

Third-Year Sponsorship of Arnett Gardens FC – Jamaica Premier League

In 2025, iCool Water strengthened its commitment to Jamaican football by continuing its role as the Official Hydration Partner of the Jamaica Premier League and the Official Club Sponsor of Arnett Gardens Football Club. These partnerships reflect the brand's dedication to supporting athlete performance, promoting healthy lifestyles, and contributing to the growth and development of local sports. Throughout the season, iCool Water provided athletes with reliable hydration, helping players remain refreshed, focused, and prepared to perform at their best both on and off the field.

As one of the league's most visible brand partners, iCool Water engaged thousands of football fans across Jamaica through match-day activations, branding opportunities, and community engagement initiatives. The partnership with Arnett Gardens FC further strengthened the brand's connection to communities and supporters while reinforcing its position as a trusted hydration partner in Jamaican sport.

"Football has a unique ability to unite communities, inspire young people, and create lasting connections. Through our partnerships with the Jamaica Premier League and Arnett Gardens FC, iCool Water is proud to support the athletes, fans, and communities that make the sport so impactful. We remain committed to promoting wellness, performance, and opportunities for growth through sport across Jamaica," Ayawna Morgan, Category Manager – iCool Water.

Caymanas Track

Expanding Our Reach in Sports and Lifestyle: Strengthening Our Presence at Caymanas Park
Third-Year Sponsorship with Supreme Ventures Racing and Entertainment Limited (SVREL)

In 2025, iCool Water proudly continued its partnership with Supreme Ventures Racing and Entertainment Limited (SVREL), operators of Caymanas Park, Jamaica's premier horse racing venue. The partnership reflects the brand's commitment to supporting major sporting and entertainment platforms that bring communities together while creating meaningful opportunities to engage consumers. Throughout the year, iCool Water maintained a strong presence at race days and signature events, reinforcing its position as a trusted hydration brand among racing enthusiasts and patrons.

A key highlight of the partnership was iCool Water's involvement in the prestigious Mouttet Mile, one of the Caribbean's premier horse racing events. Through on-site branding, consumer engagement activities, and product sampling, the brand connected with thousands of attendees while showcasing its crisp, light, and refreshing hydration experience. By continuing its collaboration with SVREL, iCool Water strengthened brand visibility, expanded consumer reach, and reinforced its commitment to supporting Jamaica's sporting and entertainment landscape.

"Our partnership with SVREL allows us to connect with consumers through some of Jamaica's most exciting sporting experiences. Caymanas Park continues to evolve as a premier entertainment destination, and we are proud to support that growth while providing the hydration that keeps patrons refreshed and engaged. These partnerships help us bring the iCool brand closer to the people and moments that matter most," Ayawna Morgan, Category Manager – iCool Water.

Denbigh and FunFest Participation

LASCO Food Drink continued to strengthen its brand presence through strategic participation in two of Jamaica's most prominent cultural and consumer events— the Denbigh Agricultural, Industrial and Food Show and FunFest 2025. These platforms provided valuable opportunities to enhance visibility, deepen community engagement, and reinforce the brand's commitment to delivering affordable, accessible nutrition to Jamaican families.

At the Denbigh Agricultural, Industrial and Food Show, held from August 1–3, 2025, LASCO Food Drink aligned with the event's focus on food security, local manufacturing, and national development. As Jamaica's premier agro-industrial showcase, Denbigh attracted a wide cross-section of stakeholders including farmers, distributors, retailers, and policymakers. The brand leveraged this extensive reach to highlight its locally manufactured nutritional products, while actively supporting dialogue around food accessibility and resilience. High-impact booth displays, product sampling, live demonstrations, and promotional offers drove strong consumer engagement and encouraged both product trial and repeat purchase. Importantly, the activation also facilitated meaningful connections with families, youth, and members of the agricultural sector, reinforcing LASCO's role in national development and sustainable nutrition.

In contrast, FunFest 2025, held on August 1 at Hope Gardens, provided a vibrant, entertainment-driven environment that enabled LASCO Food Drink to connect with urban consumers and younger audiences. Within the celebratory Emancipation Day atmosphere, the brand created engaging and interactive experiences, including product sampling and appearances by its mascot, Nutriman, which resonated strongly with families and children. Supported by strong above-the-line visibility across Kingston and St. Andrew, the activation successfully generated excitement around the brand, increased product trial, and strengthened positive brand associations in a relaxed, lifestyle-focused setting.

Collectively, participation in both Denbigh and FunFest demonstrated LASCO Food Drink's ability to effectively execute a dual engagement strategy across diverse platforms. By delivering high levels of face-to-face interaction, driving product sampling, and strengthening consumer trust, the brand reinforced its positioning as a trusted and community-oriented Jamaican brand. These initiatives underscore LASCO Food Drink's ongoing commitment to promoting accessible nutrition, supporting cultural celebration, encouraging active lifestyles, and building lasting connections with consumers across Jamaica.

Ladies Expo

On July 5, LASCO participated in the 2025 Ladies Expo held at the National Arena, providing a valuable platform to showcase products from our Powdered Beverages and Breakfast Cereals category to include LASCO Oats Porridge Mix. Patrons had the opportunity to sample the Oats Porridge Mix variants and received detailed information on how it can be incorporated into their daily routines for balanced and enjoyable nutrition.

Fitfest Summer Exercise Party & New Year Exercise Party

LASCO participated in the Fitfest Summer 2025 Exercise Party and the New Years Exercise Party in January 2026 with the LASCO Oats Porridge Mix. The day entailed engaging with patrons and sampling of the LASCO Oats Porridge Mix in Smoothies, Granola Bars. The much anticipated sponsorship of the "PLANK" competition was also a highlight of the event along with participation in radio interview to highlight the benefits and nutritional gains of consuming LASCO Oats Porridge Mix.

LASCO Basketball Qualifying Match

LASCO continued its support of Jamaica basketball by participating in the FIBA World Cup Qualifiers held on February 26 and March 1, 2026 at the Indoor Sports Centre. The involvement included booth display and sampling of LASCO Oats Porridge Mix and LASCO Rolled Oats smoothies. This participation showcased the versatility of the line of Oats outside the traditional oatmeal hot consumption to patrons.

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Your Day
Way
Nutrition Facts
LASCO
Quick Cook!
OATS
PORRIDGE
MIX

Congratulations
LASCO NETBALL TEAM!

Proudly celebrating our team for securing 2nd Place in the Business House Divisional League Finals. (Intermediate B League)




FINALS

LASCO 36 - 38 UHWI

Your resilience, teamwork, and determination shone through every quarter.

WELL DONE, TEAM!


LASCO
iCool
FLAVOURED
WATER
fi Life!
LASCO iCool
CRANBERRY
FLAVOURED WATER
16.9 FL OZ (1PT 0.9 FL OZ) 500 mL
LASCO iCool
CRAN-GRAPE
FLAVOURED WATER
16.9 FL OZ (1PT 0.9 FL OZ) 500 mL
LASCO iCool
CRAN-STRAWBERRY
FLAVOURED WATER
16.9 FL OZ (1PT 0.9 FL OZ) 500 mL
FLAVOURS:
Cranberry
Cran-Strawberry
Cran-Grape
Refresh Your Taste Buds!
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Chartered Accountants
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P.O. Box 351
Kingston 5, Jamaica

INDEPENDENT AUDITORS' REPORT

To the Members of
Lasco Manufacturing Limited

Report on the Financial Statements

Opinion

We have audited the financial statements of Lasco Manufacturing Limited set out on pages 72 to 107, which comprise the statement of financial position at 31 March 2026, and the statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising material accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the company as at 31 March 2026, and of its financial performance and its cash flows for the year then ended in accordance with IFRS Accounting Standards and the requirements of 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 *Auditors' 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. No key audit matter was determined.

Other Information

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

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

BDO

INDEPENDENT AUDITORS' REPORT (CONT'D)

To the Members of
Lasco Manufacturing Limited

Other Information (cont'd)

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 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 with the requirements of 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.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' 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 financial statements.

INDEPENDENT AUDITORS' REPORT (CONT'D)

To the Members of
Lasco Manufacturing Limited

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

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

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

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

- 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 auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the company to cease to continue as a going concern.

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

We communicate with 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 to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

INDEPENDENT AUDITORS' REPORT (CONT'D)

To the Members of
Lasco Manufacturing Limited

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

From the matters communicated with those charged with governance, 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 auditors' report unless law or regulation precludes public disclosure about the matter 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.

Report on additional matters as required by the Jamaican Companies 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 kept, 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 auditors' report is Balvin Vanriel.

BDO

Chartered Accountants

29 May 2026

LASCO MANUFACTURING LIMITED

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

YEAR ENDED 31 MARCH 2026

	Note	2026 $'000	2025 $'000
REVENUE	6	12,689,442	12,417,367
COST OF SALES		(7,854,644)	(7,761,522)
GROSS PROFIT		4,834,798	4,655,845
Other operating income	7	404,977	362,085
		5,239,775	5,017,930
EXPENSES:			
Administrative and other expenses		(1,580,272)	(1,567,018)
Selling and promotion expenses		(133,480)	(132,619)
	8	(1,713,752)	(1,699,637)
OPERATING PROFIT		3,526,023	3,318,293
Finance costs	10	(51,023)	(2,557)
PROFIT BEFORE TAXATION		3,475,000	3,315,736
Taxation	11	(710,783)	(747,609)
NET PROFIT		2,764,217	2,568,127
OTHER COMPREHENSIVE INCOME:			
Item that may not be reclassified to profit or loss - Unrealized loss on financial instruments		(70,947)	(37,100)
TOTAL COMPREHENSIVE INCOME		2,693,270	2,531,027
EARNINGS PER STOCK UNIT	12		
Basic		66.67¢	62.08¢

LASCO MANUFACTURING LIMITED

STATEMENT OF FINANCIAL POSITION

31 MARCH 2026

	Note	2026 $'000	2025 $'000
ASSETS			
NON-CURRENT ASSETS:			
Property, plant and equipment	13	5,382,986	4,626,687
Investments	14	575,188	699,955
		5,958,174	5,326,642
CURRENT ASSETS:			
Inventories	15	2,775,465	2,589,281
Receivables	16	3,855,893	2,774,943
Taxation recoverable		245,199	152,239
Short term investments	18	5,109,321	4,285,831
Cash and cash equivalents	19	3,374,832	3,352,876
		15,360,710	13,155,170
		21,318,884	18,481,812
EQUITY AND LIABILITIES			
EQUITY:			
Share capital	20	636,317	606,267
Fair value reserve	22	(113,032)	(42,085)
Retained earnings		16,348,322	14,371,258
		16,871,607	14,935,440
NON-CURRENT LIABILITIES:			
Deferred taxation	23	1,004,383	836,719
Long term loan	24	923,667	-
Non-government grant	25	85,561	95,339
		2,013,611	932,058
CURRENT LIABILITIES			
Payables	26	1,961,634	2,069,296
Current portion of long term loan	24	54,333	-
Taxation		417,699	545,018
		2,433,666	2,614,314
		21,318,884	18,481,812

Approved for issue by the Board of Directors on 26 May 2026 and signed on its behalf by:

James E. D. Rawle, CD
Managing Director

Compton Rodney
Director

LASCO MANUFACTURING LIMITED

STATEMENT OF CHANGES IN EQUITY

YEAR ENDED 31 MARCH 2026

	Note	Share Capital $'000	Fair Value Reserve $'000	Retained Earnings $'000	Total $'000
BALANCE AT 31 MARCH 2024		563,167	(4,985)	12,423,068	12,981,250
TOTAL COMPREHENSIVE INCOME					
Net profit		-	-	2,568,127	2,568,127
Other comprehensive income		-	(37,100)	-	(37,100)
		-	(37,100)	2,568,127	2,531,027
TRANSACTIONS WITH OWNERS					
Share issue	20	43,100	-	-	43,100
Dividends	27	-	-	(619,937)	(619,937)
		43,100	-	(619,937)	(576,837)
BALANCE AT 31 MARCH 2025		606,267	(42,085)	14,371,258	14,935,440
TOTAL COMPREHENSIVE INCOME					
Net profit		-	-	2,764,217	2,764,217
Other comprehensive income		-	(70,947)	-	(70,947)
		-	(70,947)	2,764,217	2,693,270
TRANSACTIONS WITH OWNERS					
Share issue	20	30,050	-	-	30,050
Dividends	27	-	-	(787,153)	(787,153)
		30,050	-	(787,153)	(757,103)
BALANCE AT 31 MARCH 2026		636,317	(113,032)	16,348,322	16,871,607

LASCO MANUFACTURING LIMITED

STATEMENT OF CASH FLOWS

YEAR ENDED 31 MARCH 2026

	Note	2026 $'000	2025 $'000
CASH FLOWS FROM OPERATING ACTIVITIES:			
Net profit		2,764,217	2,568,127
Items not affecting cash resources:			
Depreciation	13	284,695	254,215
Effect of exchange rate translation		33,440	(4,374)
Interest income	7	(383,695)	(350,644)
Dividend Income		(8,984)	-
Non-government grant - release to income		(9,778)	(2,445)
Loss on disposal of property, plant and equipment		166	173
Interest expense	10	51,023	2,557
Taxation expense	11	710,783	747,609
		3,441,867	3,215,218
Changes in operating assets and liabilities:			
Inventories		(186,184)	(453,011)
Receivables		(1,072,676)	(451,136)
Related companies		-	65
Taxation recoverable		(92,960)	(73,932)
Payables		(113,934)	116,062
		1,976,113	2,353,266
Taxation paid		(670,438)	(733,874)
Cash provided by operating activities		1,305,675	1,619,392
CASH FLOWS FROM INVESTING ACTIVITIES:			
Interest received		381,175	307,960
Short term investments	19(b)	(823,490)	(1,005,497)
Purchase of bonds	14	(146,180)	(404,028)
Dividend received		8,984	-
Purchase of property, plant and equipment	13	(1,041,160)	(424,715)
Proceeds from disposal of investment		200,000	200,000
Non-government grant	25	-	97,784
Cash used in investing activities		(1,420,671)	(1,228,496)
CASH FLOWS FROM FINANCING ACTIVITIES:			
Interest paid		(51,023)	(2,557)
Share issue		30,050	43,100
Loans repaid		-	(43,125)
Proceeds from loan	24	978,000	-
Dividends paid	27	(787,153)	(619,937)
Cash provided by/(used in) financing activities		169,874	(622,519)
Increase/(decrease) in cash and cash equivalents		54,878	(231,623)
Exchange effects on foreign cash balances		(32,922)	12,053
Cash and cash equivalents at beginning of year		3,352,876	3,572,446
CASH AND CASH EQUIVALENTS AT END OF YEAR	19	3,374,832	3,352,876

1. **IDENTIFICATION AND PRINCIPAL ACTIVITIES:**

(a) Lasco Manufacturing Limited is a limited liability company incorporated and domiciled in Jamaica. The registered office of the company is 27 Red Hills Road, Kingston 10 and it currently operates from premises at White Marl, St. Catherine. The company is listed on the Main Market of the Jamaica Stock Exchange (JSE).

(b) The principal activities of the company are the manufacturing of soy based products, juice drinks, water and packaging of milk based products. Distribution of these products is done in the local market.

2. **REPORTING CURRENCY:**

Items included in the financial statements of the company are measured using the currency of the primary economic environment in which the company operates (‘the functional currency’). These financial statements are presented in Jamaican dollars, which is considered the company’s functional and presentation currency.

3. **MATERIAL ACCOUNTING POLICIES:**

The principal accounting policies applied in the preparation of these financial statements are set out below. The policies have been consistently applied to all the years presented. Amounts are rounded to the nearest thousand, unless otherwise stated. Where necessary, amounts have been reclassified to conform to current year presentation.

(a) **Basis of preparation**

These financial statements have been prepared in accordance with International Financial Reporting Standards and International Accounting Standards as issued by the International Accounting Standards Board (IASB) and Interpretations (collectively IFRS Accounting Standards), and have been prepared under the historical cost convention. They are also prepared in accordance with requirements of the Jamaican Companies Act.

The preparation of financial statements in conformity with IFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the company’s accounting policies. Although these estimates are based on management’s best knowledge of current events and action, actual results could differ from those estimates. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in Note 4.

New, revised and amended standards and interpretations that became effective during the year

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

3. **MATERIAL ACCOUNTING POLICIES (CONT'D):**

(a) **Basis of preparation (cont'd)**

New, revised and amended standards and interpretations that became effective during the year (cont'd)

Amendments to IAS 21, 'Effects of Changes in Foreign Exchange Rates' – Lack of Exchangeability, (effective for accounting periods beginning on or after 1 January 2025). The amendments specify when a currency is exchangeable into another currency and when it is not as well as how an entity determines the exchange rate to apply when a currency is not exchangeable. A currency is exchangeable when there is an ability to obtain the other currency and the transaction would take place through a market or exchange mechanism that creates enforceable rights and obligations. The amendments also require the disclosure of additional information that would enable users of the financial statements of an entity to evaluate how a currency's lack of exchangeability affects, or is expected to affect, the entity's financial performance, financial position and cash flows.

The adoption of the amendments to the above standards and interpretations did not have a material impact on the company's financial statements.

New standards, amendments and interpretations not yet effective and not early adopted

The following amendments to standards which are not effective and have not been adopted early in these financial statements will or may have an effect on the company's financial statements.

Amendments to the Classification and Measurement of Financial Instruments – Amendments to IFRS 9 and IFRS 7, (effective for accounting periods beginning on or after 1 January 2026). These amendments clarify the date of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system, clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion, add new disclosures for certain instruments with contractual terms that can change cash flows (such as some financial instruments with features linked to the achievement of environment, social and governance targets), and update the disclosures for equity instruments designated at fair value through other comprehensive income (FVOCI). The adoption of these amendments is not expected to have a material impact on the company.

3. MATERIAL ACCOUNTING POLICIES (CONT'D):

(a) Basis of preparation (cont'd)

New standards, amendments and interpretations not yet effective and not early adopted (cont'd)

IFRS 18, 'Presentation and Disclosures in Financial Statements', (effective for accounting periods beginning on or after 1 January 2027). The International Accounting Standards Board (IASB) has published its new standard, IFRS 18 that will replace IAS 1 'Presentation of Financial Statements'. The new standard is the result of the primary financial statements project and aims at improving how entities communicate in their financial statements. The new standard introduces defined categories (Operating, Investing, Financing, Income Tax and Discontinued Operations) and mandatory subtotals in the statement of profit or loss to enhance comparability and structure, along with stricter rules on aggregation, disaggregation, and the presentation of operating expenses. It also requires detailed disclosures on Management-defined Performance Measures (MPMs), including their calculation, purpose, and reconciliation to IFRS totals, to improve transparency and consistency. The company is still assessing the impact the adoption of this new standard will have on its financial statements.

Amendments to IAS 21 'The effects of Changes in Foreign Exchange Rates',(effective for accounting reporting periods beginning on or after 1 January 2027). The amendments in Translation to a Hyperinflationary Presentation Currency are; When an entity translates amounts from a functional currency that is the currency of a non-hyperinflationary economy to a presentation currency that is the currency of a hyperinflationary economy, the entity translates those amounts, including comparative amounts, using the closing rate at the date of the most recent statement of financial position; when the entity's presentation currency ceases to be the currency of a hyperinflationary economy and its functional currency continues to be the currency of a non-hyperinflationary economy, the entity applies prospectively (without restatement of the comparative amounts) the method currently applicable in IAS 21 to such situations; and the entity would have to disclose that it has applied the method, including summarised financial information about its foreign operations translated applying the proposed translation method; it would also have to disclose if the economy concerned ceased to be hyperinflationary.

Amendments to IAS 7, 'Statement of Cash Flows', (effective for accounting periods beginning on or after 1 January 2027). The amendments require all companies to use the operating profit subtotal as defined in IFRS 18 as the starting point for the indirect method of reporting cash flows from operating activities. Additionally, the presentation alternatives for cash flows related to interest and dividends paid and received will be removed.

The company does not expect any other standards or interpretations issued by the IASB but not yet effective, to have a material effect on its financial statements.

3. MATERIAL ACCOUNTING POLICIES (CONT'D):

(b) **Foreign currency translation**

Foreign currency transactions are accounted for at the exchange rates prevailing at the dates of the transactions.

Monetary items denominated in foreign currency are translated to Jamaican dollars using the closing rate as at the reporting date.

Exchange differences arising from the settlement of transactions at rates different from those at the dates of the transactions and unrealized foreign exchange differences on unsettled foreign currency monetary assets and liabilities are recognized in profit or loss.

(c) **Property, plant and equipment**

Items of property, plant and equipment are recorded at historical cost, less accumulated depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the company and the cost of the item can be measured reliably. The carrying amount of any replaced part is derecognized. All other repairs and maintenance are charged to profit or loss during the financial period in which they are incurred.

Depreciation on assets under construction does not commence until they are complete and available for use. Depreciation on all other items of property, plant and equipment is calculated on the straight-line basis at annual rates estimated to write off the carrying value of the assets over the period of their estimated useful lives. Land is not depreciated. The expected useful lives of the other property, plant and equipment are as follows:

Buildings	40 years
Furniture and fixtures	10 years
Machinery and equipment	10 to 20 years
Computer equipment	5 years
Motor vehicles	5 years
Leasehold improvements	5 years

(d) **Investments**

The fair values of quoted instruments are based on the spread between the bid and ask prices at valuation date. Upon initial recognition, the company irrevocably classifies its equity instruments at fair value through other comprehensive income (FVOCI) when they meet the definition of equity under IAS 32, Financial Instruments: Presentation and are not held for trading. Such classification is determined on an instrument-by-instrument basis.

Gains and losses on these equity instruments are never recycled to profit or loss. Equity instruments at FVOCI are not subject to an impairment assessment.

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(e) Inventories

Inventories are stated at the lower of cost and fair value less costs to sell. Cost is determined as follows:

Finished goods	-	Cost of product plus all indirect costs to bring the item to a saleable condition.
Raw material	-	Cost of product plus duty and related cost in bringing the inventories to their present location.
Goods-in-transit	-	Cost of goods converted at the year end exchange rate.

Net realisable value is the estimate of the selling price in the ordinary course of business, less selling expenses.

(f) Provisions

Provisions are recognized when the company has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognized for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and risks specific to the obligation. The increase in the provision due to passage of time is recognized as interest expense.

(g) Revenue recognition

Sale of goods

Revenue is recognised at a point in time in the amount of the price, before tax on sales, expected to be received by the company for goods supplied as a result of their ordinary activities, as contractual performance obligations are fulfilled, and control of goods passes to the customer. Revenue is decreased by any trade discounts granted to customers.

For contracts that permit return of goods, revenue is recognised to the extent that it is highly probable that a significant reversal will not occur.

The right to recover returned goods is measured at the former carrying amount of inventory less any expected cost to recover.

3. MATERIAL ACCOUNTING POLICIES (CONT'D):

(g) **Revenue recognition (cont'd)**

Interest income

Interest income is recognised in profit or loss using the effective interest method. The "effective interest rate" is the rate that exactly discounts the estimated future cash receipts through the expected life of the financial instruments to its gross carrying amount.

When calculating the effective interest rate for financial instruments, the company estimates future cash flows considering all contractual terms of the financial instrument, but not ECL.

(h) **Impairment of non-current assets**

Property, plant and equipment and other non-current assets are reviewed for impairment losses whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the carrying amount of the asset exceeds its recoverable amount, which is the greater of an asset's net selling price and value in use. For the purpose of assessing impairment, assets are grouped at the lowest level for which there are separately identified cash flows.

(i) **Borrowings**

Borrowings are recognized initially at the proceeds received, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost.

Borrowing costs incurred for the construction of the qualifying assets are capitalised during the period of time that is required to complete and prepare the asset for its intended use. Other borrowing costs are expensed.

(j) **Current and deferred income taxes**

Current tax charges are based on taxable profits for the year, which differ from the profit before tax reported because taxable profits exclude items that are taxable or deductible in other years, and items that are never taxable or deductible. The company's liability for current tax is calculated at tax rates that have been enacted at the reporting date.

Deferred tax is the tax that is expected to be paid or recovered on differences between the carrying amounts of assets and liabilities and the corresponding tax bases. Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred income tax is determined using tax rates that have been enacted or substantially enacted by the reporting date and are expected to apply when the related deferred income tax asset is realized or the deferred income tax liability is settled.

Deferred tax assets are recognized to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilized.

3. MATERIAL ACCOUNTING POLICIES (CONT'D):

(j) **Current and deferred income taxes (cont'd)**

Deferred tax is charged or credited to profit or loss, except where it relates to items charged or credited to other comprehensive income or equity, in which case deferred tax is also dealt with in other comprehensive income or equity.

(k) **Employee benefits**

(i) Defined contribution plan

The company operates a defined contribution pension plan which is funded by employees' contribution of 5% to 15% of salary and employer's contribution of 5%. Once the contributions have been paid, the company has no further obligations. Contributions are charged to the statement of profit or loss, in the year to which they relate.

(ii) Profit-sharing and bonus plan

The company recognizes a liability and an expense for bonuses and profit-sharing based on a formula that takes into consideration the profit attributable to the company's stockholders after certain adjustments. The company recognizes a provision where contractually obliged or where there is a past practice that has created a constructive obligation.

(iii) Other employee benefits

Employee entitlement to annual leave and other benefits are recognized when they accrue to employees. A provision is made for the estimated liability for annual leave and other benefits as a result of services rendered by employees up to the end of the reporting period.

(iv) Share-based compensation

Restricted stock unit plan

The restricted stock units plan is an equity-settled share-based compensation plan. The fair value of the employees' past services received in exchange for the grant shares is recognized as an expense with the corresponding increase in equity. The total expensed is determined by reference to the fair value of the shares at the vested date.

(l) **Financial instruments**

A financial instrument is any contract that gives rise to both a financial asset in one entity and a financial liability or equity of another entity.

3. MATERIAL ACCOUNTING POLICIES (CONT'D):

(l) **Financial instruments (cont'd)**

Financial assets

(i) **Classification**

The company classifies its financial assets as amortised cost and fair value through other comprehensive income. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

Amortised cost

These assets arise principally from the provision of goods and services to customers (eg. trade receivables), but also incorporate other types of financial assets where the objective is to hold these assets in order to collect contractual cash flows and the contractual cash flows are solely payments of principal and interest (SPPI). They are initially recognized at fair value plus transaction costs that are directly attributable to their acquisition or issue and are subsequently carried at amortised cost using the effective interest rate method, less provision for impairment.

The company's financial assets measured at amortised cost comprise cash and cash equivalents, receivables, due from related company and short term deposits.

Cash and cash equivalents are carried in the statement of financial position at cost. For the purposes of the cash flow statement, cash and cash equivalents comprise cash at bank and in hand and short term deposits with original maturity of three months or less.

Fair value through other comprehensive income (FVOCI)

The company has made an irrevocable election to classify its investments at fair value through other comprehensive income rather than through profit or loss as the company considers this measurement to be the most representative of the business model for those assets. They are carried at fair value with changes in fair value recognized in other comprehensive income and accumulated in the fair value through other comprehensive income reserve. Upon disposal any balance within fair value through other comprehensive income reserve is reclassified directly to retained earnings and is not reclassified to profit or loss.

The company's financial assets measured at FVOCI are its investments securities which includes equity instruments in the statement of financial position.

3. MATERIAL ACCOUNTING POLICIES (CONT'D):

(l) **Financial instruments (cont'd)**

Financial assets (cont'd)

(ii) **Recognition and measurement**

Regular purchases and sales of financial assets are recognized on the trade-date - the date on which the company commits to purchase or sell the asset. Financial assets are initially recognized at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets are derecognized when the rights to receive cash flows from the financial assets have expired or have been transferred and the company has transferred substantially all risks and rewards of ownership.

The company assesses at each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired. If any such evidence exists, the cumulative loss - measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognized in profit or loss - is removed from other comprehensive income and recognized in profit or loss.

(iii) **Impairment**

Impairment provisions for current and non-current trade receivables are recognised based on the simplified approach within IFRS 9 using a provision matrix in the determination of the lifetime expected credit losses (ECL).

During this process the probability of the non-payment of the trade receivables is assessed by taking into consideration historical rates of default for each segment of trade receivables as well as the estimated impact of forward looking information. This probability is then multiplied by the amount of the expected loss arising from default to determine the lifetime ECL for the trade receivables. For trade receivables, which are reported net, such provisions are recorded in a separate provision account with the loss being recognised within the statement of profit or loss. On confirmation that the trade receivable will not be collectable, the gross carrying value of the asset is written off against the associated provision.

Financial liabilities

The company's financial liabilities are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost using the effective interest method. At the reporting date, the following were classified as financial liabilities: long term loan and payables.

3. MATERIAL ACCOUNTING POLICIES (CONT'D):

(m) **Segment reporting**

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

Based on the information presented to and reviewed by the CODM, the entire operations of the company are considered as one operating segment.

(n) **Share capital**

Ordinary shares are classified as equity. Incremental costs directly attributed to the issue of ordinary shares are recognized as a deduction from equity.

(o) **Other receivables**

Other receivables are stated at amortised cost less impairment losses, if any.

(p) **Dividend distribution**

Dividend distribution to the company's shareholders is recognized as a liability in the company's financial statements in the period in which the dividends are approved by the company's shareholders. In the case of interim dividends, this is recognized when declared by the directors.

Dividend for the year that are declared after the reporting date are dealt with in the subsequent events note.

(q) **Leases**

(i) As lessee:

Leases where a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments under operating leases are charged to the statement of income on a straight-line basis over the period of the lease.

(ii) As lessor:

Where assets are leased under finance lease, the present value of the lease payments is recognized as a receivable. The difference between the gross receivable and the present value of the receivable is recognized as unearned finance income. Lease income is recognized over the term of the lease in a manner which reflects a constant periodic rate of return on the net investment in the lease.

3. **MATERIAL ACCOUNTING POLICIES (CONT'D):**

(r) **Related party balances and transactions**

Parties are considered to be related if directly, or indirectly through one or more intermediaries, the party controls, is controlled by or is under common control with the entity (this includes parents, subsidiaries and fellow subsidiaries) has significant influence over the entity or has joint control over the entity. Related party balances and transactions are disclosed for the following:

(i) Enterprises and individuals owning, directly or indirectly, a significant interest in voting power of the company and /or having significant influence over the company's affairs and close members of the family of these individuals.

(ii) Key management personnel, that is those persons having authority and responsibility for planning directing and controlling the activities of the company, including directors, officers and close members of the families of these individuals.

(s) **Non-Government grant**

Capital grants received for the acquisition of fixed assets are initially recognised as deferred income and subsequently credited to profit or loss on a systematic basis over the useful life of the related asset. This treatment ensures the grant income matches the depreciation expense of the asset.

4. **CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES:**

Judgements and estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(a) **Critical judgements in applying the company's accounting policies**

In the process of applying the company's accounting policies, management has not made any judgements that it believes would cause a significant impact on the amounts recognized in the financial statements.

(b) **Key sources of estimation uncertainty**

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

4. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D):

(b) **Key sources of estimation uncertainty (cont'd)**

(i) **Fair value estimation**

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

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

The fair value measurement of the company's financial and non-financial assets and liabilities utilises market observable inputs and data as far as possible. Inputs used in determining fair value measurements are categorized into different levels based on how observable the inputs used in the valuation technique utilized are; the 'fair value hierarchy:

Level 1 Quoted prices in active markets for identical assets or liabilities. (unadjusted)

Level 2 Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices).

Level 3 Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs).

The classification of an item into the above levels is based on the lowest level of the inputs used that has a significant effect on the fair value measurement of the item.

The fair value of financial instruments traded in active markets, such as investments at fair value either through OCI or through profit or loss, is based on quoted market prices at the reporting date. The quoted market price used for financial assets held by the company is the current bid price. These instruments are included in level 1 and comprise equity instruments traded on the JSE.

The fair values of financial instruments that are not traded in an active market are deemed to be/determined as follows:

The carrying values less any impairment provision of financial assets and liabilities with a maturity of less than one year are estimated to approximate their fair values due to the short term maturity of these instruments. These financial assets and liabilities are cash and cash equivalents, trade receivables, trade payables, related company balances and unquoted investments.

4. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D):

(b) **Key sources of estimation uncertainty (cont'd)**

(ii) **Income taxes**

Estimates are required in determining the provision for income tax. There are some transactions and calculations for which the ultimate tax determination is uncertain. The company recognizes liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

(iii) **Depreciable assets**

Estimates of the useful life and the residual value of property, plant and equipment are required in order to apply an adequate rate of transferring the economic benefits embodied in these assets in the relevant periods. The company applies a variety of methods in an effort to arrive at these estimates from which actual results may vary. Actual variations in estimated useful lives and residual values are reflected in the statement of income through impairment or adjusted depreciation provisions.

(iv) **Net realizable value of inventories**

Estimates of net realizable value are based on the most reliable evidence available at the time the estimates are made, of the amount the inventories are expected to realize. The 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 realizable value also take into consideration the purpose for which the inventory is held.

(v) **Measurement of the expected credit loss allowance**

Allowances are determined upon origination of the trade receivable based on a model that calculates the expected credit loss (ECL) of the trade receivables.

Under this ECL model, the company segments its trade receivables in a matrix by days past due and determined for each age bracket an average rate of ECL, considering actual loss experience over the last 12 months and analysis of future default, that is applied to the balance of the trade receivables.

The average ECL rate increases in each segment of days past due until the rate is 100% for the segment of 365 days or more past due. The use of assumptions make uncertainty inherent in such estimates.

5. **FINANCIAL RISK MANAGEMENT:**

The company is exposed through its operations to the following financial risks:

- Credit risk
- Fair value or cash flow interest rate risk
- Foreign exchange risk
- Other market price, and
- Liquidity risk

The company is exposed through its operations to the following financial risks (cont'd):

In common with all other businesses, the company is exposed to risks that that arise from its use of financial instruments. This note describes the company's objectives, policies and processes for managing those risks and the methods used to measure them. Further quantitative information in respect of these risks is presented throughout these financial statements.

There have been no substantive changes in the company's exposure to financial instrument risks, its objectives, policies and processes for managing those risks or the methods used to measure them from previous periods unless otherwise stated in this note.

(a) **Principal financial instruments**

The principal financial instruments used by the company, from which financial instrument risk arises, are as follows:

- Receivables
- Cash and cash equivalents
- Investments
- Payables
- Long term loan
- Short term investments
- Related companies

(b) **Financial instruments by category**

Financial assets

	Amortised cost		Fair value through other comprehensive income	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Cash and cash equivalents	3,374,832	3,352,876	-	-
Short term investments	5,109,321	4,285,831	-	-
Receivables	3,077,772	2,119,635	-	-
Investments	350,208	404,028	224,980	295,927
Total financial assets	11,912,133	10,162,370	224,980	295,927

5. FINANCIAL RISK MANAGEMENT (CONT'D):

(b) **Financial instruments by category (cont'd)**

Financial liabilities

	Amortised cost	
	2026	2025
	$'000	$'000
Payables	1,633,504	1,222,582
Long term loan	978,000	-
Total financial liabilities	2,611,504	1,222,582

(c) **Financial risk factors**

The Board has overall responsibility for the determination of the company's risk management objectives and policies and, whilst retaining ultimate responsibility for them, it has delegated the authority for designing operating processes that ensure the effective implementation of the objectives and policies to the company's finance function. The Board receives monthly reports from the Financial Controller through which it reviews the effectiveness of the processes put in place and the appropriateness of the objectives and policies it sets. The company's internal auditors also review the risk management policies and processes and report their findings to the Audit and Risk Management Committee.

The overall objective of the Board is to set policies that seek to reduce risk as far as possible without unduly affecting the company's competitiveness and flexibility. Further details regarding these policies are set out below:

(i) **Market risk**

Market risk arises from the company's use of interest bearing, tradable and foreign currency financial instruments. It is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in interest rates (interest rate risk), foreign exchange rates (currency risk) or other market factors (other price risk).

Currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate because of changes in foreign exchange rates.

Currency risk arises from transactions for sales, purchases and US Dollar denominated investments. The company manages this risk by ensuring that the net exposure in foreign assets and liabilities is kept to an acceptable level by monitoring currency positions. The company further manages this risk by maximising foreign currency earnings.

5. FINANCIAL RISK MANAGEMENT (CONT'D):

(c) Financial risk factors (cont'd)

(i) Market risk (cont'd)

Concentration of currency risk

The company's exposure to foreign currency risk was as follows:

	2026 $'000	2025 $'000
Cash and cash equivalents	1,974,881	1,671,367
Short term investments	119,801	118,351
Receivables	143,553	115,833
Payables	(1,172,322)	(994,660)
	1,065,913	910,891

Foreign currency sensitivity

The following table indicates the sensitivity of profit before taxation to changes in foreign exchange rates. The change in currency rate below represents management's assessment of the possible change in foreign exchange rates. The sensitivity analysis represents outstanding foreign currency denominated cash and bank, short term investments, accounts receivable balances and accounts payable balances, and adjusts their translation at the year-end for 1.5% (2025 - 3.5%) depreciation and a 1% (2025 - 1%) appreciation of the Jamaican dollar against the US dollar. The changes below would have no impact on other components of equity.

	% Change in Currency Rate 2026	Effect on Profit before tax 31 March 2026 $'000	% Change in Currency Rate 2025	Effect on Profit before tax 31 March 2025 $'000
Currency:				
USD	+1	(10,659)	+1	(9,109)
USD	-1.5	15,989	-3.5	31,881

Price risk

Price risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all instruments traded in the market. The company is exposed to the equity securities price risk arising from its holding in financial assets at fair value through other comprehensive income.

5. FINANCIAL RISK MANAGEMENT (CONT'D):

(c) **Financial risk factors (cont'd)**

(i) **Market risk (cont'd)**

Price risk (cont'd)

A 1.5% (2025 - 6%) increase in the price of equity stocks will result in a $3,375,000 (2025 - $17,756,000) increase and a 2% (2025 - 2%) decrease in the price of equity stocks will result in a $4,500,000 (2025 - $5,919,000) decrease in results or stockholders equity.

Cash flow and fair value 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.

Floating rate instruments expose the company to cash flow interest rate risk, whereas fixed rate instruments expose the company to fair value interest rate risk.

The company is primarily exposed to cash flow interest rate risk on its variable rate borrowings. The company analyses its interest rate exposure arising from borrowings on an ongoing basis, taking into consideration the options of refinancing, renewal of existing positions and alternative financing.

Short term investments, fixed deposits and borrowings are the only interest bearing assets and liabilities respectively, within the company. The company's short term investments and fixed deposits are due to mature and re-price respectively, within three months to one year of the reporting date and the company's borrowings are fixed for a period and then revised.

Interest rate sensitivity

There is no significant exposure to interest rate risk on short term deposits, as these deposits have a short term to maturity and are constantly reinvested at current market rates.

There is no significant exposure to interest rate risk on borrowings. A 0.25% increase/0.25% decrease in interest rates on Jamaican dollar borrowings would result in a $2,445,000 decrease/increase in profit before tax for the company.

(ii) **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 from trade receivables, short term investments, due from related companies and cash and bank balances.

5. **FINANCIAL RISK MANAGEMENT (CONT'D):**

(c) **Financial risk factors (cont'd)**

(ii) **Credit risk (cont'd)**

Trade receivables

Revenue transactions in respect of the company's primary operations are done on a credit basis. The company has policies in place to ensure that sales are made to customers with an appropriate credit history.

Cash and bank balances

Cash transactions are limited to high credit quality financial institutions. The company has policies that limit the amount of credit exposure to any one financial institution.

Maximum exposure to credit risk

The maximum exposure to credit risk is equal to the carrying amount of trade and other receivables and cash and cash equivalents in the statement of financial position.

The aging of trade receivables is:

	2026 $'000	2025 $'000
0-30 days	2,692,342	2,090,038
31-60 days	1,239	(683)
Over 60 days	25,444	5,538
	2,719,025	2,094,893

The majority of the sales are made to a related company and based on payment patterns, no history of default was identified as all payments are made within the year. No provision for expected credit losses was required during the year.

The creation and release of provision for expected credit losses have been included in expenses in profit or loss. Amounts charged to the provision account are generally written off when there is no expectation of recovering additional cash.

5. FINANCIAL RISK MANAGEMENT (CONT'D):

(c) Financial risk factors (cont'd)

(iii) Liquidity risk

Liquidity risk is the risk that the company will be unable to meet its payment obligations associated with its financial liabilities when they fall due. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, and the availability of funding through an adequate amount of committed credit facilities.

Liquidity risk management process

The company's liquidity risk management process, as carried out within the company and monitored by the Finance Department, includes:

(i) Monitoring future cash flows and liquidity on a daily basis.
(ii) Maintaining a portfolio of short term deposit balances that can easily be liquidated as protection against any unforeseen interruption to cash flow.
(iii) Maintaining committed lines of credit.
(iv) Optimising cash returns on investments.

Cash flows of financial liabilities

The maturity profile of the company's financial liabilities, based on contractual undiscounted payments, is as follows:

	Within 1 Year $'000	1 to 2 Years $'000	2 to 5 Years $'000	Over 5 Years $'000	Total $'000
31 March 2026					
Payables	1,633,504	-	-	-	1,633,504
Long term loan	127,138	134,666	373,130	885,180	1,520,114
Total financial liabilities (contractual maturity dates)	1,760,642	134,666	373,130	885,180	3,153,618
31 March 2025					
Payables	1,222,582	-	-	-	1,222,582
Total financial liabilities (contractual maturity dates)	1,222,582	-	-	-	1,222,582

5. FINANCIAL RISK MANAGEMENT (CONT'D):

(d) **Capital management**

The company's objectives when managing capital are to safeguard the company's ability to continue as a going concern in order to provide returns for stockholders and benefits for other stakeholders. The Board of Directors monitors the return on capital, which the company defines as net operating income, excluding non-recurring items, divided by total stockholders' equity. The Board of Directors also monitors the level of dividends to stockholders.

There are no particular strategies to determine the optimal capital structure. There are also no external capital maintenance requirements to which the company is subject.

(e) **Fair values of financial instruments**

The following table presents the company's investments that are measured at fair value. There are no liabilities that are measured at fair value at the year end and the company has no instruments classified in Level 2 or 3 during the year. There were no transfers between levels during the year.

	2026 Level 1 $'000
Investment securities fair value through other comprehensive income	
Equity securities	224,980

	2025 Level 1 $'000
Investment securities fair value through other comprehensive income	
Equity securities	295,927

The fair value of financial instruments that are traded in an active market for which there are no quoted market prices, is determined by using valuation techniques. When using valuation techniques, the company uses a variety of methods and makes assumptions that are based on market conditions existing at year end. The following methods and assumptions have been used.

(i) Investments securities classified as fair value through profit or loss and fair value through other comprehensive income are measured at fair value by reference to quoted market prices when available. If quoted prices are not available, then fair values are estimated on the basis of pricing models or other recognized valuation techniques.

(ii) The fair value of liquid assets and other assets maturing within three months is assumed to approximate their carrying amount. The assumption is applied to liquid assets and the short term elements of all other financial instruments.

(iii) The fair value of variable rate financial instruments is assumed to approximate their carrying value.

6. **REVENUE:**

Revenue represents the price of goods sold and transferred to customers at a point in time, after discounts and allowances.

7. **OTHER OPERATING INCOME:**

	2026 $'000	2025 $'000
Dividends	8,984	7,556
Interest income	383,695	350,644
Other income	12,298	3,885
	404,977	362,085

8. **EXPENSES BY NATURE:**

Total administrative, selling and other expenses:

	2026 $'000	2025 $'000
Staff costs (note 9)	686,315	751,456
Directors' fees	24,317	25,029
Auditors' remuneration	9,900	9,000
Legal and professional fees	21,836	39,360
Security	47,560	55,073
Insurance	196,312	189,460
Building rental and equipment	3,204	2,404
Advertising and promotion	133,480	132,619
Foreign exchange loss	53,324	19,490
Travelling and entertainment	27,556	27,784
Depreciation	284,695	254,215
Donations and subscriptions	68,108	54,564
Printing and stationery	13,556	11,273
Bank charges	7,684	12,229
Utilities	42,728	38,800
Cleaning and sanitation	37,848	40,201
Container expenses	54,270	35,747
Other operating expenses	1,059	933
	1,713,752	1,699,637

Included in other operating expenses are expense categories amounting to less than $3 million.

9. STAFF COSTS:

	2026 $'000	2025 $'000
Salaries and related costs	503,413	440,776
Directors' remuneration	73,454	75,299
Pension costs	14,515	13,276
Staff welfare	143,582	152,187
Share option	(48,649)	69,918
	686,315	751,456

The average number of persons employed by the company during the year was one hundred (100), (2025 - one hundred and five (105).

Also included in cost of sales is an amount of $393,969,000 (2025 - $421,171,000) representing production workers' staff costs.

10. FINANCE COSTS:

	2026 $'000	2025 $'000
Interest expense	51,023	2,557

11. TAXATION EXPENSE:

(a) Taxation is computed on the profit for the year, adjusted for tax purposes, and comprises income tax at 25%.

	2026 $'000	2025 $'000
Current taxation	543,119	717,844
Deferred taxation (note 23)	167,664	29,765
	710,783	747,609

(b) The tax on the profit before taxation differs from the theoretical amount that would arise using the applicable tax rate as follows:

	2026 $'000	2025 $'000
Profit before taxation	3,475,000	3,315,736
Taxation calculated at 25%	868,750	828,934
Adjusted for the effects of:		
Expenses not deducted for tax purposes	130,088	116,742
Net effect of other charges and allowances	(221,955)	(125,584)
Employment tax credit	(66,100)	(72,483)
Taxation charge in income statement	710,783	747,609

12. EARNINGS PER STOCK UNIT:

Earnings per stock unit is calculated by dividing the net profit attributable to stockholders by the weighted average number of ordinary stock units in issue at year-end.

	2026	2025
Net profit attributable to stockholders ($'000)	2,764,217	2,568,127
Weighted average number of ordinary stock units ($'000)	4,145,995	4,136,502
Basic earnings per stock unit (¢ per share)	66.67	62.08

13. PROPERTY, PLANT AND EQUIPMENT:

	Land & Buildings $'000	Machinery & Equipment $'000	Leasehold Improvement $'000	Assets under Construction $'000	Motor Vehicles $'000	Furniture & Fixtures $'000	Computer Equipment & Accessories $'000	Total $'000
At cost:								
1 April 2024	3,390,775	2,868,892	6,579	130,728	39,209	10,169	422,999	6,869,351
Additions	42,581	373,167	-	-	-	5,093	3,874	424,715
Disposal	-	-	-	-	-	-	(192)	(192)
31 March 2025	3,433,356	3,242,059	6,579	130,728	39,209	15,262	426,681	7,293,874
Additions	3,133	1,027,745	-	-	-	5,599	4,683	1,041,160
Disposal	-	(58,136)	-	-	-	-	(192)	(58,328)
31 March 2026	3,436,489	4,211,668	6,579	130,728	39,209	20,861	431,172	8,276,706
Depreciation:								
1 April 2024	660,640	1,286,524	6,579	-	34,662	5,005	419,581	2,412,991
Charge for the year	85,065	164,645	-	-	1,979	1,113	1,413	254,215
Disposal	-	-	-	-	-	-	(19)	(19)
31 March 2025	745,705	1,451,169	6,579	-	36,641	6,118	420,975	2,667,187
Charge for the year	85,237	194,387	-	-	1,140	1,805	2,126	284,695
Disposal	-	(58,136)	-	-	-	-	(26)	(58,162)
31 March 2026	830,942	1,587,420	6,579	-	37,781	7,923	423,075	2,893,720
Net Book Value:								
31 March 2026	2,605,547	2,624,248	-	130,728	1,428	12,938	8,097	5,382,986
31 March 2025	2,687,651	1,790,890	-	130,728	2,568	9,144	5,706	4,626,687

Included in land and buildings is a property located at White Marl, St. Catherine which is owned as Tenants in Common in equal shares with a related company.

14. INVESTMENTS:

	2026 $'000	2025 $'000
At fair value through other comprehensive income -		
Quoted equities	224,980	295,927
At amortised cost -		
Mayberry Investments Limited Bond	146,180	200,000
Barita Finance Limited Investment Bond	204,028	204,028
	350,208	404,028
	575,188	699,955

Investments stated at fair value through other comprehensive income represent quoted equities.

Investment at Mayberry Limited for 2026 represents JMD Fixed Rate Bond issued September 2025, attracts an interest of 8.75% and matures in October 2026.

Investment at Barita Finance Limited represents JMD Fixed rate Bond issued February 2025, attracts an interest rate of 11% and matures in July 2026.

Investment at Mayberry Investments Limited for 2025 represented JMD Fixed Rate Bond issued January 2025, attracted an interest rate of 10.0% and matured in July 2025.

15. INVENTORIES:

	2026 $'000	2025 $'000
Raw materials	785,474	1,027,559
Finished goods	327,091	289,215
Goods in transit	1,267,981	979,397
	2,380,546	2,296,171
Spare parts inventories	394,919	293,110
	2,775,465	2,589,281

16. RECEIVABLES:

	2026 $'000	2025 $'000
Trade receivables	2,719,025	2,094,893
Other receivables	568,413	181,019
Prepayments and deposits	563,455	499,031
	3,855,893	2,774,943

17. RELATED PARTY TRANSACTIONS AND BALANCES:

	2026 $'000	2025 $'000
Transactions during the year		
Purchase of goods/foreign currency:		
Lasco Financial Services Limited	6,279,663	6,455,509
Sale of goods/services:		
Lasco Distributors Limited	12,648,166	12,369,575
Lasco Chin Foundation	8,281	1,425
Cash donation:		
Lasco Chin Foundation	18,198	17,156
Key management compensation (included in staff costs - note 9):		
Key management includes directors (executive) and senior managers -		
Salaries and other short-term employee benefits	97,647	111,908
Share-based payment	30,050	43,100
Directors' emoluments:		
Fees	24,317	25,029
Management remuneration (included above)	73,454	75,299
Share-based payment	30,050	43,100
Year end balances		
With related companies:		
Due from -		
Lasco Distributors Limited (included in non-trade receivable)	38,320	32,687
Lasco Distributors Limited (included in trade receivables)	2,710,647	2,088,691
Lasco Financial Services Limited (included in trade receivables)	4,601	3,748
Lasco Chin Foundation (included in trade receivables)	988	674
Lasco Micro Finance Limited (included in other receivables)	100,000	-
Due to -		
Lasco Distributors Limited (included in payables)	14,586	29,613
Lasco Distributors Limited (included in accruals)	45,551	26,349
Lasco Chin Foundation (included in accruals)	244	-

17. RELATED PARTY TRANSACTIONS AND BALANCES (CONT'D):

Year end balances (cont'd)

	2026 $'000	2025 $'000
Due to (cont'd) -		
Lasco Chin Foundation (included in payables)	155	-
Lasco Financial Services Limited (included in payables)	129	130

There is a forty-five (45) days repayment term of the amounts due to and from related companies.

18. SHORT TERM INVESTMENTS:

These represent JA$ and US$ interest bearing deposits which have been invested for a period of one (1) year at weighted average interest rates that range from 0.8% to 6.15% (2025 - 1.85% to 10.5%).

19. CASH AND CASH EQUIVALENTS:

	2026 $'000	2025 $'000
Cash at bank and in hand	3,321,244	3,299,344
Short term deposits	53,588	53,532
	3,374,832	3,352,876

(a) The weighted average interest rates on short term deposits denominated in United States dollars were 0.65% and 0.00% (2025 - 0.65% and 0.00%) and these mature within 30 days.

(b) Reconciliation of movements of assets to cash flows from investing activities:

Amounts represent short term investments.

	2026 $'000	2025 $'000
At 1 April	4,285,831	3,280,334
Addition	738,961	1,582,569
Interest earned	84,733	190,639
Disbursements	-	(770,572)
Non cash -		
Foreign exchange adjustment	(204)	2,861
	823,490	1,005,497
At 31 March	5,109,321	4,285,831

20. **SHARE CAPITAL:**

	2026 $'000	2025 $'000
Authorised -		
4,427,500,000 ordinary shares of no par value		
Stated capital -		
Issued and fully paid -		
4,147,913,000 (2025 - 4,142,913,000) ordinary shares of no par value	636,317	606,267

During the year 5,000,000 units of shares at a cost of $30,050,000 were granted and exercised under the new Restricted Stock Units Plan for Employees and Directors of Lasco Manufacturing Limited.

21. **OTHER RESERVE:**

Restricted Stock Units:

On 6 November 2024, the Board of Directors approved the Restricted Stock Units Plan (RSU) to replace the Employee Stock Option Plan (ESOP) that expired on 30 May 2021. At the expiration of the Employee Share Option Plan (ESOP) the total number of unissued shares amounted to 158,573,000 units. These remaining units were transferred to the Restricted Stock Units Plan.

The company granted 5,000,000 units under the Restricted Stock Units Plan in March 2026.

Movement of shares

	2026 No. of shares '000
Opening units	148,573
Units vested during the year	(5,000)
31 March	143,573

22. **FAIR VALUE RESERVE:**

This represents the net unrealised deficit on revaluation of equity investments at fair value through other comprehensive income. The investments are not impaired and the recorded deficit is based on short term fluctuations in market prices.

23. DEFERRED TAXATION:

Deferred taxes are calculated in full on temporary differences under the liability method using a principal tax rate of 25%.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities. The amounts determined after appropriate offsetting are as follows:

	2026 $'000	2025 $'000
Deferred tax liability	(1,004,383)	(836,719)

The movement in deferred tax is as follows:

	2026 $'000	2025 $'000
Balance at start of year	(836,719)	(806,954)
Charge to profit or loss (note 11)	(167,664)	(29,765)
Balance at end of year	(1,004,383)	(836,719)

Deferred tax is due to the following temporary differences:

	2026 $'000	2025 $'000
Accelerated capital allowances	(978,342)	(817,392)
Interest receivable	(21,583)	(20,953)
Accrued vacation leave	3,760	2,719
Unrealized foreign exchange gain	(8,218)	(1,093)
	(1,004,383)	(836,719)

Deferred tax charged to profit or loss comprises the following temporary differences:

	2026 $'000	2025 $'000
Accelerated capital allowance	(160,950)	(10,167)
Interest receivable	(630)	(10,671)
Accrued vacation leave	1,041	(1,464)
Unrealized foreign exchange gain	(7,125)	(7,463)
	(167,664)	(29,765)

24. LONG TERM LOAN:

	2026 $'000	2025 $'000
CIBC FirstCaribbean International (Jamaica) Limited	978,000	-
Less: current portion	(54,333)	-
	923,667	-

The CIBC loan attracts an interest rate of 7.75% per annum for five years, thereafter, variable rate of weighted average treasury bill yield (WATBY) plus a spread of 2.75%, subject to a WATBY floor of 4%. Rate is subject to periodic review. The loan will be amortised over 132 months after a 12 months moratorium on principal. The moratorium ends May 2026.

The above-mentioned principal payments are based on a 15-year amortisation; however, the loan is fully repayable within a 144-month term. At the end of the 144-month term there will be a balloon principal payment of JMD$260,800,000. CIBC Caribbean will have the right of first refusal (but no obligation) to refinance the outstanding balance.

The loan was secured by the following:

(i) First mortgage issued by Lasco Manufacturing Limited and Lasco Distributors Limited over each mortgagor's interest in commercial property located at White Marl, St. Catherine and registered at Volume 1092 Folio 796 ("White Marl") in the names of the mortgagors and which mortgage is to be issued by each mortgagor to secure:

(a) its indebtedness arising from its borrowing from and other direct liabilities incurred to the bank; and

(b) its indebtedness as guarantor of payment of the other mortgagor's indebtedness to the bank as at (a), such guarantee to be limited in each case to the value of the mortgagor's interest in White Marl. The said mortgage to be stamped to cover JMD$1.207 billion (with power to upstamp) and to be the principal security intended to secure indebtedness arising from advances to Lasco Manufacturing Limited pursuant to this facility letter as well as advances to Lasco Distributors Limited pursuant to a facility letter of even date hereto, issued to Lasco Distributors Limited and in the case of each company, such other indebtedness as may arise pursuant to other agreements with the bank.

(ii) Fixed and floating charge debenture stamped for JMD$2.223 billion over the assets of the company.

(iii) Hypothecation of credit balances held, whether in foreign or local currencies or both, being not less than US$1.05 million or equivalent.

(iv) Fire or peril insurance including all risks over building, content (inventories, machinery, equipment) with the interest of the bank noted thereon.

(v) Overdraft lending agreement of JMD$8.5M.

25. NON-GOVERNMENT GRANT:

The company is a signed party to a Memorandum of Understanding (MOU) with the United States Agency for International Development (USAID), LASCO Manufacturing Limited, and LASCO Distributors Limited. The main objective of the MOU is to support the strengthening of Energy Sector Resilience in Jamaica.

Under the terms of this MOU, the company received a non-government capital grant. The grant was provided for the acquisition of battery storage equipment, which forms an integral part of the company's Solar Power System initiative to enhance energy sustainability and efficiency.

Movement in Deferred non-government grant:

	2026 $'000
Opening Balance	95,339
Released to income	(9,778)
Balance at end of year	85,561

26. PAYABLES:

	2026 $'000	2025 $'000
Trade payables	1,490,372	1,120,156
Other payables and accruals	471,262	949,140
	1,961,634	2,069,296

27. DIVIDENDS:

	2026 $'000	2025 $'000
In respect of 2026	787,153	-
In respect of 2025	-	619,937

By Special board meeting dated 17 June 2025, dividend payment of $0.19 per share was approved by the Board of Directors.

By Special board meeting dated 17 June 2024, dividend payment of $0.15 per share was approved by the Board of Directors.

28. **PENSION SCHEME:**

The company operates a defined contribution pension scheme which is administered by BPM Financial Limited and is open to all permanent employees.

The scheme is funded by the company's and employees' contributions. The company's contributions to the scheme are expensed and amounted to $14,515,000 (2025 - $13,276,000) for the year.

29. **CONTINGENT LIABILITIES:**

The company's banker, CIBC Caribbean (Jamaica) Limited has issued guarantees in favour of third parties totalling $100,000,000 (2025 - $100,000,000).


LASCO
LaSoy
LactoseFree
Soy Beverage
Original
NET WT 80g/2.8oz
Makes 630ml/21oz

PROXY FORM

I/We____

of____

being a Member/Members of the above-named Company, hereby appoint__________________

of____

or failing him/her,____

of____

as my/our proxy to vote for me/us on my/our behalf at the Annual General Meeting of the Company to be held on **Friday, October 9, 2026** and at any adjournment thereof.

Signed this ____________day of ______________________ 2026

Signature: ____

NOTES:

1. *When completed, this form must be received by the Registrar of the Company at the address given below, not less than forty-eight (48) hours before the time for holding the meeting.*

2. *The Proxy Form should bear stamp duty of $100.00 which may be adhesive and duly cancelled by the person signing the proxy form.*

3. *If the appointer is a Corporation, this Form of Proxy must be executed under its common seal or under the hand of an officer or attorney duly authorized in writing.*

Send to
The Registrar and Transfer Agent
Jamaica Central Securities Depository
40 Harbour Street
Kingston

POSTAGE STAMP

NOTES

LASCO Manufacturing

27 Red Hill Road, Kingston 10, Jamaica West Indies lascojamaica.com 876) 749 5272