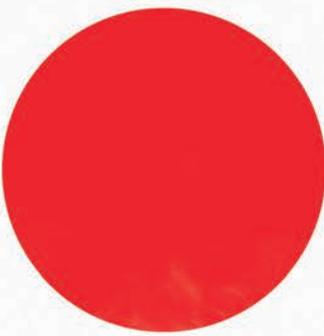
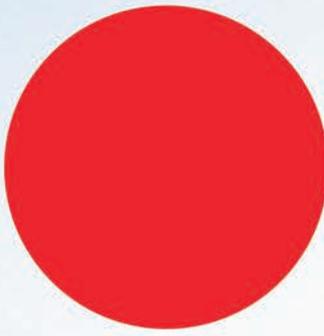




Salada



ANNUAL REPORT 2024/25  
**CONNECTING**  
for growth

# Salada

®





# OUR PEOPLE PROMISE

- F** RANK |  I share my ideas and opinions freely and respectfully
- A** CCOUNTABLE |  I do what I say I am going to do
- I** NTEGRITY |  Honesty and trust are non-negotiable
- R** ESULT-ORIENTED |  I am proud of how much I deliver, not of how much I do





## V I S I O N

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

## O U R M I S S I O N

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



# TABLE OF CONTENTS

Notice of Annual General Meeting	6
Corporate Data	8
Shareholders' Report	9
Chairman's Message	10
5 Year Summary	14
Directors' Report	16
Board of Directors	20
Corporate Governance Report	24
Management Team	34
Management Discussion & Analysis	38
Risk Management Report	44
Marketing Engagement Highlights	48
Corporate Social Responsibility	52
Article: Connecting for Growth	56
Innovations Report	58
Employee Development, Health and Safety	60
Audited Financial Statements	64
Form of Proxy	





## NOTICE OF ANNUAL GENERAL MEETING

NOTICE is hereby given that the **Sixty-First Annual General Meeting of Shareholders of Salada Foods Jamaica Limited** will be held in person for the following purposes on **Thursday, March 12, 2026, at 2:00p.m.** at the **Legacy Suite, Jamaica Pegasus Hotel, 81 Knutsford Boulevard, Kingston 5.**

### ORDINARY BUSINESS

1. **To receive the Audited Accounts for the year ended 30<sup>th</sup> of September 2025 and the Report of the Auditor and Directors therein.**

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

- 1.) "THAT the audited accounts for the year ended 30<sup>th</sup> of September 2025 and the report of the Directors and Auditor therein BE AND ARE HEREBY received and adopted."

2. **To ratify and declare dividends paid on December 13, 2024, and June 17, 2025, as final for the year ended 30<sup>th</sup> of September 2025.**

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

- 2.) "THAT as recommended by the Directors, the interim dividends of \$0.063 per stock unit paid on December 13, 2024, and \$0.063 per stock unit paid on June 17, 2025, BE AND ARE HEREBY ratified and declared as final and no further dividend be paid with respect to the year ended 30<sup>th</sup> of September 2025."

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

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

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

- 3.) (a) "THAT the Directors up for re-election and offering themselves for re-election be re-elected en bloc."  
  
(b) "THAT Directors **Patrick Williams** and **Tracy-Ann Spence** be and are hereby re-elected as Directors of the Company."

4. **Directors' Remuneration**

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

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



## 5. Appointment of Auditors

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

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

### NOTES

- i. A member eligible to attend and vote at a General Meeting is entitled to appoint another person as his/her proxy to attend and vote instead of him/her. A proxy, so appointed, need not be a member of the Company.
- ii. All members are entitled to attend and vote at the meeting.
- iii. Proxy forms can be found on the Company's website at [www.saladafoodsja.com](http://www.saladafoodsja.com) and must be downloaded, printed, completed and deposited with the Secretary, at the Registered Office of the Company not less than forty-eight hours before the time appointed for holding the meeting. The Form of Proxy must include stamp duty of \$100 which may be paid by adhesive stamps which are to be cancelled by the person signing the proxy.
- iv. The Company's Annual Report for the year ended the 30<sup>th</sup> of September 2025, which includes the Financial Statements, Auditor's Report and Director's Report therein, may be found at the Company's website at [www.saladafoodsja.com](http://www.saladafoodsja.com) and be downloaded therefrom or alternatively on the website of the Jamaica Stock Exchange at [www.jamstockex.com](http://www.jamstockex.com).

Dated January 15, 2026

**BY ORDER OF THE BOARD**

**Michelle N. Smith**  
COMPANY SECRETARY





## Corporate Data

Registered Office

**20 Bell Road  
Kingston 11, Jamaica**



Mailing Address

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



Telephone

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



Email

**info@saladafoodsja.com**



Website

**www.saladafoodsja.com**



Auditors

**CrichtonMullings & Associates  
Suite 27B 80 Lady Musgrave Road  
Kingston 10, Jamaica**



Bankers

**National Commercial Bank  
Corporate Banking Division  
32 Trafalgar Road Kingston 10**



Social Media

**saladafoodsja  
myjamaicamountainpeak**





# Shareholders' Report

## TOP TEN SHAREHOLDERS AS AT SEPTEMBER 30, 2025

SHAREHOLDER	SHAREHOLDINGS	% SHAREHOLDING
Resource in Motion Limited	602,367,000	57.98
AIC (Jamaica) Limited	89,881,200	8.65
Donwis Limited	75,042,800	7.22
Ideal Portfolio Services Company Limited	40,112,146	3.86
Ideal Betting Co. Limited	27,553,100	2.65
Ideal Group Corporation Limited	27,260,000	2.62
Ideal Finance Corp. Limited	26,200,000	2.52
Donovan Lewis	16,774,000	1.61
Pam - Pooled Equity Fund	10,880,450	1.05
Caribbean Trust & Merchant Bank Ltd.	10,307,600	0.99
<b>TOTAL TOP TEN SHAREHOLDINGS</b>	<b>926,378,296</b>	<b>89.17</b>
Other Minority Shareholdings	112,454,604	10.83
<b>TOTAL ISSUED ORDINARY SHARE CAPITAL</b>	<b>1,038,832,900</b>	<b>100.00</b>

## DIRECTORS' OWNERSHIP AS AT SEPTEMBER 30, 2025

NAME OF DIRECTOR	PERSONAL	CONNECTED PARTIES	SHAREHOLDINGS	COMBINED
**Patrick Williams	3,666,608	-	-	3,666,608
Michael Bernard	Nil	-	-	Nil
Kathryn Lewis-Green	Nil	*Donovan Lewis, Andrea Lewis & Luke Lewis	1,257,200	828,217,276
		*D & A Lewis in Trust: L. & K. Lewis	7,126,000	
		*Luke Lewis	10,000	
		Donovan Lewis & Andrea Lewis	1,814,700	
		Resource in Motion Limited	602,367,000	
		Donovan Lewis	16,774,000	
		Donwis Limited	75,042,800	
		Ideal Group Corporation Limited	27,260,000	
		Ideal Global Investments Limited	2,700,330	
		Ideal Finance Corp. Limited	26,200,000	
		Ideal Betting Company Limited	27,553,100	
Ideal Portfolio Services Company Limited	40,112,146			
**Eric Stultz <small>(Deceased) July 21, 2025</small>	2,720,000	-	-	2,720,000
Tracy-Ann N. Spence	Nil	-	-	Nil
Michelle Smith	Nil	-	-	Nil

## SENIOR OFFICERS' OWNERSHIP AS AT SEPTEMBER 30, 2025

NAME OF SENIOR OFFICER	PERSONAL	CONNECTED PARTIES	SHAREHOLDINGS	COMBINED
Tamii Brown	Nil	-	-	-
Stephen Lloyd	Nil	-	-	-
Nadine Francis	Nil	-	-	-
Richard Thomas	Nil	-	-	-
Christopher Lee	Nil	-	-	-
Laurence Chin Shue	Nil	-	-	-
Kerrian Johnson	Nil	-	-	-
Michael Murray	Nil	-	-	-

\*Joint Holdings with Director  
\*\*JCSD Account maintained with Ideal Portfolio Services Company Limited



# Chairman's Message



---

**6.8%**  
Increase in  
**GROSS  
PROFIT**

---



**Dear Fellow Shareholders,**

On behalf of the Board of Directors, I am pleased to present the annual report of Salada Foods Jamaica Limited for the fiscal year ended September 30, 2025.

The Company remained firmly anchored to its strategic priorities while navigating a demanding operating environment. Inflationary pressures, elevated commodity prices, and ongoing foreign exchange volatility continue to shape the economic landscape for local manufacturers. In this environment, Salada focused on what it could control, that is, maintaining strong operational discipline, applying prudent procurement protocols, and deepening connections across its value chain. These actions promoted resilience in the business and reinforced the Company's foundation for sustainable growth.

**Financial Performance**

During the year under review, Salada delivered continued revenue growth, with gross revenue increasing by 7.9% to \$1.6 billion.

Performance was led by the domestic market, where sustained demand across the Company's portfolio reflected the strength and relevance of its brands. Despite operating in a period of elevated raw material input costs, including record-high green coffee bean prices, the Company achieved a 6.8% increase in gross profit to \$487.9 million while maintaining a relatively stable gross margin of 30.5%. Operating profit for the year was \$218.9

million, with net profit of \$171.5 million. The performance for the period reflected deliberate investments in organizational alignment and capability building. These actions were taken to support longer-term efficiency and resilience in the Company's operations.

During the year, shareholders received two interim dividend payments of \$0.063 per stock unit, declared in December 2024 and May 2025, resulting in a total distribution of \$130.9 million.

**Strategic Performance**

Consistent with the theme *Connecting for Growth*, Salada continued to strengthen its commercial, operational, and market relationships during the year. Salada improved its distribution in both domestic and export markets, supporting

---

**The Board's confidence is anchored in expanding distribution, improving operational efficiency and the development of a portfolio built for growth.**

---

deeper channel penetration in existing territories and successfully expanding its footprint in the United Kingdom.

Portfolio diversification remains a strategic growth pillar. The Company continued to leverage its manufacturing capabilities beyond coffee processing, introducing additional non-coffee products to reduce its reliance on constrained raw materials. The Company's most recent innovation, the Sorrel Hibiscus beverage, represents a further step in this direction, which supports resilience and long-term value creation.

---

**GROSS MARGIN**  
**30.5%**

---



## Board Matters

The Board notes with deep regret the passing, in July 2025, of Mr. Eric Stultz, a Director of the Company, and acknowledges his significant contribution to the governance and development of Salada Foods Jamaica Limited during his 17 years on the Board. His experience, insights and unwavering commitment will be missed.

## Subsequent Events

After the financial year-end, Hurricane Melissa made landfall in Jamaica on October 28, 2025, impacting several farmers and suppliers who provide raw materials to the Company. Management continues to assess the extent of the damage and the potential implications for future crop cycles, including coffee and other locally sourced raw materials. The Company traditionally purchases key raw materials in advance of production requirements and maintains adequate inventory levels. The Board does not anticipate any material disruption to near-term production or the Company's ability to meet customer demands.

The Company rallied support of its staff and community partners, including our adopted school, Jebb Memorial Basic School, to provide practical assistance to the farming communities affected by the hurricane. These efforts are grounded in the Company's commitment to stand with our farmers in their time of need.

## Outlook

The Board remains confident in the Company's outlook, underpinned by the continued expansion of its distribution network, ongoing efforts to improve operational efficiency, and successful strategies geared towards portfolio diversification. The Company's strong balance sheet, disciplined operating framework, and established household brands provide a solid foundation for a positive long-term outlook.

I extend my sincere gratitude to my fellow Directors for their astute guidance and oversight during the year. I also thank our management team and staff for their commitment and agility in navigating this demanding operating environment. To our customers, suppliers, and shareholders, I thank you for your continued confidence and loyalty.

Yours sincerely,

**Patrick Williams**

Chairman



# Sorrel Hibiscus

The Flower with Endless Traditions

SERVED >  



From Sorrel in the Caribbean to Bissap in West Africa, Zobo in Nigeria to flor de Jamaica in Latin America. Many names with one shared story, in every sip. With Jamaica Mountain Peak Sorrel Hibiscus, heritage now meets your everyday.

***Culture you can sip, anywhere, anytime.***

**Just add water. Sip & Ahhhhh!**



SCAN ME FOR MIXING INSTRUCTIONS



#CultureOnTheGo





5

**YEAR  
SUMMARY**



## Five Year Financial Review

INCOME STATEMENT	2025	2024	2023	2022	2021
Sales Revenue \$'000	1,600,144	1,482,567	1,400,888	1,336,438	1,189,740
Cost of Sales \$'000	1,112,199	1,025,828	975,931	924,435	828,534
Profit before Taxation \$'000	235,160	251,191	229,751	230,711	196,995
Profit after Taxation \$'000	171,474	189,884	179,770	175,416	156,826
Book Value \$'000	1,202,350	1,158,774	1,093,283	1,050,353	1,004,532
Cashflow from Operations \$'000	124,516	388,994	87,703	258,707	66,838
Net Profit Attributable to Shareholders \$'000	171,474	189,884	179,770	175,416	156,826
Dividends paid to Shareholders \$'000	130,893	128,815	121,543	114,272	108,039
Amortization & Depreciation \$'000	30,140	27,064	26,027	26,030	23,928
EBITDA \$'000	265,300	278,255	255,778	256,741	220,923
Number of Shares '000**	1,038,833	1,038,833	1,038,833	1,038,833	1,038,833
Share price****	2.85	3.41	3.86	4.29	6.52

IMPORTANT RATIOS					
Return on Equity	14.26%	16.40%	16.40%	16.70%	15.60%
Profit before Taxation/Sales	15%	17%	16%	17%	17%
Profit after Taxation/Sales	11%	13%	13%	13%	13%
Earnings per Share***	0.17	0.18	0.17	0.17	0.15
Book Value per Share	1.16	1.12	1.05	1.01	0.97
Dividend per Share	0.13	0.12	0.12	0.11	0.10
Dividend Growth Rate	8.33%	5.98%	6.36%	5.77%	-13.34%
YOY Devaluation	1.47%	1.73%	1.08%	4.93%	2.35%
USD Exchange Rate	159.24	156.93	154.26	152.61	145.44

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

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

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



# Directors' Report

For year ended September 30, 2025

The Board of Directors are pleased to submit their report for the year ending September 30, 2025.

The financial results for the year end are shown in the table below:

FINANCIAL STATEMENTS	2025	2024
Profit before taxation ('000)	235,160	251,191
Other comprehensive profit for the year ('000)	2,995	4,422
Taxation ('000)	-63,686	-61,307
Net Profit ('000)	171,474	189,884
Accumulated surplus at beginning of year ('000)	1,158,774	1,093,283
Dividend ('000)	-130,893	-128,815
Accumulated surplus at end of year ('000)	1,202,350	1,158,774
Earnings per ordinary stock unit	0.17	0.18

Details of the results for the year ended September 30, 2025, were approved by the Board of Directors on November 20, 2025. A comparison with the previous year is set out in the Group Statements of Comprehensive Income on page (73).

## Auditor

The Auditor of the Company for the year under review was CrichtonMullings & Associates with office situated at 80 Lady Musgrave Road, Kingston 6.

## Dividend

In the first quarter of the year the Board of Directors declared and paid a dividend of \$0.063 per stock unit on December 13, 2024, and in the second quarter of the year declared and paid a dividend of \$0.063 per stock unit on June 17, 2025.

The Board of Directors recommends that the interim dividend paid on December 13, 2024, and June 17, 2025, be declared as final for the year ended 30th September 2025.

## The Board of Directors

The Directors regret to report the passing of Director Eric Stultz. Accordingly, there was a change to the composition of the Board of Directors during the year under review. Director Stultz served on the Board during the year for the period October 1, 2024, to July 12, 2025.

The Directors of the Board as at September 30, 2025, are as follows:

- Mr. Patrick Williams (Chairman)
- Mrs. Kathryn Lewis-Green
- Mr. Michael Bernard
- Miss Tracy-Ann Spence
- Miss Michelle Smith is the Company's Corporate Secretary.

## Re-election of Directors

Pursuant to Article 72 of the Company's Articles of Incorporation one-third of the Directors subject to retirement shall retire and may be re-elected to office at every Annual General Meeting.



COMMITTEES	CHAIRMAN	MEMBERS
Audit Committee	Michael Bernard	Kathryn Lewis-Green Patrick Williams Michael Bernard Tracy-Ann Spence
Corporate Governance Committee	Patrick Williams	Patrick Williams Kathryn Lewis-Green

The Directors retiring under these two Articles are therefore Mr. Patrick Williams and Miss Tracy-Ann Spence, who being eligible both offer themselves for re-election as Directors.

**The Committees**

The three Committees of Salada at the commencement of the year under review were the Audit Committee, Corporate Governance Committee and the Procurement Committee. Director Stultz was a member and the Chairman of the Procurement Committee and a member of the Corporate Governance Committee. Due to his passing, there was a change in the number of members and composition of those two Committees. For the Procurement Committee, only one member remained upon the passing of Director Stultz. Accordingly, the Board of Directors made the decision to subsume into the Board’s overall oversight, the purpose, role and function of the Procurement Committee with effect August 1, 2025.

The existing Committees composition as at September 30, 2025, is tabled above.

**Thanks to Management & Staff**

The Board would like to express our gratitude to management and the staff for their commitment and work over the past year. Their collective dedication has been a force behind the Company’s continued manufacturing excellence and operational success in the year. The management team’s strategic leadership and ability to pivot to navigate ever-changing local and global socio-economic and environmental changes, while maintaining Salada’s core values is commendable. We, the Board, are honoured to work with such a talented team and look forward to Salada’s continued growth together.

**Thanks to our Stakeholders**

The Board thanks Salada’s shareholders, partners and all other stakeholders for their support during the year under review and look forward to their continued support.

Dated November 20, 2025  
BY ORDER OF THE BOARD

**Michelle Smith**  
COMPANY SECRETARY



# Your Every Day IMMUNITY BOOST



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



Stomach Soothing



Antioxidant



Heart Healthy



Pain Relief



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

# Latte

with a twist



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

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

**#TheLatteForThat**



**SCAN**  
FOR WAYS TO USE

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

## BOARD OF DIRECTORS



### **PATRICK WILLIAMS** (Chairman)

Mr. Williams has served as Chairman of the Board of Salada Foods Jamaica Limited since March 2015. He also serves as Chairman of the Corporate Governance Committee and is a member of the Audit Committee.

He is a senior executive of ICWI Group Limited, a leading general insurance group operating across the English-speaking Caribbean. In addition to his role at Salada Foods Jamaica Limited, Mr. Williams serves on several boards, including Ideal Portfolio Services, Ideal Finance Corporation, Ideal Securities Brokers Limited, Hardware & Lumber Limited, University Hospital of the West Indies Private Wing Limited (Tony Thwaites Wing) and the Jamaica Medical Foundation.

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

### **MICHAEL BERNARD** (Director)

Mr. Bernard has served as a Director of Salada Foods Jamaica Limited for over 20 years and brings extensive leadership experience and industry knowledge across manufacturing and distribution. He currently serves as Chairman of the Audit Committee of Salada Foods Jamaica Limited.

He is the Executive Chairman of Spike Industries Limited and serves as Chairman of Pioneer Manufacturing and Distribution Company Limited and One on One Educational Services Limited. Mr. Bernard also holds directorships at Hardware & Lumber Limited, GraceKennedy General Insurance Company Limited and Sterling Investments Limited.

His previous leadership roles include General Manager of Jamaica Biscuit Company and Managing Director of Cigarette Company of Jamaica Limited, Agricultural Products of Jamaica Limited and Carreras Limited.

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



**KATHRYN LEWIS-GREEN**  
(Director)

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

She is a founding partner of Lewis, Smith, Williams & Company, Attorneys-at-Law and Trademark Agents, and was admitted to the Jamaican Bar in 2011. Mrs. Lewis-Green brings extensive legal and governance experience, with a focus on corporate, commercial, and regulatory matters.

In addition to her role at Salada Foods Jamaica Limited, she serves as a Director of the Companies Office of Jamaica and the Trade Board Jamaica Limited.

Mrs. Lewis-Green holds a Bachelor of Arts degree in Political Science from McMaster University, a Bachelor of Laws degree from the University of Liverpool, a Legal Education Certificate from the Norman Manley Law School and a Master of Business Administration from the Mona School of Business and Management, University of the West Indies.

**ERIC STULTZ**  
(Director)

Mr. Stultz served as a Director of Salada Foods Jamaica Limited from January 2008 until July 2025. During his tenure, he served as Chairman of the Board's Procurement Committee and was a member of the Corporate Governance Committee.

He was the General Manager of Baking Enterprises Limited and held several senior management roles within the National Continental Corporation, bringing extensive operational leadership experience across manufacturing and distribution.

Mr. Stultz brought extensive operational and governance experience to the Board.



# BOARD OF DIRECTORS



## **TRACY-ANN SPENCE** (Director)

Ms. Spence serves as a Director of Salada Foods Jamaica Limited and brings over twenty years of experience in investment management, treasury and financial services. She is the Executive Vice President and Chief Investment Officer of Sagicor Group Jamaica Limited, with responsibility for Sagicor Investments Jamaica, Group Treasury and Asset Management and Real Estate.

Prior to joining Sagicor, Ms. Spence spent twenty years at the NCB Financial Group, where she held several senior leadership roles, including Chief Operating Officer of NCB Capital Markets Limited.

In addition to Salada Foods Jamaica Limited, she currently serves as a Director of the Jamaica Association for the Deaf, Mailpac Group Limited, the Jamaica Stock Exchange, Advantage General Insurance Company Limited and Sagicor Property Services Limited.

Ms. Spence holds a Bachelor of Science in Applied Mathematics from York University, Toronto, Canada and Masters in Business Administration in Banking and Finance (with Distinction) from The University of The West Indies, Jamaica. She also holds a Project Management Professional (PMP) certification from the Project Management Institute.

## **MICHELLE SMITH** (Corporate Secretary)

Ms. Smith serves as Corporate Secretary of Salada Foods Jamaica Limited. She is an experienced legal professional with extensive expertise in corporate law, governance, and regulatory compliance.

She is the Managing Partner of Lewis, Smith, Williams & Company, Attorneys-at-Law and Trademark Agents, where she leads the firm's Commercial Division and Dispute Resolution Department. Ms. Smith was admitted to the Jamaican Bar in 2005 and is a commissioned Notary Public for the island of Jamaica.

Ms. Smith brings strong corporate governance and legal advisory experience to her role, supporting the Board and management in the effective discharge of their statutory and fiduciary responsibilities.

Ms. Smith holds a Bachelor of Arts Degree from The University of the West Indies, Jamaica and a Bachelor of Laws Degree from The University of the West Indies, Barbados. She also holds a Legal Education Certificate from the Norman Manley Law School, Jamaica and a Master of Laws in International and Commercial Dispute Resolution Law (with Distinction) from the University of Westminster, London, United Kingdom.

# Crafted to Perfection



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



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

# CORPORATE GOVERNANCE REPORT

For year ended September 30, 2025

Salada Foods Jamaica Limited ('the Company') is dedicated to upholding a robust corporate governance framework, rooted in the principles of transparency, accountability, and ethical integrity. We prioritize ethical decision-making to ensure every action taken by our Board and management aligns with the best interests of our stakeholders. We believe that rigorous governance standards are fundamental to protecting the interests of our shareholders and stakeholders alike. By adhering to international best practices and complying with all local legal and regulatory requirements, our Board of Directors ensures that the Company remains a resilient, sustainable, and responsible corporate citizen.

At the Company, we value our professional partnerships and remain steadfast in our commitment to driving long-term value, while fostering positive relationships within the communities we serve and contributing meaningfully to the social and economic fabric of Jamaica.

### Board of Directors

To ensure objective decision-making, one of the Company's corporate governance tenets is to maintain a Board that consists of a robust presence of high-caliber, independent non-executive directors, whose expertise contributes and provides substantial influence in critical decision making. Accordingly, the Company's Directors are individuals who are experts with significant years of experience within their own fields and are independent of management and majority free from any external interests

or relationships that could compromise their impartial judgment.

The mission of the Board of Salada Foods Jamaica Limited is to provide sound, ethical, and transparent guidance to management in the Company's operations to ensure a long-term and sustainable increase in value for shareholders and other stakeholders. To achieve this mission, the Board focuses on areas in the operations of the business of the Company that are exposed to socio-economic, political and or environmental risks and work alongside management closely to mitigate and where possible alleviate them.

### Role of the Chairman

The Chairman is an independent non-executive Director whose core responsibility is to ensure the Board operates effectively by leading constructive meetings and that Directors receive sufficient and accurate information to make informed decisions in a timely manner. The Chairman also provides crucial support to the General Manager, especially regarding external relations and affairs.

### Role of the Corporate Secretary

The Corporate Secretary assists the Chairman in maintaining efficient and effective operations for both the Board and its Committees. Her primary responsibilities include preparing and maintaining minutes of the meetings of the Board and its Committees, ensuring compliance with all legal and regulatory requirements, timely filing of all documents with the respective regulatory bodies including the Jamaica





NAME OF DIRECTOR	NON-INDEPENDENT / INDEPENDENT	NON-EXECUTIVE EXECUTIVE	EXPERTISE
<b>Patrick Williams</b> (Chairman)	Independent	Non-executive	<ul style="list-style-type: none"> <li>• General &amp; Strategic Management</li> <li>• Finance &amp; Accounting • Risk Management</li> <li>• Manufacturing</li> </ul>
<b>Kathryn Lewis-Green</b>	Non-independent	Non-executive	<ul style="list-style-type: none"> <li>• Legal • General Management</li> <li>• Finance &amp; Accounting • Risk Management</li> </ul>
<b>Eric Stultz</b>	Independent	Non-executive	<ul style="list-style-type: none"> <li>• General &amp; Strategic Management</li> <li>• Finance &amp; Accounting • Risk Management</li> <li>• Sales &amp; Marketing</li> </ul>
<b>Michael Bernard</b>	Independent	Non-executive	<ul style="list-style-type: none"> <li>• General &amp; Strategic Management</li> <li>• Finance &amp; Accounting • Risk Management</li> <li>• Manufacturing • Sales &amp; Marketing</li> </ul>
<b>Tracy-Ann Spence</b>	Independent	Non-executive	<ul style="list-style-type: none"> <li>• General &amp; Strategic Management</li> <li>• Finance &amp; Accounting • Risk Management</li> </ul>

Stock Exchange, and promoting positive engagement with the Company's stakeholders.

### Board Composition

The Board at the commencement of the year under review comprised five Directors, four of whom are independent Directors and one who is a non-independent Director. None of the Directors are employed by the Company, making them all non-executive Directors.

In the middle of the last quarter of the year, the Board regrettably lost an independent Director, namely Eric Stultz, who passed away on July 12, 2025. At the end of the year the Board was therefore composed of four Directors, three of whom are independent Directors and one Director who is non-independent. The independent Directors are Mr. Patrick Williams, Mr. Michael Bernard and Miss Tracy-Ann Spence. The sole non-independent Director is Mrs. Kathryn Lewis-Green. Mr. Williams is the Chairman of the Board. The Corporate

Secretary is Miss Michelle N. Smith.

To view each Board member's profile, please visit the Company's website at [www.saladafoodsja.com](http://www.saladafoodsja.com).

The Board's diverse skills, expertise, and balanced perspectives, highlighted in the table above, significantly improved the Company's ability to be agile in identifying and navigating challenges while capitalizing on new opportunities during the year.

### Board Meetings

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



# CORPORATE GOVERNANCE REPORT (Cont'd.)

For year ended September 30, 2025

During the year under review, the Board of Directors held a total of ten regular meetings, maintaining exceptional attendance across the Board. There were no special Board meetings. Below is the attendance breakdown for each Director:

any accompanying recommendations to consider them for further discussion, potential implementation, and improvement in the upcoming year. The annual evaluation for this year under review has been completed by the Board and Committees.

## DIRECTORS ATTENDANCE

DIRECTORS	RECORD OF ATTENDANCE
Patrick Williams	Attended all <b>ten</b> of the ten meetings ( <b>100%</b> attendance).
Kathryn Lewis-Green	Attended all <b>ten</b> of the ten meetings ( <b>100%</b> attendance).
Michael Bernard	Attended all <b>ten</b> of the ten meetings ( <b>100%</b> attendance).
Tracy-Ann Spence	Attended all <b>ten</b> of the ten meetings ( <b>100%</b> attendance).
Eric Stultz *	Attended all <b>seven</b> of the seven meetings ( <b>100%</b> attendance) held prior to his passing.

\*Note: Mr. Stultz passed away in July 2025.

### Directors' Emoluments

The total aggregate emoluments paid to all Directors for the year amounted to Sixteen Million, One Hundred and Seventy-Six Thousand Dollars (\$16,176,000.00).

### Board and Committees Evaluation

The Company evaluates the performance of its Board of Directors and Committees members annually at year-end. The evaluation assesses individual Directors, as well as the collective performance of the Board and its Committees. The process is designed to allow Directors and Committee members to provide written self-assessments and opinions on the year's performance. The Board Chairman reviews these evaluations and

### Board Committees

At the commencement of the year under review, the Board maintained its three primary Committees, namely the Audit Committee, Corporate Governance Committee, and Procurement Committee. Committees typically meet on a quarterly basis, though additional meetings can be scheduled as agreed upon. Business is conducted with a minimum of two members present for a quorum.

In the final quarter of the year, the Board underwent a structural change following the passing of Eric Stultz, Chairman of the Procurement Committee, on July 12, 2025. His death left the Committee with only one remaining member, prompting the Board of Directors to subsume the





Committee's responsibilities, roles, and functions effective August 1, 2025. While the Procurement Committee was removed in name, its essential duties were integrated into the broader Board oversight. Consequently, as of the end of the year, the Board operates with two standing Committees, namely the Audit Committee and Corporate Governance Committee.

For all Committees' meetings, minutes are drafted, reviewed, and formally approved to maintain an official record. In addition to members, meetings are attended by the General Manager, Financial Controller, and Corporate Secretary, who provides administrative support and records minutes. At the final Audit Committee meeting of the year, the external auditor attends specifically to present their audit methodology and findings.

#### ***Audit Committee***

The Audit Committee in the year consisted of four members, namely Mr. Michael Bernard, Mr. Patrick Williams, Mrs. Kathryn Lewis-Green and Ms. Tracy-Ann Spence. Mr. Bernard is the Chairman of this Committee.

The Audit Committee is primarily responsible for the rigorous oversight of the Company's financial health and reporting integrity. The core responsibilities of this Committee include:

- **Financial Reporting Oversight:** Supervising the preparation of management's monthly and quarterly unaudited financial statements.

- **Related Party Transaction Oversight:** Ensuring that any and all related party transactions involving the Board and management are scrutinized and managed as arm's-length transactions, prioritizing the Company's best interests and maintaining absolute integrity throughout the process.
- **External Audit Coordination:** Managing the annual independent audit process to verify the accuracy of the Company's financial position.
- **Regulatory Compliance:** Ensuring all financial documentation complies with current accounting standards and legal obligations.
- **Financial Integrity:** Continuously monitoring reporting processes to maintain the highest standards of financial accuracy and transparency.
- **Risk Mitigation & Internal Controls:** Evaluating and reinforcing the internal systems and controls designed to contain and manage operational and business risks.
- **Public Disclosure Management:** Reviewing and authorizing both quarterly and annual audited financial results for official release to the Jamaica Stock Exchange.



# CORPORATE GOVERNANCE REPORT (Cont'd.)

For year ended September 30, 2025

## *Proceeding of the Audit Committee*

During the year, the Audit Committee maintained rigorous oversight of the Company's financial stability and operational risks and executed the following strategic actions:

- **Credit Risk Management:**  
Exercised stringent oversight of USD accounts receivables exceeding 90 days to safeguard liquidity and cash flow.
- **Commodity Price Monitoring:**  
Analyzed the second-quarter surge in global green coffee bean prices, assessing the subsequent impact on cost of goods sold (COGS) and overall profitability.
- **Budgetary Oversight:**  
Critically reviewed and approved management's mid-year reforecasted budget to align with shifting market conditions.
- **Financial Performance Tracking**  
Monitored year-to-date budget execution to ensure the realization of annual financial objectives.
- **Audit Quality & Governance:**  
Evaluated the findings within the external auditor's management letter, directing and approving management's remedial actions.
- **Auditor Evaluation:**  
Conducted a comprehensive assessment of CrichtonMullings & Associates' efficiency and fee structure, subsequently recommending their reappointment as the Company's auditor.

- **Compliance & Disclosure:**

Evaluated quarterly unaudited financial statements and recommended them to the Board for timely release to the Jamaica Stock Exchange and shareholders.

- **Transaction & Integrity Review:**

Conducted quarterly assessments of material transactions and reconciliation reports to ensure reporting accuracy and internal control integrity. Examined and approved an arm's-length-related-party commercial loan transaction on terms and rates that were favourable and in the best interest of the Company for the purpose of its purchase of an X-ray machine.

During the year under review, the Audit Committee held a total of four meetings. Member attendance, along with a Director who attended by invitation, but was not a formal member, is detailed in the table on the following page.

The Committee maintained strong engagement and full attendance across most members. The high attendance rate ensured that the Committee consistently met its responsibilities in overseeing the Company's financial reporting and audit processes.



## MEMBERS' ATTENDANCE

AC MEMBERS	RECORD OF ATTENDANCE
Michael Bernard (Chairman)	Attended <b>all four</b> of the <b>four meetings</b> (100% attendance).
Kathryn Lewis-Green	Attended <b>all four</b> of the <b>four meetings</b> (100% attendance).
Patrick Williams	Attended <b>all four</b> of the <b>four meetings</b> (100% attendance).
Tracy-Ann Spence	Attended <b>three</b> of the <b>four meetings</b> (75% attendance)

## INVITEES' ATTENDANCE

INVITEES	RECORD OF ATTENDANCE
Eric Stultz	Attended <b>all three</b> of the <b>three meetings</b> (100% attendance) held prior to his passing.

### Corporate Governance Committee

The Corporate Governance Committee is responsible for upholding the highest standards of organizational integrity. Its core functions include:

- **Best Practice Alignment:**  
Ensuring the Company's governance frameworks and operational practices consistently align with current global and local best practices.
- **Regulatory Compliance:**  
Safeguarding the Company's adherence to all relevant legal and regulatory frameworks governing its operations.
- **Transparency & Disclosure:**  
Managing the timely and accurate release of information to stockholders, stakeholders, and regulatory authorities.
- **Remuneration Governance:**  
Establishing and maintaining formal, transparent compensation policies for both the Board of Directors and Senior Management.

- **Conflict Resolution:**

Acting as a mediator to resolve any Board or management disputes efficiently and within a professional timeframe.

- **Performance Evaluation:**

Reviewing the effectiveness of the Board and management and working with the Chairman to implement strategic improvements and recommendations.

- **Governance Education:**

Proactively updating the Board and management on emerging governance trends and evolving best practices to ensure continuous improvement.

### Whistleblowing Policy\*

The Committee also oversees the operations and effectiveness of the Company's Whistleblowing Policy (also known as our "Speak Up Policy") to ensure that all staff members have a safe platform to raise concerns regarding unethical behavior or operational irregularities. To safeguard our culture of accountability, the Company provides



# CORPORATE GOVERNANCE REPORT (Cont'd.)

For year ended September 30, 2025

a secured email address managed by the Chairman of the Corporate Governance Committee with assistance of the Corporate Secretary, allowing for both confidential and anonymous reporting to ensure every voice is heard and every complaint is investigated.

\*Salada's Speak Up Policy (Whistleblowing Policy), is available on our website under "Investors Relations" at "Corporate Governance".

### Proceedings of the Corporate Governance Committee

During the year, the Corporate Governance Committee undertook several key initiatives related to human resources, compliance, and governance as follows:

- **Paternity Leave:** The new paternity leave policy was considered and approved for integration into the employee handbook.
- **Whistleblowing Policy:** Amendments were made to the "Speak Up Policy".
- **Management Guidance:** Provided guidance and advice to management regarding a redundancy exercise involving a senior manager position.
- **Data Protection:** Reviewed the Data Protection Officer's (DPO) quarterly reports on data protection compliance.

- **Contractor Wages:** Reviewed and approved management's proposal for increasing wages for lower-tiered contractors, including considering an analysis of the impact on the current and budgeted cost of goods.
- **Performance Evaluation:** Provided oversight for the annual performance evaluations of the Board, Committees, and individual Directors.

At the beginning of the year, the Corporate Governance Committee comprised three members, namely Mr. Patrick Williams, Mrs. Kathryn Lewis-Green, and Mr. Eric Stultz. Following Mr. Stultz's passing in the final quarter of the year, the Committee concluded the review period with two members. The Committee held a total of four meetings during the year. Member attendance, along with a Director who attended by invitation, but was not a formal member, is detailed in the table on the following page.

The Corporate Governance Charter was last revised in 2024 and may be viewed at the Company's website at [www.saladafoodsja.com](http://www.saladafoodsja.com) under tab "Investors Relations" and "Corporate Governance".

### Procurement Committee

The Procurement Committee was responsible for the strategic oversight of the Company's supply chain and operational expenditures before its functions were subsumed into the Board in the final quarter of the year. During the quarters in the year that the Committee functioned, its key roles and responsibility were:



## MEMBERS' ATTENDANCE

CG MEMBERS	RECORD OF ATTENDANCE
Patrick Williams (Chairman)	Attended <b>all four</b> of the <b>four meetings</b> (100% attendance).
Kathryn Lewis-Green	Attended <b>all four</b> of the <b>four meetings</b> (100% attendance).
Eric Stultz	Attended <b>all three</b> of the <b>three meetings</b> (100% attendance) held prior to his passing.

## INVITEES' ATTENDANCE

INVITEES	RECORD OF ATTENDANCE
Michael Bernard	Attended <b>all four</b> of the <b>four invited meetings</b> (100% attendance).
Tracy-Ann Spence	Attended <b>two</b> of the <b>four invited meetings</b> (50% attendance).

- Procurement Oversight:**  
 Overseeing management's acquisition of raw materials, goods, and machinery necessary for production.
- Inventory Management**  
 Monitoring both internal inventory levels and stock held by external distributors.
- Approval Authority:** Considering and approving management's funding options for the procurement of any critical machinery and other procurement needs essential for core business operations and recommending the funding option(s) that are in the best interest of the Company to the Audit Committee.
- Infrastructure & Technology:**  
 Reviewed management's proposal with multiple external funding options, including commercial loan terms and rates from several commercial entities, for the procurement of an X-ray machine and recommended a funding option to the Audit Committee.
- Production Continuity:**  
 Evaluated and authorized the procurement of several other pieces of machinery to support operations.
- Raw Material Sourcing:**  
 Approved key requests for the purchase of coffee beans and powder, as well as ginger and turmeric rhizomes, ensuring stable supply levels.
- Policy Compliance:**  
 Monitored and approved recurring periodic expenditures in strict accordance with the Company's established procurement policy.

### *Proceedings of the Procurement Committee*

During the year, the Committee focused on strengthening production capabilities and securing essential raw materials through the following actions:



# CORPORATE GOVERNANCE REPORT (Cont'd.)

For year ended September 30, 2025

## MEMBER'S ATTENDANCE

PC MEMBERS	RECORD OF ATTENDANCE
Eric Stultz (Chairman)	Attended <b>all three meetings (100% attendance)</b> .
Patrick Williams	Attended <b>all three meetings (100% attendance)</b> .

## INVITEES' ATTENDANCE

INVITEES	RECORD OF ATTENDANCE
Michael Bernard	Attended <b>all three meetings (100% attendance)</b> .
Kathryn Lewis-Green	Attended <b>two of the three invited meetings (67% attendance)</b> .
Tracy-Ann Spence	Attended <b>one of the three invited meetings (33% attendance)</b> .

At the beginning of the year, the Committee had two members, Mr. Eric Stultz and Mr. Patrick Williams, who together formed the quorum. Mr. Stultz was the Chairman. The Committee met three times in the year.

### Annual General Meeting

On Thursday, March 13, 2025, the Company convened its 60th Annual General Meeting (AGM) in person at the Pegasus Hotel's Legacy Suite, Kingston 5. The meeting was conducted in full compliance with the Jamaica Stock Exchange and statutory notice requirements. All the Directors of the Board, alongside independent auditors from CrichtonMullings & Associates, were present at the AGM and presented a comprehensive review of the Company's performance for the fiscal year ended September 30, 2024.

### Shareholder Engagement & Feedback

The Company is dedicated to maximizing shareholder value while fostering a collaborative relationship through active engagement with our shareholders and stakeholders on the Company's performance and product portfolio. As such, our AGM features a dedicated Q&A segment. This forum allows shareholders to seek clarity on the Company's annual report, audited financial statements and voice their recommendations regarding our operations and products roadmap. The official minutes of the AGM are available upon request by shareholders who may request a copy by emailing the Corporate Secretary at [m.smith@saladafoodsja.com](mailto:m.smith@saladafoodsja.com) or [info@saladafoodsja.com](mailto:info@saladafoodsja.com). For further assistance, a call may be made to the Company at 876-923-7114-6.



# Truth or Dare

The truth is, you want more...  
but will you dare?

**CINNAMEG • COCONUT • CARAMEL**



follow us on [f](#) [@](#)

**3 in 1**  
Complete

*Just add Hot Water!*

# MANAGEMENT TEAM





① **TAMII BROWN**  
(General Manager)

Tamii joined Salada Foods Limited in April 2017 and was appointed General Manager in February 2022. She is a strategic business leader with over 20 years' experience in sales, distribution and commercial management across local and regional markets.

Tamii has overall responsibility for the Company's strategic direction, commercial performance and operational execution. She provides leadership across key business functions, with a focus on driving sustainable growth, strengthening market presence and delivering value to stakeholders.

Prior to joining Salada, Tamii served as Division and Caribbean Area Manager at Stansfeld Scott, headquartered in Bridgetown, Barbados, where she gained extensive regional management experience.

Tamii holds a Bachelor of Arts degree in Communication Studies and Spanish (cum laude) from York University, Toronto, Canada and a Master of Business Administration (Marketing) with Distinction from the Mona School of Business and Management. In 2025, she successfully completed the Director's Strategic Guide to Corporate Governance & Leadership with the Jamaica Stock Exchange.

② **MICHAEL MURRAY**  
(Financial Controller)

Michael joined Salada Foods Limited as Financial Controller effective October 2025. He is a chartered accountant and seasoned professional with over 17 years' experience in financial leadership, reporting, and governance across publicly listed and multinational organizations.

He is responsible for overseeing the Company's financial management, reporting, budgeting and regulatory compliance in accordance with IFRS and Jamaica Stock Exchange requirements. He brings strong expertise in financial analysis, auditing, internal controls, strategic financial planning and supports executive management decision-making.

Prior to joining Salada, Michael held senior finance roles at Arel Limited, CAC2000 and spent over 15 years with Red Stripe, part of the Heineken Group, serving in various finance and business leadership positions with regional and international exposure.

Michael is a Fellow of the Association of Chartered Certified Accountants (FCCA) and a Fellow of the Institute of Chartered Accountants of Jamaica (FCA).

③ **KERRIAN JOHNSON**  
(Commercial and Corporate Affairs Manager)

Kerrian assumed responsibilities as Commercial and Corporate Affairs Manager in May 2022. She is an accomplished marketing and commercial professional with over 20 years' experience in marketing strategy, brand management and regional market development across fast moving consumer goods (FMCG) and manufacturing environments.

She is responsible for leading the Company's commercial strategy, brand management, corporate communications and stakeholder engagement. Kerrian brings expertise in product innovation, brand development and go-to-market execution and has successfully led marketing initiatives that support business growth and market expansion.

Prior to joining Salada Foods Limited, Kerrian held senior marketing roles with leading regional organizations, including Seprod Limited and GraceKennedy Remittance Services.

Kerrian holds a Bachelor of Science degree in Business Administration, a Master of Business Administration (Marketing) from the Mona School of Business and Management, and a Postgraduate Diploma in International Business from Centennial College, Canada.



## MANAGEMENT TEAM (Cont'd.)





**4 LAURENCE CHIN SHUE**  
(Plant and Special Projects Engineer)

Laurence joined Salada Foods Limited in October 2019. He is a highly experienced engineering professional with extensive expertise in plant engineering, maintenance management and special projects within manufacturing environments.

He is responsible for leading the Company's engineering, maintenance and special projects portfolio, with a focus on plant reliability, operational efficiency and continuous improvement. Laurence brings decades of technical and leadership experience supporting manufacturing operations and capital projects.

Prior to joining Salada, Laurence enjoyed an extensive career with the Seprod Group of Companies, spanning over 40 years, where he held senior engineering and maintenance leadership roles.

Laurence holds a Bachelor's degree in Mechanical Engineering from the University of South Florida.

**6 STEPHEN LLOYD**  
(Operations Manager)

Stephen joined Salada Foods Limited in February 2020 as Operations Manager. He is an experienced operations and manufacturing professional with extensive expertise across production, quality management, product development and operational leadership.

He is responsible for overseeing the Company's manufacturing operations and security portfolio, with a focus on operational efficiency, quality standards and continuous improvement. Stephen brings strong technical and managerial capability, supported by years of experience leading operations in complex manufacturing environments.

Prior to joining Salada, Stephen held senior roles in quality, product development, and operations at Caribbean Cream Limited, Red Stripe, Spike Industries and Corrpak.

Stephen holds a Bachelor of Science degree in Biochemistry from The University of the West Indies and a Master of Business Administration from the University of New Orleans.

**5 NADINE FRANCIS**  
(Quality Assurance Manager)

Nadine joined Salada Foods Limited in June 2018 as Quality Assurance Manager and lead Safe Quality Food (SQF) Practitioner. She is an experienced quality professional with a strong background in quality management systems and food safety.

She leads the Company's quality function and is responsible for maintaining SQF standards, overseeing quality assurance processes and supporting product development initiatives. Nadine brings extensive experience in regulatory compliance, audit readiness and continuous improvement across food manufacturing operations.

Prior to joining Salada, Nadine held senior roles including Plant Manager at A.D. Steinhilf Industries Limited and Quality Assurance Manager at Virginia Dare Jamaica and Caribbean Flavours & Fragrances Limited.

Nadine holds a Bachelor of Science degree in Chemistry and a Master of Science degree in Occupational and Environmental Safety and Health from The University of the West Indies.

**7 CHRISTOPHER LEE**  
(Logistics & IT Support Services Manager)

Christopher joined Salada Foods Limited in May 2021. He is an experienced logistics and supply chain professional with expertise in inventory management, warehousing, distribution and systems support within manufacturing and distribution environments.

He is responsible for overseeing the Company's logistics operations, including inventory control, warehousing, inbound and outbound distribution as well as IT support services. Christopher brings strong operational and analytical capability, with a focus on efficiency, service delivery and continuous improvement.

Prior to joining Salada, Christopher held logistics and warehouse management roles at Spectrum Systems Limited and served as Outbound Logistics Coordinator at Red Stripe.

Christopher holds a Bachelor of Science degree in Information Technology and a Master of Science degree in Logistics and Supply Chain Management from The University of the West Indies.



# Management Discussion & Analysis



---

**\$1.60**  
**BILLION**  
total revenue

---



## Business Overview

Salada Foods Jamaica Limited (‘the Company’) is a leading manufacturer of instant coffee, teas and beverage mixes, serving both the Jamaican market and key export territories including the Caribbean, North America and the United Kingdom. Established in 1958, the Company continues to leverage expertise in spray-drying technology, which is the conversion of liquid extracts into instant powders, to deliver innovative and shelf-stable beverage products.

TOTAL REVENUES  
INCREASED BY  
**7.93%**

supply chain volatility and input cost pressures.

The Company remains focused on expanding its footprint by deepening penetration in key domestic and Diaspora markets through established retail channels and emerging e-commerce platforms. Operational efficiency continues to be pursued through targeted investments in systems, processes and equipment. At the same time, portfolio diversification remains a strategic priority, with the Company pursuing disciplined innovation

through the development of new formats and flavours designed to respond to evolving consumer preferences.

Collectively, these strategic priorities provide a cohesive and forward-looking framework for sustainable growth, balancing near-term performance with long-term value creation.

## Performance Summary

Revenue grew by 7.93% to \$1.60 billion in the year ended September 30, 2025, building on the momentum achieved in the prior financial year, during which revenues increased by 5.8%. As in 2023-24, growth was driven primarily by domestic demand, supported by sustained consumer acceptance of non-coffee beverage innovations and disciplined brand investment. The continued performance of recently introduced products, including the Golden Turmeric Latte launched in the prior year, validates management’s diversification strategy and reinforces the relevance of the Jamaica Mountain Peak brand beyond traditional coffee offerings.

The Company’s flagship brand, Jamaica Mountain Peak, remains a trusted and recognized name across the region. The Company also provides manufacturing services for select contract clients contributing to diversified revenue streams.

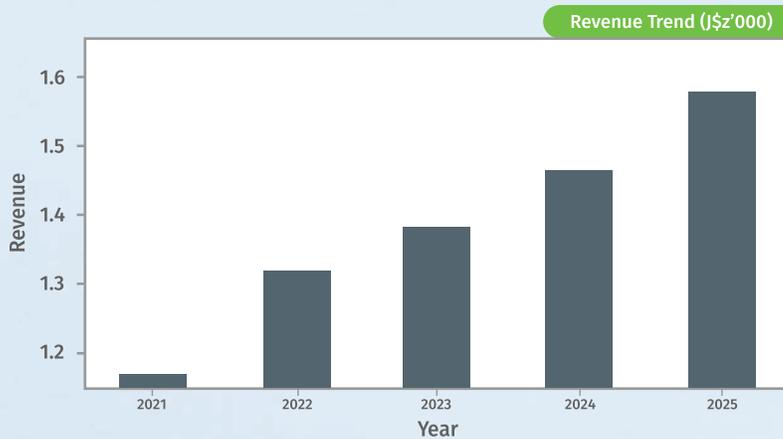
Certified under the Safe Quality Food (SQF) Level 2 standard, the Company operates with a commitment to food safety, quality assurance and continuous improvement. Grounded in over six decades of industry experience, Salada remains committed to delivering consistent value to shareholders while adapting to evolving consumer preferences and regional market dynamics.

## Strategic Direction

The Company’s strategic direction continues to be anchored in three strategic priorities, namely portfolio diversification, regional expansion and operational efficiency. These pillars remained relevant throughout the financial year under review and guided management decision-making, particularly in the context of ongoing

Jamaica Mountain Peak, remains a trusted and recognized name across the region.





Despite persistent inflationary pressures, including record-high green coffee bean prices and rising packaging and logistics costs, gross margin remained relatively stable at 30.49% (2024: 30.79%). This outcome is consistent with the operational efficiency initiatives highlighted in the prior year, including plant upgrades and improved throughput. Management's ability to sustain margin integrity across consecutive periods underscores the effectiveness of disciplined procurement practices and targeted efficiency investments initiated in 2023-24.

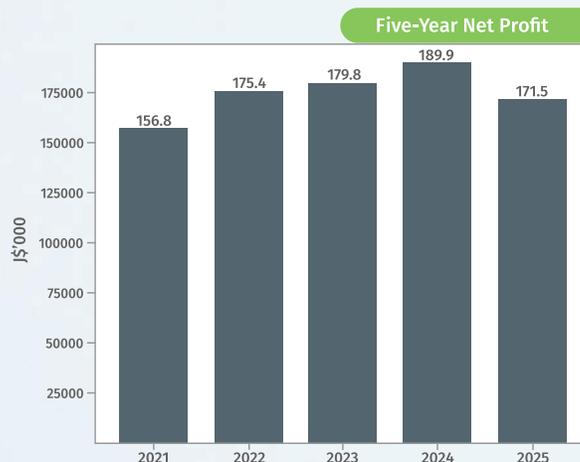
\$73.55 million) and represented 5.09% of gross revenue (2024: 4.96%). The increase reflects marketing investments to support expansion into new Caribbean territories and the United Kingdom, aimed at building brand awareness and supporting sustainable growth in these markets.

Administrative Expenses totaled \$189.96 million, a 19.50% increase over the prior year (2024: \$158.08 million). The increase was driven by one-off costs, including a redundancy expense in June 2025 and consultancy fees to support the Company's operations. Excluding these items, the administrative expense ratio would have remained relatively consistent with the prior year.

Net profit amounted to \$171.47 million, a 9.70% decline from prior year (2024: \$189.88 million).

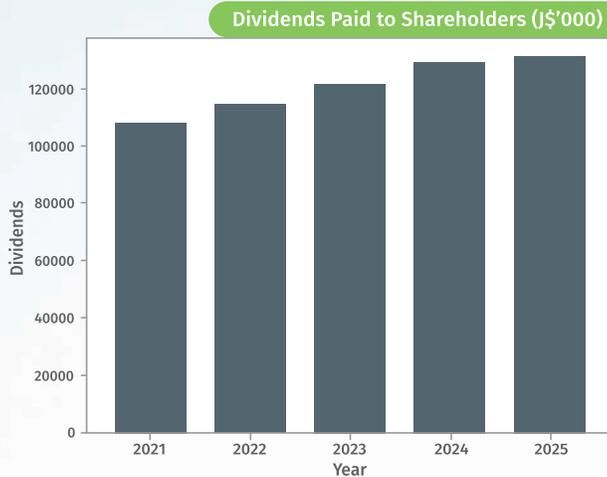


Operating profit closed at \$218.90 million, reflecting a 3.58% decline compared to the previous year (2024: \$227.03 million), a movement primarily attributable to increases in Selling and Administrative Expenses. Selling and Promotional Expenses rose to \$81.45 million (2024:





The Company remained committed to shareholder returns, distributing \$130.89 million in dividends, a 1.61% increase over the prior year (2024: \$128.82 million). The dividend payout ratio stood at 76.33% (2024: 67.84%). Earnings per Share (EPS) was \$0.17 (2024: \$0.18).



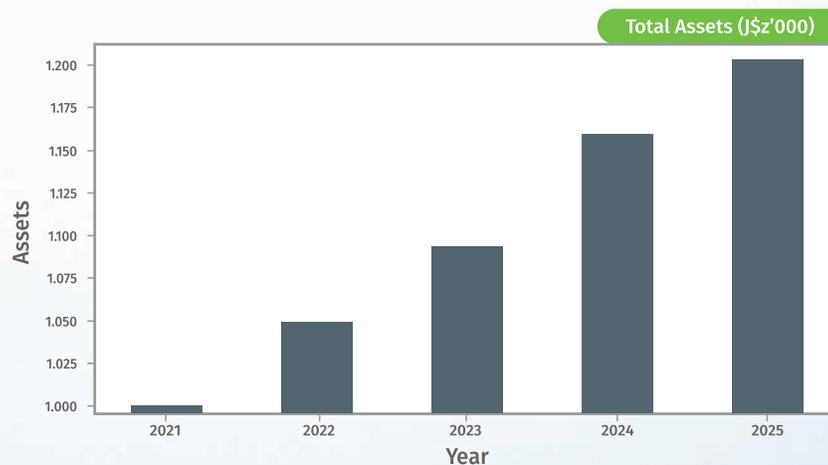
Total assets as of September 30, 2025, stood at \$1.60 billion, representing a 6.01% increase over the prior year (2024: \$1.51 billion). This growth was primarily driven by higher cash and cash equivalents, increased short-term investments and elevated inventory levels. The increase in inventory levels at year-end reflects a deliberate and consistent risk-mitigation strategy in response to global supply chain uncertainty, consistent with approaches adopted in prior periods. Management continues to prioritize

raw material availability to safeguard production continuity, while maintaining strong liquidity indicators, including a current ratio of 3.67, which remains well above industry norms (2024: 3.69).

Capital expenditure undertaken during the year forms part of the Company's ongoing plant modernization programme, which commenced in earlier periods. The acquisition of the X-ray inspection system represents a continuation of investments aimed at strengthening food safety, product integrity and operational resilience, complementing earlier packaging and production upgrades disclosed in the 2023-24 Annual Report.

### Outlook

As the Company looks forward, the operating environment is expected to remain complex and dynamic. Inflationary pressures, fluctuations in foreign exchange and continued supply chain constraints may continue to place pressure on input costs and logistics. The Company will continue to manage these challenges through disciplined financial stewardship, forward purchasing strategies and operational efficiencies. The strategic agenda will remain firmly anchored in the Company's three growth pillars and will guide priorities in the year ahead.



In the weeks following the close of the financial year, Hurricane Melissa made landfall in Jamaica, affecting several agricultural communities involved in the supply of critical raw materials including coffee, ginger and turmeric. The Company moved swiftly to assess the potential implications for future procurement of these raw material inputs. Early support was also extended to supply chain partners in the affected areas, reinforcing the Company's commitment to resilience and stakeholder care. At the time of reporting, no material disruption is anticipated, due in part to the Company's forward purchasing approach and adequate inventory coverage. Nonetheless, the Company continues to monitor the situation closely and will adapt its procurement strategy as needed to mitigate any medium-term risks.

The Company maintains a strong financial position, supported by healthy liquidity and a disciplined approach to execution. This foundation enables the organization to navigate a dynamic operating environment while continuing to deliver value to shareholders. We remain confident in our long-term strategy and in the Company's ability to adapt, grow and lead within a rapidly evolving consumer landscape.

On behalf of senior management, I extend sincere appreciation to our exceptional team, whose commitment, creativity and resilience continue to power our journey. To our Board of Directors, we are grateful for your steadfast guidance and strategic insight. To our customers, it is your trust that fuels our ambition and inspires us to aspire higher each day.

As we look to the year ahead, the Company is focused on deepening the connections that fuel our growth. With clarity of purpose and confidence in our direction, we remain committed to building a future defined by innovation, resilience and shared success.



**TAMII BROWN**  
(General Manager)



# Crafted to Perfection

The Jamaica Mountain Peak experience is innovation at its best. A unique blend of Jamaican goodness.

*Take home a pack today!*



myjamaicamountainpeak



# RISK MANAGEMENT REPORT

The Board of Salada Foods Jamaica Limited ('the Company') recognizes that effective risk management is integral to the Company's ability to deliver sustainable growth, protect shareholder value and maintain operational resilience. Risk management is embedded within the Company's governance framework and operational decision-making processes, with oversight exercised by the Audit Committee.

Management is responsible for identifying, monitoring and mitigating

risks across the Company, supported by established policies, procedures, internal controls and mechanisms that are in keeping with the size, complexity and risk profile of the Company.

Below are risks that have been carefully considered and, while not exhaustive, reflect the areas assessed to have the potential to materially and adversely impact the Company's financial performance, operations and ability to conduct business.



IDENTIFIED RISK	MITIGATION MEASURES
 <p><b>Market Dynamics</b></p> <p>The Company operates in both domestic and export markets and is not immune to shifts in consumer behaviour, purchasing power and competitive dynamics. Inflationary pressures, discretionary spending trade-offs and potential changes in trade or immigration policy may influence demand patterns.</p>	<p>Management works closely with distribution partners to monitor market trends and adapt pricing, packaging formats and promotional strategies. Expansion and diversification of markets as well as strategic channel penetration are pursued to reduce market concentration risk and maintain relevance across a more diverse consumer demographic.</p>
 <p><b>Price Volatility</b></p> <p>Volatility in the prices of key raw materials, particularly green coffee beans, continues to present margin pressure. Global supply constraints, and climatic conditions in producing regions contribute to price uncertainty. Packaging and other agricultural inputs are also subject to cost fluctuations.</p>	<p>The Company actively monitors global commodity markets and employs forward purchasing strategies, where feasible. Optimization of product mix, operational efficiency initiatives and disciplined pricing strategies are used to improve margin health while remaining sensitive to consumer affordability and market competitiveness.</p>



## IDENTIFIED RISK



### Foreign Exchange

The Company relies on foreign exchange for the procurement of raw materials, packaging and services. Constraints in foreign exchange availability and volatility in exchange rates may impact the Company's ability to predict cost and manage cash flows.

## MITIGATION MEASURES

The Company maintains diversified banking relationships, aligns purchasing commitments with forecasted foreign exchange availability and benefits from export earnings, which provide a partial natural hedge against foreign currency exposure.



### Supply Chain

The Company's operations depend on the reliable sourcing of raw materials and the efficient movement of goods through local and international supply chains. Disruptions arising from geopolitical tensions, shipping constraints or climate-related events may affect production schedules and ability to effectively supply the market.

Multiple sourcing arrangements, prudent inventory buffers via forward purchasing and close engagement with suppliers and logistics partners are maintained.



### Food Safety and Product Quality

The quality and safety of the Company's products are fundamental to brand integrity, consumer confidence and regulatory compliance. Any failure in this area could result in reputational damage, regulatory sanctions and operational disruption.

The Company operates as a Safe Quality Food (SQF) Level 2 certified facility under SQF Code Edition 9.1 and has consistently achieved excellent external audit ratings. The SQF framework requires comprehensive food safety and quality management systems, including preventative controls, traceability, documented procedures and continuous improvement.

The Company also maintains a trained and certified cadre of internal auditors who conduct scheduled internal audits throughout the year. In addition, the Company undergoes annual independent third-party SQF recertification audits to evaluate ongoing compliance with internationally recognized food safety standards.



# RISK MANAGEMENT REPORT (Cont'd.)

## IDENTIFIED RISK



### Legal and Regulatory

The Company operates within a highly regulated industry, which encompasses food safety, trade, employment and corporate governance requirements. Changes in legislation, regulatory interpretations or delays in approvals may affect operational flexibility and planning.

## MITIGATION MEASURES

Policies and procedures covering corporate governance, ethical conduct and regulatory compliance are established and reviewed regularly. The Company maintains active engagement with regulators, advisors and industry bodies to ensure compliance and anticipate regulatory developments.



### Environmental Issues and Climate Change

The Company's operations may be impacted by environmental factors and external events, including severe weather systems, climate variability and broader regional developments. Such events may disrupt manufacturing operations, logistics, infrastructure and short-term market demand and may also affect economic conditions in trading markets.

The Company maintains business continuity and disaster preparedness measures designed to support operational resilience. An internal crisis management team is responsible for preparedness, coordination and response.

Inventory planning and ongoing monitoring of external developments are employed to mitigate potential disruptions and support continuity of the Company's operations.

# Crafted to Perfection



.....  
**Brew on the Go!** Jamaica Mountain Peak Double Cup offers the goodness of roasted & ground coffee in a convenient sachet.  
.....



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

# MARKETING ENGAGEMENT HIGHLIGHTS

Aligned with the Annual Report theme, “Connecting for Growth,” our marketing engagements prioritised meaningful connections with target consumers, leveraging shared experiences to deepen brand relevance and drive long-term value creation.

During the year under review, Jamaica Mountain Peak continued to execute a disciplined and strategic approach to marketing, prioritising high-impact consumer engagements that strengthened brand positioning and reinforced the functional versatility of our beverage portfolio. Marketing investments were focused on platforms aligned with targeted consumer lifestyles, enabling meaningful brand interaction, product trial and conversion.

Guided by a clear portfolio framework, our activations were designed to showcase the brand across three core consumer benefit occasions. This strategic positioning informed both the selection of events and the way products were experienced on-site, ensuring relevance and consistency across all engagements.

Through wellness-oriented experiences, sporting events, lifestyle expos and cultural showcases, the brand connected with consumers in moments that naturally called for energy, refreshment and relaxation. These engagements provided effective platforms to drive product trial, deepen emotional connections with the brand and reinforce the integral role of Jamaica Mountain Peak as a trusted companion across active, social and wellness-oriented

lifestyles. The engagements were executed in close collaboration with LASCO Distributors Limited, our domestic distribution partner, ensuring strong market presence, efficient execution and effective retail linkage across the island.

The following highlights capture key moments from these strategically selected engagements, which collectively supported brand visibility, consumer trial and resulting sales performance.





▶ Re-energizing runners with a taste of Jamaica Mountain Peak.



▶ Refreshing moments at Earth Hour while the world powers down.





► Experience, taste, enjoy—Jamaica Mountain Peak at the Blue Mountain Coffee Festival.



► Refreshing and re-energizing moments at the Jamaica Women's Golf event.





▶ A perfect way to relax and re-energize after Pilates with Jamaica Mountain Peak.



▶ Enjoying refreshing moments at the Ladies Expo.



# CORPORATE SOCIAL RESPONSIBILITY

As a proudly Jamaican company, Salada Foods Jamaica Limited ('the Company') is committed to leaving a positive and lasting footprint in the communities we serve, with a focus on education, health and sustainable community development.



## Jebb Memorial Basic School: Building a Lasting Foundation

Our partnership with Jebb Memorial Basic School continued in earnest during the year under review, with consistent support geared toward improving the learning environment and student experience. In March 2025, the school was successfully registered as an Early Childhood Institution (ECI), which means it is recognised under Jamaica's Early Childhood regulatory framework and is authorised in keeping with the requirements of the Early Childhood Commission (ECC).

Throughout the year, the Company continued to contribute to the essential operational needs at the Basic School, including support towards the salaries of teachers and support staff, as well as pest management, internet services and utilities.

Read Across Jamaica Day was observed at Jebb Memorial Basic School, supporting reading engagement and reinforcing the importance of early learning at a time when literacy remains a national challenge. The Company recognizes that targeted, hands-on initiatives at the early childhood level, though modest in scale, can have a meaningful and lasting impact on the educational development of students.





### Labour Day: Beautification at Bell Road



As a part of the Labour Day activities, the Company undertook a beautification project at the Bell Road compound. Staff members were equipped with gardening tools and worked together to clean the surrounding areas and plant greenery around the property. This initiative contributed to improving the physical environment within an industrial space, introducing green elements that enhance aesthetics while supporting a cleaner and more welcoming community setting. The project reflected the Company's commitment to environmental stewardship and to playing a role in improving shared spaces.

### Community Partnerships

The Company continued its support of national road racing initiatives through an ongoing partnership with Running Events Jamaica, whose mandate is to use organized road races as a platform for charitable giving, community development and public awareness around critical social and health issues. Through sponsorship and participation, the Company supported a number of major events including the Reggae Marathon, Kingston College Run, European Union (EU) Run, Best Dressed Chicken Run, Blue Run, CIBC Run for the Cure and the ICWI Pink Run.



## CORPORATE SOCIAL RESPONSIBILITY (Cont'd.)

Collectively, these events benefited causes such as breast and prostate cancer awareness, youth development and community-based health and social programmes. The Company values these partnerships as a meaningful way to contribute to national outreach efforts and to support organizations working to improve quality of life across Jamaica.



The Company also participated in corporate health and wellness fairs, supporting broader community education around healthy lifestyles, prevention and early detection.



Salada Foods Jamaica Limited remains committed to deepening its partnership with Jebb Memorial Basic School, supporting sustainable community projects and standing with national health and wellness initiatives that improve lives through awareness, early action and access to support.

# Crafted to Perfection

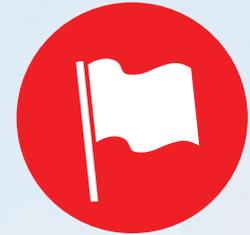
.....  
Jamaica  
Mountain Peak  
Coffee Beans  
Roasted to  
Perfection.  
.....



  myjamaicamountainpeak

## SALADA: Connecting for Growth

Salada Foods Jamaica Limited ('the Company') continues to play a pivotal role in strengthening Jamaica's agricultural value chain. As a leading agro-processor and manufacturer in the Caribbean, the Company remains committed to innovation, local sourcing and expanding Jamaica's export footprint.



Floyd Green, Minister of Agriculture, Fisheries and Mining, samples the instant ginger following a demonstration of key quality control tests, Tamii Brown, General Manager of Salada Foods, enthusiastically awaits his feedback. Quality Assurance Manager Nadine Francis observes in the background.

Critical to the growth of our agricultural value chain are the local raw materials incorporated into our existing products, as well as those currently under development.

The Company supports Jamaica's drive to reclaim global market share in the ginger and turmeric industry. By leveraging advanced technical capabilities, the potencies of these rhizomes are capitalised during the Company's spray-drying process, which converts extracts into a natural instant powder and allows for more convenient, shelf-stable products.

To support the local industry and sustain supply, the Company purchased over 80,000 pounds of ginger rhizomes from local farmers in the financial year under review. The strategy allowed the Company to procure locally sourced inputs well in advance, maintain adequate inventory levels as well as avoid some of the environmental shocks to production.

The vertically integrated model emphasized the Company's role not just as a manufacturer, but as a critical stakeholder in the agro-processing industry.



Building on the strength of our world-famous Jamaican coffee heritage, the Company has expanded its product innovation to include functional beverages rooted in Jamaican ingredients like ginger and turmeric.

The Golden Turmeric Latte with Pumpkin Spice, which features both ginger and turmeric, became the strongest single driver of growth during the year under review, performing well locally and in select North American and Caribbean markets. The expanded consumer-favoured products also included the flavoured coffee products, such as the Coconut Cappuccino, Caramel and Cinnamon 3-in-1 coffee mixes. The performance of these new additions to the product portfolio supported the growth in the domestic market of over 12 percent during the year ended September 30, 2025.

There were targeted executions to support expansion in export markets such as Barbados and the United Kingdom. These included new product launches, distributor engagement, in-market promotions and brand-building

initiatives for the flavoured coffees and Golden Turmeric Latte.

By connecting local farmers, Jamaican flavours and innovative manufacturing, Salada continues to build a value chain that benefits everyone both at home and abroad.

By connecting farmers, flavours and global markets, Salada Foods Jamaica Limited turns every cup produced into an opportunity for growth.



From left: Salada Foods Jamaica Limited Operations Manager Stephen Lloyd and General Manager Tamii Brown guide Minister Floyd Green through the intricate machinery behind the Company's spray-drying process — the innovation at the heart of crafting Jamaica Mountain Peak's signature teas, including ginger and ginger turmeric, to perfection.



Karimah Shepherd, Laboratory Technician at Salada Foods Jamaica Limited, demonstrates key quality control tests essential to the instant ginger production, as (from left) General Manager Tamii Brown, Minister of Agriculture, Fisheries and Mining Floyd Green, and Quality Assurance Manager Nadine Francis look on.



# INNOVATIONS REPORT

Innovation remains a key growth pillar at Salada Foods Jamaica Limited ('the Company'), underpinned by strategic portfolio diversification and a disciplined, consumer-led approach to product development. Coffee continues to be the Company's core business and innovation has been deployed to strengthen this core with complementary beverage categories. This approach supports resilience, reliability and long-term sustainability.

## Consumer-Driven Innovation

The Company's innovation pipeline is informed by ongoing consumer research and market intelligence across key markets. Targeted investment in research and development enables the Company to identify evolving regional and global beverage trends and translate these insights into commercially viable products.

The Innovations team continuously reviews emerging consumer preferences and market dynamics that can be effectively leveraged through the Company's core manufacturing competencies. This includes identifying opportunities to stimulate demand for the Company's core coffee portfolio through the introduction of curated flavour profiles and formats. These innovations have resonated well with younger and previously underpenetrated consumer segments, while maintaining broad appeal across the Company's existing customer base.

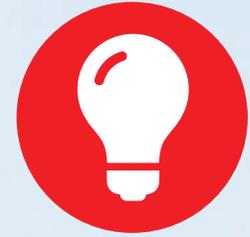
As a proudly Jamaican agro-processor, the Company is well-positioned to integrate locally sourced crops into our new product innovations. Ingredients such as ginger and turmeric, which are both widely consumed for their functional benefits, feature prominently in recent innovations. Agricultural and food science research has highlighted that Jamaican cultivated ginger and turmeric are known for their high concentration of bioactive compounds, which contributes to their strong flavour profiles and functional appeal in beverage applications.<sup>1</sup>

## Performance Analysis: Innovations (2021–2025)

The effectiveness of our innovation-led strategy is reflected in the commercial performance of products launched between 2021 and 2025. During this period, the Company successfully launched twelve (12) new products. The performance of these products in the Company's domestic and regional markets underscores the continued demand for the Company's core portfolio and demonstrates how strategic portfolio diversification enhances resilience and supports sustainable growth.

## Key Performance Insights

- Strong brand equity across the Company's portfolio.
- Effective diversification of the consumer base, including increased engagement among Millennials and Generation Z, as well as previously underrepresented consumer groups.



<sup>1</sup> Food and Agriculture Organization (FAO) / regional agricultural research publications have noted the high concentration of bioactive compounds in Caribbean-grown ginger and turmeric, contributing to their functional potency and commercial value.

- Broad consumer appeal for the Company's expansion into wellness-oriented beverages incorporating potent ginger and turmeric.
- Sustained performance beyond initial launch years, indicative of repeat purchase behaviour and enduring consumer acceptance.
- An effective distribution network in domestic and regional markets, which effectively support strong channel penetration for new innovations.

These results confirm that innovation contributes meaningfully to the Company's growth while reinforcing the strength of its core coffee business.

## LATEST INNOVATION: Jamaica Mountain Peak Sorrel Hibiscus

Subsequent to the end of the reporting period, in November 2025, the Company extended its innovation strategy with the launch of the Jamaica Mountain Peak Sorrel Hibiscus, the latest addition to its expanding beverage portfolio.

This product builds on our core competencies in beverage manufacturing, while responding to strong consumer demand for culturally relevant, wellness-oriented and convenient beverage options. The introduction of Sorrel Hibiscus further strengthens the Company's flagship brand Jamaica Mountain Peak and reflects the Company's continued commitment to disciplined consumer-led innovation for domestic and export markets.



# EMPLOYEE DEVELOPMENT HEALTH AND SAFETY

During the financial year, Salada Foods Jamaica Limited (“the Company”) continued to strengthen its approach to employee development, occupational health, and workplace safety. These initiatives support employee welfare, regulatory compliance, effective risk management, and long-term organizational sustainability.



The reporting period reflects an intentional enhancement of occupational health and safety practices, with increased focus on both physical safety and psychological wellbeing in the workplace, reinforcing the Company’s commitment to responsible governance and staff welfare.

## Employee Welfare

The Company maintains policies and practices that promote safe and healthy working conditions, ongoing training and skills development, ethical conduct and compliance awareness and respectful workplace practices. Training and occupational health and safety initiatives form part of the Company’s broader risk management framework and are implemented by senior management with oversight from the Corporate Governance Committee.

During the year, the Company further strengthened its occupational health and safety framework by addressing both physical safety and psychological wellbeing as integral components of a safe and supportive work environment. The Company also reinforced its data protection and information governance practices, with oversight from the Data Protection Officer, to safeguard the integrity and confidentiality of employee information.





These initiatives reflect the Company's recognition that a safe workplace extends beyond physical conditions to include dignity, mental wellbeing and mutual respect.



Key employee welfare initiatives included ongoing workplace safety and emergency response training, mandatory health, hygiene and food safety programmes and enhanced focus on psychological safety and dignity at work. During the year, the Company implemented a robust Sexual Harassment Policy, reinforcing its zero-tolerance stance on harassment and inappropriate conduct. This was supported by sensitization sessions for managers, supervisors and general staff aimed at promoting awareness, respect and a safe, inclusive workplace culture.



# EMPLOYEE DEVELOPMENT HEALTH AND SAFETY (Cont'd.)



During the year, the Company also continued its G.E.M. Awards programme to recognize exceptional employee performance and commitment to organizational values. The programme forms part of the Company's broader approach to employee engagement and contributes to a positive and performance-driven workplace culture.

## Training and Development

The Company's training and development programme during the year ended September 30, 2025, prioritized regulatory compliance, food safety, operational competence, emergency preparedness and workforce capability building. Two hundred and nine (209) employees participated in training, reflecting increased engagement in training

initiatives when compared to the prior financial year.

Training activities were delivered across key focus areas including regulatory compliance and food safety, operational competence, emergency preparedness and safety awareness, risk awareness and problem-solving and employee wellbeing. The Company continues to strengthen its approach to assessing training effectiveness and ensuring that learning outcomes translate into improved competence and workplace performance.

The Company will continue to build on its training and occupational health and safety framework by deepening employee engagement, strengthening compliance-



focused training and further embedding wellbeing and safety considerations into daily operations. The Company remains committed to fostering a safe and

respectful workplace while supporting continuous employee development and organizational effectiveness.





# AUDITED FINANCIAL

S T A T E M E N T S

SEPTEMBER 30, 2025



---

Independent Auditor's  
Report to Shareholders 66-71

---

Financial Statements

- ▶ Consolidated and Separate  
Statements of Financial Position 72
- ▶ Consolidated and Separate  
Statements of Comprehensive Income 73
- ▶ Consolidated and Separate  
Statements of Changes in Equity 74
- ▶ Consolidated and Separate  
Statements of Cash Flows 75
- ▶ Notes to the  
Financial Statements 76-111



**Leary Mullings**  
FCA, FCCA, CPA, MBA  
Senior Partner

**Rohan Crichton**  
FCA, CPA MActg  
Senior Partner

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

## INDEPENDENT AUDITOR'S REPORT

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

#### **Report on the Audit of the Consolidated and Separate Financial Statements**

#### **Our Opinion**

We have audited the accompanying financial statements of Salada Foods Jamaica Limited, which is comprised of the consolidated and separate financial position of Salada Foods Jamaica Limited (the "Company") and its subsidiaries (the "Group") as at September 30, 2025 and of their consolidated and separate statements of comprehensive income, the consolidated and separate statements of changes in equity and their consolidated and separate statements of cash flows for the year then ended and a summary of material accounting policies and other explanatory notes.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and the Company as at September 30, 2025, and of the Group's and the Company's financial performance and cash flows for the year then ended in accordance with IFRS Accounting Standards and the Jamaican Companies Act.

#### **Basis for opinion**

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

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

#### **Key audit matters**

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

**Independent Auditor's Report (cont'd)**

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

**Key audit matters (cont'd)**

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



## Independent Auditor's Report

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

#### Key audit matters (cont'd)

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

#### Other information

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

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

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

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

## **Independent Auditor's Report (cont'd)**

---

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

#### **Responsibilities of management and those charged with governance for the financial statements**

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

In preparing the financial statements, management is responsible for assessing the Group'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 Group, or to cease operations, or has no realistic alternative but to do so.

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

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

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

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



Independent Auditor's Report (cont'd)

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

**Report on additional matters as required by the 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 maintained, so far as appears from our examination of those records, and the financial statements, which are in agreement therewith, give the information required by the Jamaican Companies Act in the manner required.

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

*Crichton Mullings & Assoc*  
CrichtonMullings & Associates  
Chartered Accountants

Kingston, Jamaica  
December 12, 2025

## Independent Auditor's Report (cont'd)

---

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

#### Appendix to the independent auditor's report

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

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

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

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

From the matters communicated with 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 auditor's report unless law or regulation precludes public disclosure about the matters or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

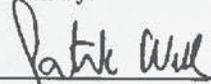


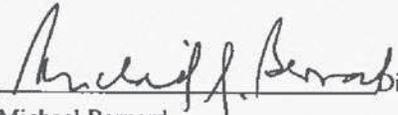
**SALADA FOODS JAMAICA LIMITED**  
**CONSOLIDATED AND SEPARATE STATEMENTS OF FINANCIAL POSITION**  
**SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

	Notes	Group		Company	
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>					
<b>Non-current Assets</b>					
Property, plant and equipment	4	165,853	128,900	161,996	125,043
Intangible asset	5	1,300	1,300	1,300	1,300
Investment in subsidiary companies	6(a)	-	-	881	881
Investments	7	74,925	71,930	74,925	71,930
Deferred tax asset	8	1,187	11,540	1,187	11,540
		<u>243,265</u>	<u>213,670</u>	<u>240,289</u>	<u>210,694</u>
<b>Current Assets</b>					
Cash and cash equivalents	9	154,624	272,529	154,624	272,529
Investments	7	387,594	328,745	387,594	328,745
Trade and other receivables, net	10	261,238	274,404	261,238	274,404
Inventories, net	11	552,454	420,572	552,454	420,572
		<u>1,355,910</u>	<u>1,296,250</u>	<u>1,355,910</u>	<u>1,296,250</u>
<b>Total Assets</b>		<u>1,599,175</u>	<u>1,509,920</u>	<u>1,596,199</u>	<u>1,506,944</u>
<b>EQUITY &amp; LIABILITIES</b>					
<b>Stockholders' Equity</b>					
Share capital	12	73,216	73,216	73,216	73,216
Capital reserves	13	16,275	16,275	6,543	6,543
Retained earnings		1,112,859	1,069,283	1,119,486	1,075,910
		<u>1,202,350</u>	<u>1,158,774</u>	<u>1,199,245</u>	<u>1,155,669</u>
<b>Non-current Liability</b>					
Long-term portion of related party loan	14	27,701	-	27,701	-
<b>Current Liabilities</b>					
Current portion of related party loan	14	15,150	-	15,150	-
Trade and other payables	15	343,954	340,191	344,083	340,320
Taxation payable		10,020	10,955	10,020	10,955
		<u>369,124</u>	<u>351,146</u>	<u>369,253</u>	<u>351,275</u>
<b>Total Equity and Liabilities</b>		<u>1,599,175</u>	<u>1,509,920</u>	<u>1,596,199</u>	<u>1,506,944</u>

The financial statements were approved for issue by the Board of Directors on December 12, 2025 and signed on its behalf by:

  
 \_\_\_\_\_ Chairman  
 Patrick Williams

  
 \_\_\_\_\_ Director  
 Michael Bernard

The accompanying notes form an integral part of the financial statements



**SALADA FOODS JAMAICA LIMITED**  
**CONSOLIDATED AND SEPARATE STATEMENTS OF COMPREHENSIVE INCOME**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

	Notes	Group and Company	
		2025 \$'000	2024 \$'000
Revenue	16	1,600,144	1,482,567
Cost of sales	17(a)	(1,112,199)	(1,025,828)
Gross profit		487,945	456,739
Other income		1,359	1,915
Selling and promotion expenses	17(b)	(81,449)	(73,549)
Administrative expenses	17(c)	(188,956)	(158,080)
Operating profit		218,899	227,025
Finance income		19,944	25,140
Finance costs		(3,683)	(974)
Net finance income	18	16,261	24,166
Profit before taxation		235,160	251,191
Taxation	19	(63,686)	(61,307)
Profit for the year		171,474	189,884
Other comprehensive gain / (loss): Items that will not be reclassified to profit or loss:			
Equity investments at FVOCI - net change in fair value		2,995	4,422
Total comprehensive income for the year		174,469	194,306
Earnings per share attributable to the shareholders	21	0.17	0.18

The accompanying notes form an integral part of the financial statements



**SALADA FOODS JAMAICA LIMITED**  
**CONSOLIDATED AND SEPARATE STATEMENTS OF CHANGES IN EQUITY**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

	Group			
	Share Capital	Capital Reserves	Retained Earnings	Total
	(note 12)	(note 13)	Earnings	Total
	\$'000	\$'000	\$'000	\$'000
Balances at September 30, 2023	73,216	16,275	1,003,792	1,093,283
Profit for the year	-	-	189,884	189,884
Other comprehensive loss for the year	-	-	4,422	4,422
Total comprehensive income	-	-	194,306	194,306
Transactions with owners of the Company:				
Dividends (note 12)	-	-	(128,815)	(128,815)
Balances as at September 30, 2024	73,216	16,275	1,069,283	1,158,774
Profit for the year	-	-	171,474	171,474
Other comprehensive gain for the year	-	-	2,995	2,995
Total comprehensive income	-	-	174,469	174,469
Transactions with owners of the Company:				
Dividends (note 12)	-	-	(130,893)	(130,893)
Balances as at September 30, 2025	<u>73,216</u>	<u>16,275</u>	<u>1,112,859</u>	<u>1,202,350</u>
Retained in the financial statements of:				
The Company	73,216	6,543	1,112,859	1,192,618
The subsidiaries	-	9,732	-	9,732
Balances as at September 30, 2025	<u>73,216</u>	<u>16,275</u>	<u>1,112,859</u>	<u>1,202,350</u>
	Company			
	Share Capital	Capital Reserves	Retained Earnings	Total
	(note 12)	(note 13)	Earnings	Total
	\$'000	\$'000	\$'000	\$'000
Balances at September 30, 2023	73,216	6,543	1,010,419	1,090,178
Profit for the year	-	-	189,884	189,884
Other comprehensive loss for the year	-	-	4,422	4,422
Total comprehensive income	-	-	194,306	194,306
<b>Transactions with owners of the Company:</b>				
Dividends (note 12)	-	-	(128,815)	(128,815)
Balances as at September 30, 2024	73,216	6,543	1,075,910	1,155,669
Profit for the year	-	-	171,474	171,474
Other comprehensive gain for the year	-	-	2,995	2,995
Total comprehensive income	-	-	174,469	174,469
<b>Transactions with owners of the Company:</b>				
Dividends (note 12)	-	-	(130,893)	(130,893)
Balances as at September 30, 2025	<u>73,216</u>	<u>6,543</u>	<u>1,119,486</u>	<u>1,199,245</u>

**The accompanying notes form an integral part of the financial statements**



**SALADA FOODS JAMAICA LIMITED**  
**CONSOLIDATED AND SEPARATE STATEMENT OF CASH FLOWS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

	Group and Company	
	2025	2024
	<u>\$'000</u>	<u>\$'000</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net profit for the year	171,474	189,884
<b>Adjusted for:</b>		
Depreciation	30,140	27,064
Tax expense	63,686	61,307
Foreign exchange gains	(2,071)	(3,469)
Interest expense	2,856	-
Interest income	(18,282)	(21,639)
	<u>247,803</u>	<u>253,147</u>
Changes in:		
Inventories, net	(131,882)	(46,111)
Trade and other receivables	11,784	123,419
Trade and other payables	51,079	103,094
Cash generated from operations	178,784	433,549
Income tax paid	<u>(54,268)</u>	<u>(44,555)</u>
Net cash provided by operating activities	<u>124,516</u>	<u>388,994</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Interest received	19,665	14,330
Purchase of property, plant and equipment	(67,093)	(40,256)
Acquisition of investments	<u>(58,849)</u>	<u>(47,012)</u>
Net cash used in investing activities	<u>(106,277)</u>	<u>(72,938)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Loan, net	42,851	-
Interest paid	(2,856)	-
Dividends paid	<u>(178,210)</u>	<u>(128,815)</u>
Net cash used in financing activities	<u>(138,215)</u>	<u>(128,815)</u>
Net (decrease) / increase in cash and cash equivalents	(119,976)	187,241
Cash and cash equivalents at beginning of year	272,529	81,819
Effect of movement in exchange rates on cash held	2,071	3,469
Cash and cash equivalents at end of year	<u>154,624</u>	<u>272,529</u>

**The accompanying notes form an integral part of the financial statements**



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

**1. IDENTIFICATION**

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

The Company is listed on the Jamaica Stock Exchange.

Resource in Motion Limited, incorporated in St. Lucia, controls 65% of the voting rights in the Company.

**2. STATEMENT OF COMPLIANCE AND BASIS OF PREPARATION**

(a) Statement of Compliance

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

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

**Amended standards that came into effect during the current financial year**

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

**New and amended standards that are not yet effective:**

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

- *IFRS 18 'Presentation and Disclosure in Financial Statements'*, issued April 9, 2024. Effective for annual periods beginning on or after January 1, 2027. The amendment promotes a more structured income statement, particularly as it introduces a newly defined operating profit subtotal and a requirement for all income and expenses to be allocated between the categories of operating, investing and financing, based on the Group's main business activities.



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

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

(a) Statement of Compliance (continued)

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

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

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

(b) Basis of measurement and functional currency

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

c) Basis of consolidation:

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

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

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



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

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

(c) Basis of consolidation (continued):

(ii) Loss of control:

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

(iii) Transactions eliminated on consolidation

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

(d) Use of estimates and judgements

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

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

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

(i) Judgements

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

Classification of financial assets:

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



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

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

(d) Use of estimates and judgements (continued)

(i) Judgements (continued)

Impairment of financial assets:

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

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

Allowance for impairment losses on financial assets:

*Measurement of the expected credit loss allowance*

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

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

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

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



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

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

(d) Use of estimates and judgements (continued)

(iii) Inventories:

(a) Net realisable value:

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

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

(b) Costing

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

**3. MATERIAL ACCOUNTING POLICIES**

(a) Investment in subsidiary companies:

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

(b) Employee benefits:

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

(c) Inventories:

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

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



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

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

(c) Inventories (continued):

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

(d) Trade and other receivables:

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

(e) Cash and cash equivalents:

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

(f) Investments:

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

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

(g) Trade and other payables:

Trade and other payables are measured at amortised cost.

(h) Provisions:

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



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

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

(i) Property, plant and equipment:

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

(ii) Depreciation:

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

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

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

(j) Revenue:

Performance obligations and revenue recognition policies:

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

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

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



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

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

(k) Net finance income:

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

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

(l) Income tax:

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

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

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

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

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

(m) Dividends:

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

(n) Foreign currencies:

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



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

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

(o) Intangible assets - brands:

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

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

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

(p) Segment reporting:

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

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



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

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

(q) Related parties:

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

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

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

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

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

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



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

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

(r) Financial instruments:

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

(i) Recognition and initial measurement

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

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

(ii) Classification and subsequent measurement

*Financial assets*

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

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

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

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

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



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

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

(r) Financial instruments (continued):

(ii) Classification and subsequent measurement (continued)

*Financial assets (continued)*

In making this assessment, the Group considers:

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

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

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

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

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

*Financial liabilities*

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

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

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

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



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

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

(r) Financial instruments (continued):

(iii) Derecognition

*Financial assets*

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

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

*Financial liabilities*

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, with the difference in the respective carrying amounts recognised in the consolidated statement of comprehensive income.

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

(iv) Offsetting

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

(s) Impairment:

*Financial assets*

*Measurement of ECLs*

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



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

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

(s) Impairment (continued):

*Financial assets (continued)*

*Measurement of ECLs (continued)*

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

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

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

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

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

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

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

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

*Credit-impaired financial assets*

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

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

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



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

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

- (s) Impairment:

*Financial assets (continued)*

*Presentation of allowance for ECL in the statement of financial position*

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

*Write-off*

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

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

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

*Non-financial assets*

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

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

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



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

**4. PROPERTY, PLANT AND EQUIPMENT**

**Group:**

	Freehold land \$'000	Freehold buildings and infrastructure \$'000	Machinery equipment & vehicles \$'000	Work-in- progress \$'000	Total \$'000
<b>At cost or deemed cost:</b>					
Balance at September 30, 2023	9,975	100,418	453,592	8,854	572,839
Additions	-	3,301	15,251	21,704	40,256
Balance at September 30, 2024	9,975	103,719	468,843	30,558	613,095
Additions	-	4,105	38,982	24,006	67,093
<b>Balance at September 30, 2025</b>	<b>9,975</b>	<b>107,824</b>	<b>507,825</b>	<b>54,564</b>	<b>680,188</b>
<b>Accumulated Depreciation:</b>					
Balance at September 30, 2023	-	55,975	401,156	-	457,131
Charge for the year	-	2,079	24,985	-	27,064
Balance at September 30, 2024	-	58,054	426,141	-	484,195
Charge for the year	-	2,209	27,931	-	30,140
Balance at September 30, 2025	-	60,263	454,072	-	514,335
<b>Net book value:</b>					
At September 30, 2025	9,975	47,561	53,753	54,564	165,853
At September 30, 2024	9,975	45,665	42,702	30,558	128,900



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

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

Company:

	Freehold land \$'000	Freehold buildings and infrastructure \$'000	Machinery equipment & vehicles \$'000	Work-in- progress \$'000	Total \$'000
<b>At cost</b>					
Balance at September 30, 2023	6,144	82,853	399,015	8,854	496,866
Additions	-	3,301	15,251	21,704	40,256
Balance at September 30, 2024	6,144	86,154	414,266	30,558	537,122
Additions	-	4,105	38,982	24,006	67,093
<b>Balance at September 30, 2025</b>	<b>6,144</b>	<b>90,259</b>	<b>453,248</b>	<b>54,564</b>	<b>604,215</b>
<b>Accumulated Depreciation:</b>					
Balance at September 30, 2023	-	39,496	345,519	-	385,015
Charge for the year	-	2,079	24,985	-	27,064
Balance at September 30, 2024	-	41,575	370,504	-	412,079
Charge for the year	-	2,209	27,931	-	30,140
Balance at September 30, 2025	-	43,784	398,435	-	442,219
<b>Net book value:</b>					
At September 30, 2025	6,144	46,475	54,813	54,564	161,996
At September 30, 2024	6,144	44,579	43,762	30,558	125,043

Work-in-progress includes an x-ray machine and computer equipment, which will be fully commissioned within the next financial year.



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

**5. INTANGIBLE ASSET**

This represents the costs of the Mountain Bliss brand for Group and Company.

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

**(a) Investment in subsidiary companies comprises:**

	<u>Company</u>	
	2025	2024
	<u>\$'000</u>	<u>\$'000</u>
<b>Shares at cost:</b>		
Coffee Company of Jamaica Limited	790	790
Shiriff's (Jamaica) Limited	<u>91</u>	<u>91</u>
	<u>881</u>	<u>881</u>

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

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



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

**7. INVESTMENTS**

	Group and Company		
	2025		
	(Non-Current) Fair value through other comprehensive income <u>\$'000</u>	(Current) Amortised cost <u>\$'000</u>	Total <u>\$'000</u>
Resale agreements	-	253,856	253,856
Deposits	-	135,099	135,099
Quoted Jamaican equities	74,925	-	74,925
	74,925	388,955	463,880
Less: expected credit loss	-	(1,361)	(1,361)
	<u>74,925</u>	<u>387,594</u>	<u>462,519</u>
	Group and Company		
	2024		
	(Non-Current) Fair value through other comprehensive income <u>\$'000</u>	(Current) Amortised cost <u>\$'000</u>	Total <u>\$'000</u>
Resale agreements	-	169,903	169,903
Deposits	-	159,794	159,794
Quoted Jamaican equities	71,930	-	71,930
	71,930	329,697	401,627
Less: expected credit loss	-	(952)	(952)
	<u>71,930</u>	<u>328,745</u>	<u>400,675</u>

The fair value of the securities under resale agreements approximates the carrying value of the agreements. The resale agreements include US\$481,789 (2024: US\$751,320) which earn interest at rates of 4.0% to 4.2% (2024: 4.10% to 5.0%) per annum. Deposits include J\$135,099 (2024: J\$159,794) which earn interest rates at 4.0% to 5.0% (2024: 3.00% to 8.90%).

The movement in expected credit loss for investments is as follows:

	Group and Company	
	2025 <u>\$'000</u>	2024 <u>\$'000</u>
Balance at beginning of year	952	984
Expected credit loss provision / (recovered) recognized	409	(32)
Balance at end of year	<u>1,361</u>	<u>952</u>

**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

**8. DEFERRED TAXATION**

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

Deferred tax asset is attributable to the following:

	Group and Company		
	2025		
	October 1, 2024 \$'000	Recognized in income \$'000 (note 19)	September 30, 2025 \$'000
Vacation pay accrual	992	126	1,118
Property, plant and equipment	7,689	(7,343)	346
Unrealized gain on foreign exchange	457	(457)	-
Accrued interest receivable	(1,026)	346	(680)
Inventory obsolescence provision	536	(133)	403
Expected credit loss on investments	8	(8)	-
Expected credit loss on trade receivables	2,884	(2,884)	-
	<u>11,540</u>	<u>(10,353)</u>	<u>1,187</u>

	Group and Company		
	2024		
	October 1, 2023 \$'000	Recognized in income \$'000 (note 19)	September 30, 2024 \$'000
Vacation pay accrual	999	(7)	992
Property, plant and equipment	12,702	(5,013)	7,689
Unrealized gain on foreign exchange	88	369	457
Accrued interest receivable	(801)	(225)	(1,026)
Inventory obsolescence provision	357	179	536
Expected credit loss on investments	65	(57)	8
Expected credit loss on trade receivables	2,850	34	2,884
	<u>16,260</u>	<u>(4,720)</u>	<u>11,540</u>

**9. CASH AND CASH EQUIVALENTS**

	Group and Company	
	2025 \$'000	2024 \$'000
Cash in hand and bank	151,745	269,712
Short-term deposits	2,879	2,817
	<u>154,624</u>	<u>272,529</u>



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

**10. TRADE AND OTHER RECEIVABLES**

	Group and Company	
	2025	2024
	<u>\$'000</u>	<u>\$'000</u>
Trade receivables	234,931	183,305
Prepayments	30,927	87,540
Other receivables	6,877	15,093
	<u>272,735</u>	<u>285,938</u>
Less: expected credit loss	<u>(11,497)</u>	<u>(11,534)</u>
	<u><u>261,238</u></u>	<u><u>274,404</u></u>

(i) Expected credit loss

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

Information on expected credit losses for trade receivables is included in note 22(a)(i).

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

	Group and Company	
	2025	2024
	<u>\$'000</u>	<u>\$'000</u>
Balance at beginning of year	11,534	11,398
Impairment loss recognized net of recoveries	<u>(37)</u>	<u>136</u>
Balance at end of year	<u><u>11,497</u></u>	<u><u>11,534</u></u>

**11. INVENTORIES**

	Group and Company	
	2025	2024
	<u>\$'000</u>	<u>\$'000</u>
Raw and packaging materials	371,418	269,840
Finished goods held for sale	22,672	25,048
Work-in-progress	89,045	64,700
Fuel, spares and consumables	70,933	63,131
	<u>554,068</u>	<u>422,719</u>
Provision for obsolescence	<u>(1,614)</u>	<u>(2,147)</u>
	<u><u>552,454</u></u>	<u><u>420,572</u></u>

During the year, inventory write-offs aggregating \$562,612 (2024: \$845,074) for the Group and Company were recognized in profit or loss.



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

**12. SHARE CAPITAL**

	<u>Group and Company</u>	
	2025	2024
	<u>\$'000</u>	<u>\$'000</u>
Authorized:		
No maximum number of ordinary shares		
Issued and fully paid:		
1,038,832,900 (2024: 1,038,832,900)		
Ordinary stock units of no-par value	<u>73,216</u>	<u>73,216</u>

In Board of Directors' meetings held on November 21, 2024 and May 15, 2025, an interim dividend of \$0.063 per stock unit was declared, payable on December 13, 2024 and June 17, 2025, for shareholders on record as at December 6, 2024 and June 4, 2025.

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

**13. CAPITAL RESERVES**

	<u>Group</u>		<u>Company</u>	
	2025	2024	2025	2024
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Revaluation surplus on assets carried at deemed cost	14,528	14,528	4,838	4,838
Realized gains	<u>1,747</u>	<u>1,747</u>	<u>1,705</u>	<u>1,705</u>
	<u>16,275</u>	<u>16,275</u>	<u>6,543</u>	<u>6,543</u>

**14. RELATED PARTY LOAN**

	<u>Group and Company</u>
	2025
	<u>\$'000</u>
Loan balance	42,851
Less: current portion of loan	<u>(15,150)</u>
Long-term portion of loan	<u>27,701</u>

On March 27, 2025, the Company obtained a loan of US\$302,000 from Ideal Finance Corporation Limited at an interest rate of 6% per annum and matures on March 27, 2028. The loan is repayable in equal monthly instalments of US\$9,898.89. The loan was obtained to finance the purchase of an x-ray machine.

The loan is secured by:

- (i) A first ranking hypothecation charge over an investment portfolio held with Ideal Portfolio Services Co. Ltd with a market value of \$73,024,809 (US\$458,586) at September 30, 2025.
- (ii) A repurchase agreement held with Ideal Finance Corporation Limited with a nominal value of US\$175,595.



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

**15. TRADE AND OTHER PAYABLES**

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Trade payables	70,478	91,204	70,478	91,204
Accrued charges	215,935	146,715	215,935	146,715
Dividends payable	47,273	94,590	47,273	94,590
Other payables	10,268	7,682	10,397	7,811
	<u>343,954</u>	<u>340,191</u>	<u>344,083</u>	<u>340,320</u>

**16. REVENUE**

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

	Group and Company	
	2025	2024
	\$'000	\$'000
Local sales	1,295,880	1,160,483
Export sales	304,264	322,084
	<u>1,600,144</u>	<u>1,482,567</u>

**17. NATURE OF EXPENSES**

(a) Cost of goods sold:

	Group and Company	
	2025	2024
	\$'000	\$'000
Gas and fuel	12,279	19,203
Depreciation	24,054	20,234
Insurance	25,068	25,304
Manufacturing services	84,069	78,318
Coffee cess	1,396	(1,229)
Travel and subsistence	4,960	5,270
Plant management technical services	2,055	7,919
Quality control	23,125	8,226
Other	37,724	22,306
Repairs and maintenance	29,658	36,766
Security	17,672	15,495
Utilities	47,508	47,268
Salaries and other related costs	53,290	49,915
Raw material and consumables	749,341	690,833
	<u>1,112,199</u>	<u>1,025,828</u>

*\*Reclassified to conform with current year presentation*



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

**17. NATURE OF EXPENSES (CONTINUED)**

(b) Selling and promotion expenses:

	Group and Company	
	2025	2024
	<u>\$'000</u>	<u>\$'000</u>
Advertising and promotions	51,442	43,158
Other	2,897	3,029
Delivery and handling charges	7,453	9,357
Salaries and other related costs	19,657	18,005
	<u>81,449</u>	<u>73,549</u>

(c) Administrative expenses:

	Group and Company	
	2025	2024
	<u>\$'000</u>	<u>\$'000</u>
Audit fees	6,692	6,435
Audit fees - prior year	-	(950)
Computer expenses	4,208	3,240
Depreciation	6,086	6,830
Director fees	16,176	13,945
Administrative services	6,851	10,409
Other *	42,133	35,987
Legal and professional fees	9,019	9,591
Registrar and AGM expenses	7,628	5,939
Salaries and other related costs	88,339	65,310
Utilities	1,824	1,344
	<u>188,956</u>	<u>158,080</u>

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

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

	Group and Company	
	2025	2024
	<u>\$'000</u>	<u>\$'000</u>
Salaries and wages	103,159	108,778
Statutory deductions	8,144	7,444
Staff welfare	12,685	7,247
Pension contributions	4,181	5,035
	<u>128,169</u>	<u>128,504</u>



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

**18. NET FINANCE INCOME**

	<u>Group and Company</u>	
	2025	2024
	<u>\$'000</u>	<u>\$'000</u>
Finance income:		
Interest income	18,282	21,639
Expected credit loss (provision) / recovered on investment	(409)	32
Foreign exchange gain	2,071	3,469
	<u>19,944</u>	<u>25,140</u>
Finance costs:		
Interest expense	(2,856)	-
Bank charges	(827)	(974)
	<u>16,261</u>	<u>24,166</u>

**19. TAXATION**

Taxation is comprised of current and deferred tax charges.

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

	<u>Group and Company</u>	
	2025	2024
	<u>\$'000</u>	<u>\$'000</u>
Current tax expense:		
Income tax	60,935	65,624
Employment tax credit	(7,602)	(9,037)
	<u>53,333</u>	<u>56,587</u>
Deferred taxation:		
Originating and reversal of other timing differences, net	10,353	4,720
	<u>63,686</u>	<u>61,307</u>

- (b) Reconciliation of effective tax rate:

	<u>Group and Company</u>	
	2025	2024
	<u>\$'000</u>	<u>\$'000</u>
Profit before tax	<u>235,160</u>	<u>251,191</u>
Computed "expected" tax expense @ 25%	58,896	62,798
Difference between profits for financial statements and tax reporting purposes on:		
Employment tax credit	(7,602)	(9,037)
Disallowed expenses, impairment and capital items	11,021	8,282
Foreign exchange differences and other capital items	1,371	(736)
Actual expense	<u>63,686</u>	<u>61,307</u>



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

**20. TRANSACTIONS WITH RELATED PARTIES**

(a) Balances between the Group and related party company

	<u>Group and Company</u>	
	2025	2024
	<u>\$'000</u>	<u>\$'000</u>
Loan payable to Ideal Finance Corporation Limited (see note 14)	<u>42,851</u>	<u>-</u>
Investments - Ideal Finance Corporation Limited	<u>103,302</u>	<u>99,066</u>

(b) The Group and Company's statement of comprehensive income includes the following transactions, undertaken with related parties in the ordinary course of business:

	<u>Group and Company</u>	
	2025	2024
	<u>\$'000</u>	<u>\$'000</u>
(i) Interest income - Ideal Finance Corporation Limited	<u>943,588</u>	<u>776,975</u>
(ii) Interest expense - Ideal Finance Corporation Limited	<u>2,856</u>	<u>-</u>
(iii) Directors' emoluments: Fees	<u>16,176</u>	<u>13,945</u>

Key management personnel compensation is as follows:

	<u>Group and Company</u>	
	2025	2024
	<u>\$'000</u>	<u>\$'000</u>
Salaries and wages	29,094	28,018
Staff welfare	1,972	1,303
Pension contributions	<u>1,518</u>	<u>1,485</u>
	<u>32,584</u>	<u>30,806</u>

**21. EARNINGS PER ORDINARY STOCK UNIT**

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

	2025	2024
	<u>\$'000</u>	<u>\$'000</u>
Net profit attributable to shareholders (\$'000)	<u>171,474</u>	<u>189,884</u>
Number of stock units in issue (see note 12)	<u>1,038,832,900</u>	<u>1,038,832,900</u>
Basic earnings per stock unit (\$)	<u>0.17</u>	<u>0.18</u>



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

**22. FINANCIAL INSTRUMENTS**

**(a) Financial risk management**

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

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

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

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

**(i) Credit risk**

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

*Cash and cash equivalents*

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

*Accounts receivable*

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

Trade receivables mainly consist of balances due from retail and hospitality customers across Jamaica. The Company has a concentration of credit risk, with two (2) [2024: two (2)] of its customers, accounting for 77% (2024:78%) of trade receivables.

*Expected credit loss assessment*

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

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



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

**22. FINANCIAL INSTRUMENTS (CONTINUED)**

**(a) Financial risk management (continued)**

(i) Credit risk (continued)

*Expected credit loss assessment (continued)*

The following tables provides information about the exposure to credit risk and ECL for trade receivables as at September 30, 2025 (see also note 10).

	Group and Company			
	2025			
	Weighted average loss rate	Adjusted Exposure amount	Loss allowance	Credit impaired
		<u>\$'000</u>	<u>\$'000</u>	
Current (not past due)	1.5%	223,705	3,451	No
31-60 days past due	45%	3,786	1,695	No
61-90 days past due	56%	2,469	1,380	No
91-180 days	100%	<u>4,971</u>	<u>4,971</u>	Yes
		<u>234,931</u>	<u>11,497</u>	

	Group and Company			
	2024			
	Weighted average loss rate	Adjusted Exposure amount	Loss allowance	Credit impaired
		<u>\$'000</u>	<u>\$'000</u>	
Current (not past due)	8.6%	176,698	5,102	No
31-60 days past due	0.0%	73	50	No
61-90 days past due	1.7%	506	354	No
91-180 days	100.0%	<u>6,028</u>	<u>6,028</u>	Yes
		<u>183,305</u>	<u>11,534</u>	



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

**22. FINANCIAL INSTRUMENTS (CONTINUED)**

**(a) Financial risk management (continued)**

(i) Credit risk (continued)

*Investments*

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

*Credit quality*

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

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

	<u>Company</u>	
	2025 Stage 1 12-month ECL <u>\$'000</u>	2024 Stage 1 12-month ECL <u>\$'000</u>
Debt investment securities at amortised cost, being total gross carrying amount	388,955	329,697
Loss allowance	<u>(1,361)</u>	<u>(952)</u>
	<u>387,594</u>	<u>328,745</u>

(ii) Liquidity risk

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



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

**22. FINANCIAL INSTRUMENTS (CONTINUED)**

**(a) Financial risk management (continued)**

(ii) Liquidity risk (continued)

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

The contractual outflows as at September 2025 and 2024 for trade and other payables and due to subsidiary are represented by their carrying amounts in the statement of financial position, and require settlements within 12 months of the reporting date. Based on the liquid assets held and the positive operating cashflows, the Group has adequate available funding to settle these commitments when due.

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

(iii) Market risk

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

• Interest rate risk

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

The Group materially contracts financial liabilities at fixed interest rates for the duration of the term. At September 30, 2025 and 2024, there were no financial liabilities subject to variable interest rate risk.

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

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

	Group and Company	
	2025	2024
	<u>\$'000</u>	<u>\$'000</u>
Variable rate:		
Financial assets	388,955	329,697



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

**22. FINANCIAL INSTRUMENTS (CONTINUED)**

**(a) Financial risk management (continued)**

(ii) Liquidity risk (continued)

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

The contractual outflows as at September 2025 and 2024 for trade and other payables and due to subsidiary are represented by their carrying amounts in the statement of financial position, and require settlements within 12 months of the reporting date. Based on the liquid assets held and the positive operating cashflows, the Group has adequate available funding to settle these commitments when due.

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

(iii) Market risk

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

• Interest rate risk

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

The Group materially contracts financial liabilities at fixed interest rates for the duration of the term. At September 30, 2025 and 2024, there were no financial liabilities subject to variable interest rate risk.

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

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

	Group and Company	
	2025	2024
	<u>\$'000</u>	<u>\$'000</u>
Variable rate:		
Financial assets	388,955	329,697



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

**22. FINANCIAL INSTRUMENTS (CONTINUED)**

**(a) Financial risk management (continued)**

(iii) Market risk (continued)

- Interest rate risk (continued)

*Fair value sensitivity analysis for fixed rate instruments*

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

*Cash flow sensitivity analysis for variable rate instruments*

An increase in interest rate of 0.25% (2024: 0.25%) at the reporting date would have increased profit or loss by \$589,000 (2024: \$640,000), while a 1% (2024: 1%) decline in interest rate at reporting date would have decreased profit by \$2,356,000 (2024: \$2,561,000).

This analysis assumes that all other variables, in particular foreign currency rates, remain constant. The analysis is performed on the same basis for 2024.

- Foreign currency risk:

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

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

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



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

**22. FINANCIAL INSTRUMENTS (CONTINUED)**

**(a) Financial risk management (continued)**

(iii) Market risk (continued)

- Foreign currency risk (continued):

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

	Group and Company			
	2025		2024	
	US\$	J\$	US\$	J\$
Cash and cash equivalents	90,445	14,402,323	312,309	49,009,666
Investments	451,789	71,942,430	751,320	117,902,447
Trade and other receivables	504,452	80,328,469	558,180	87,593,569
Trade and other payables	(238,083)	(37,912,143)	(353,085)	(56,035,183)
Related party loan	(265,788)	(42,851,315)	-	-
	<u>542,815</u>	<u>85,909,764</u>	<u>1,268,724</u>	<u>198,470,499</u>

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

September 30, 2025	159.239
September 30, 2024	156.927

*Sensitivity analysis*

A 1% (2024: 1%) strengthening of the Jamaica dollar against the US\$ would have decreased profit for the year by \$864,379 (2024: \$2,561,000).

A 3.5% (2024: 4%) weakening of the Jamaica dollar against the US\$ would have increased profits for the year by \$3,025,325 (2024: \$10,244,000).

This analysis assumes that all other variables, in particular interest rates, remain constant. This analysis is performed on the same basis for 2024.

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



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

**22. FINANCIAL INSTRUMENTS (CONTINUED)**

**(a) Financial risk management (continued)**

(iv) Operational risk:

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

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

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

**(b) Capital management**

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

**(c) Fair value disclosure**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Market price is used to determine fair value where an active market exists, as it the best evidence of the fair value of a financial instrument. The Group's equities are the only financial instrument that is carried at fair value. Where fair value of financial instruments approximates carrying value, no fair value computation is done and disclosed. The fair value of cash and cash equivalents, investments, accounts receivable, due to subsidiary / due from subsidiary and accounts payable approximates their carrying value due to their short-term nature.



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

**22. FINANCIAL INSTRUMENTS (CONTINUED)**

**(c) Fair value disclosure (continued)**

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

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

*Determination of fair values hierarchy*

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

- Level 1 - Quoted prices in active markets for identical assets or liabilities. This level includes listed equity securities and debt instruments on exchanges.
- Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly. This includes financial assets with fair values based on broker quotes.
- Level 3 - Inputs for the asset or liability that are not based on observable market data (unobservable inputs). This level includes equity investments and debt instruments with significant unobservable components. This hierarchy requires the use of observable market data when available.

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

Equity investments are classified as Level 1.

**23. SEGMENT REPORTING**

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

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



**SALADA FOODS JAMAICA LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED SEPTEMBER 30, 2025**

*(Expressed in Jamaica dollars unless otherwise indicated)*

**23. SEGMENT REPORTING (CONTINUED)**

Geographical information:

	2025		
	Local \$'000	Export \$'000	Total \$'000
Revenue from external customers	1,295,880	304,264	1,600,144
Segment non-current assets	243,265	-	243,265
Segment current assets	1,355,910	-	1,355,910
Segment total assets	<u>1,599,175</u>	<u>-</u>	<u>1,599,175</u>
	2024		
	Local \$'000	Export \$'000	Total \$'000
Revenue from external customers	1,110,149	290,739	1,400,888
Segment non-current assets	200,776	-	200,776
Segment current assets	1,140,259	-	1,140,259
Segment total assets	<u>1,341,035</u>	<u>-</u>	<u>1,341,035</u>

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

**24. SUBSEQUENT EVENTS**

On October 28, 2025, Hurricane Melissa made landfall in Jamaica, impacting several farmers and suppliers providing raw material to the Company. Management is currently assessing the extent of the damage experienced by these suppliers and the potential long-term effects on future crop cycles and the availability of coffee, turmeric, ginger, and other locally sourced raw materials.

The Company traditionally purchases key raw materials well in advance of production requirements and maintains adequate inventory levels to support ongoing operations. Based on the inventory on hand at the date these financial statements were authorized for issue, management does not anticipate any material disruption to near-term production or the Company's ability to meet customer demand.









# YOU'RE THE CARAMEL ENTHUSIAST



Coffee, Creamer  
& Sugar Content  
du... de la crème  
etc.



PRODUCT OF  
JAMAICA

Net Wt. 2...



# Welcome to Paradise!





## **ANNUAL REPORT 2024/25**



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

@ [www.saladafoodsja.com](http://www.saladafoodsja.com)

🌐 [info@saladafoodsja.com](mailto:info@saladafoodsja.com)