GODDARD ENTERPRISES LIMITED

HEDGING FOR THE FUTURE

2024 ANNUAL REPORT

Growth, Prosperity & Excellence

Contents

"Minimizing risk exposure and securing portfolios, while ensuring stability by safeguarding investments in an unpredictable financial environment."

Executive Team

Anthony H. Ali
Managing Director

Nicholas V. Mouttet
Chief Executive Officer-Manufacturing

C. Natasha Small
Group Chief Financial Officer

Paulo G. Gonçalves Teixeira
Chief Executive Officer- Catering & Ground Handling

Notice of Meeting

NOTICE IS HEREBY GIVEN that the EIGHTY-SIXTH Annual Meeting of the shareholders of Goddard Enterprises Limited (the "Company") will be held at the Walcott Warner Theatre, Errol Barrow Centre for Creative Imagination, The University of the West Indies, Cave Hill, St. Michael in Barbados on Friday, 31 January 2025 at 5:30 p.m. for the following purposes:-

1. To receive Opening Remarks from Mr. A. Charles Herbert, Chair of the Company.
2. To receive Presentations from Management Executives of the Company on the Company's Divisional Results for the year ended 30 September 2024.
3. To receive a Presentation from Mrs. C. Natasha Small, Group Chief Financial Officer of the Company, on the Overview of the Company's Financial Performance for the year ended 30 September 2024.
4. To receive and consider the Consolidated Financial Statements of the Company for the year ended 30 September 2024 together with the Reports of the Directors and the Auditor thereon.
5. To elect the following persons as directors of the Company to hold office until the close of the first annual meeting of the shareholders of the Company following their election in accordance with the Company's By-Laws:

   Dr. José S. López Alarcon, Ms. Marla R. K. Dukharan, Mr. Daniel W. Farmer, Mr. Matthew D. Goddard, Mr. A. Charles Herbert, Mr. William P. Putnam and Mr. Ryle L. Weekes.
6. To authorise the Directors to appoint an Auditor for the ensuing year and to fix its remuneration.
7. To receive a Presentation from Mr. Anthony H. Ali, Managing Director of the Company, on the Strategic Outlook for the Company for 2025.
8. To transact any other business which may properly come before the Meeting.

By Order of the Board of Directors

Kathy-Ann L. Scantlebury
Corporate Secretary

The notes to the enclosed proxy form are incorporated in this Notice.

Top Floor
The Goddard Building
Haggatt Hall
St. Michael, BB11059
BARBADOS

9 December 2024

Corporate Information

BOARD OF DIRECTORS		DATE FIRST APPOINTED/ELECTED
Mr. A. Charles Herbert, B.Sc. (Hons.)	- Chair	31 January 2012
Mr. Daniel W. Farmer	- Deputy Chair	29 January 2021
Mr. Anthony H. Ali, B.Sc. (Hons.), M.B.A.	- Managing Director	6 August 2013
Dr. José S. López Alarcon, Ph.D., D.B.A., M.B.A., M.S.	- Non-Executive Director	25 January 2019
Ms. Marla R. K. Dukharan, B.Sc., M.Sc., M.Phil	- Non-Executive Director	21 September 2020
Mr. William P. Putnam, B.Sc., M.B.A., D. B. A.	- Non-Executive Director	31 January 2012
Mr. Ryle L. Weekes, CFA	- Non-Executive Director	29 January 2021

EXECUTIVE MANAGEMENT

Mr. Anthony H. Ali, B.Sc. (Hons.), M.B.A.	- Managing Director
Mr. Nicholas V. Mouttet, B.Sc. (Hons.)	- Chief Executive Officer-Manufacturing
Mrs. C. Natasha Small, B.Sc. (Hons.), F.C.C.A.	- Group Chief Financial Officer
Mr. Paulo G. Gonçalves Teixeira	- Chief Executive Officer- Catering & Ground Handling

GOVERNANCE COMMITTEE

Mr. William P. Putnam
Dr. José S. López Alarcon
Ms. Marla R. K. Dukharan

AUDIT & RISK COMMITTEE

Mr. Daniel W. Farmer
Dr. José S. López Alarcon
Mr. Ryle L. Weekes

COMPENSATION & HUMAN RESOURCES COMMITTEE

Mr. Ryle L. Weekes
Dr. José S. López Alarcon
Ms. Marla R. K. Dukharan

COMPANY SECRETARY

Miss K. L. Scantlebury, LL.B. (Hons.), LL.M. (Dist.)

AUDITOR

Ernst & Young Ltd.

ATTORNEYS-AT-LAW

Clarke Gittens Farmer

BANKERS

CIBC Caribbean Bank (Barbados) Limited

REGISTERED OFFICE

Top Floor
The Goddard Building
Haggatt Hall
St. Michael, BB11059
Barbados

Financial Highlights

FOR THE YEARS ENDED 30 SEPTEMBER
(Expressed in Barbados Dollars)

	2024	2023	2022	2021	2020
Revenue - millions of dollars	**1,336.9**	1,088.3	968.8	749.6	826.1
Profit from continuing operations before other gains/ (losses) - net - millions of dollars	**62.9**	84.4	61.7	15.1	4.5
Profit from continuing operations - millions of dollars	**75.8**	99.9	66.8	24.1	13.1
Income before taxation from continuing operations - millions of dollars	**78.2**	108.3	80.0	27.7	11.3
Earnings per share - cents	**13.3**	29.7	22.0	10.0	3.1
Dividends per share - cents	**4.0***	8.0	6.0	4.0	0.0
Dividend cover (times covered)	**3.3**	3.7	3.7	2.5	-
Net asset value per share - dollars	**3.17**	3.10	2.80	2.53	2.44
Closing share price on BSE** - dollars	**2.95**	3.15	2.95	2.07	2.40
After tax return on shareholders' equity	**4.3%**	10.6%	8.7%	4.1%	1.2%
Price/earnings ratio	**22.2**	10.6	13.4	20.7	77.4

* *First interim dividend per share - 2.0 cent*
Second interim dividend per share - 2.0 cent (note 31)
Third interim dividend per share - to be declared
Final dividend per share - to be declared
** *Barbados Stock Exchange*

Financial Highlights

SUMMARISED CONSOLIDATED STATEMENTS OF FINANCIAL POSITION - $ MILLIONS
(Expressed in Barbados Dollars)

	2024	2023	2022	2021	2020
	$	**$**	**$**	**$**	**$**
Trade receivables and prepaid expenses	**217.2**	163.5	127.7	116.4	100.3
Inventories	**277.0**	195.6	175.0	162.9	148.5
Other current assets	**195.4**	184.9	190.0	110.1	116.6
Total current assets	**689.6**	544.0	492.7	389.4	365.4
Less current liabilities	**(450.0)**	(288.3)	(284.1)	(238.3)	(230.4)
Working capital	**239.6**	255.7	208.6	151.1	135.0
Property, plant and equipment and investment property	**486.1**	461.5	438.7	404.2	404.7
Financial investments, intangible assets, right-of-use assets, investments in associated companies, deferred income tax assets, pension plan assets and long term receivables	**441.5**	401.5	307.8	308.0	301.0
	1,167.2	1,118.7	955.1	863.3	840.7
Represented by:					
Shareholders' equity	**725.9**	708.9	638.2	576.9	554.6
Non-controlling interests	**157.2**	137.5	114.7	99.6	100.1
Long-term liabilities	**273.0**	265.7	198.0	182.9	179.5
Deferred income tax liabilities	**9.0**	5.0	3.3	3.3	4.2
Pension plan liabilities	**2.1**	1.6	0.9	0.6	2.3
	1,167.2	1,118.7	955.1	863.3	840.7

Financial Highlights

SUMMARISED CONSOLIDATED STATEMENTS OF INCOME - $ MILLIONS
(Expressed in Barbados Dollars)

	2024	**2023**	**2022**	**2021**	**2020**
	$	**$**	**$**	**$**	**$**
Revenue	**1,336.9**	1,088.3	968.8	749.6	826.1
Income before taxation from continuing operations:					
Parent company and subsidiaries	**51.4**	79.6	55.0	12.2	0.1
Share of income of associated companies	**26.8**	28.7	25.0	15.5	11.2
	78.2	108.3	80.0	27.7	11.3
Taxation	**(25.7)**	(18.5)	(13.2)	(6.7)	(7.1)
Non-controlling interests	**(22.1)**	(22.6)	(18.0)	0.6	2.9
Discontinuing operations	**-**	0.7	1.4	1.1	-
Net income for the year attributable to equity holders of the Company	**30.4**	67.9	50.2	22.7	7.1

Board of Directors

A. Charles Herbert, B.Sc. (Hons.)
Chair

A. CHARLES HERBERT, B.Sc. (Hons.)
Charles Herbert became Chair of the Goddard Group of Companies on 5 February 2013, following the retirement of Mr. Joseph N. Goddard. He served until his resignation on 7 August 2018. He was appointed Chair on 7 October 2019 on the resignation of Mr. William P. Putnam. Mr. Herbert spent 15 years of his professional career with The Barbados Mutual Life Assurance Society, now Sagicor Life Inc. ("Sagicor"). A Barbadian by birth, Mr. Herbert, a Barbados Exhibition Winner in 1974, achieved First Class Honours in his B.Sc. in Mathematics from the University of Edinburgh. He also holds a Diploma in Education from the University of the West Indies. Prior to joining Sagicor, and on his return to Barbados from Edinburgh, Mr. Herbert served his alma mater, Harrison College, as an Assistant Master. Following his sojourn at Sagicor, he joined the firm of Watson Wyatt Worldwide as a Consulting Actuary before establishing the Barbados Branch of Eckler Limited in 1996, later becoming its Principal until his retirement. Mr. Herbert has worked closely with the Barbados Employers' Confederation. He also worked with the Financial Services Commission on the drafting and implementation of the new Pension legislation. He is a former Chairman of the Barbados Private Sector Association.

ANTHONY H. ALI, B.Sc. (Hons.), M.B.A.
Anthony Ali spent most of his career in Canada, where he worked in the areas of Operations, Sales, Marketing, Customer Allegiance and Strategic Planning for a number of Canadian and United States of America Fortune 500 companies. Before joining Goddard Enterprises Limited in 2013 as Managing Director, Mr. Ali worked with SM Jaleel & Co. Ltd. in Trinidad and Tobago where he served as General Manager from 2010-2013. Upon graduating from the University of Toronto in 1988 with a B.Sc. Honours Degree in Chemistry, Mr. Ali worked at National Silicates as a Research Chemist, and later as its Business Development Manager. He completed a post graduate degree in Executive Marketing at the University of Western Ontario in 1992 and several other Leadership and Management Programmes. In 1993, Mr. Ali was selected from 6,000 employees of Abitibi-Price Inc. to participate in a fellowship at McKinsey & Co. In 2005, he joined Thermo Fisher Scientific as Global Director of Operations and Customer Allegiance before moving to Enerworks Inc. where he served as Vice President of Sales, Marketing and Customer Allegiance. Mr. Ali has served on several Boards in the Energy field and is currently a director of Electrical Industries Group Ltd. He is the co-author of several publications.

Anthony H. Ali, B.Sc. (Hons.), M.B.A
Managing Director

Board of Directors

Daniel W. Farmer
Deputy Chair

José S. López Alarcon
Non-Executive Director

Marla R. K. Dukharan
Non-Executive Director

William P. Putnam
Non-Executive Director

Ryle L. Weekes
Non-Executive Director

Kathy-Ann L. Scantlebury
Corporate Secretary

Directors' Report

Consolidated Financial Overview 2023-2024

A. Charles Herbert, Chair (left) with Anthony Ali, Managing Director

Our net asset value per share is $3.17 compared with $3.10 per share in 2023.

The Board of Directors of Goddard Enterprises Limited ("GEL") is pleased to present the financial review for the year ended 30 September 2024.

Entering 2024, the global economy demonstrated a mixture of resilience and vulnerability. The baseline forecasted global growth for 2024 was projected to be 2.9%, however, actual growth in the global economy is expected to close in 2024 at 3.2%, which is ahead of expectations, driven by upgrades to the forecast for the United States offsetting downgrades in the advanced European economies. Emerging markets and developing economies were challenged with disruptions to production and shipping of commodities, especially oil, conflicts in numerous regions globally, civil unrest and extreme weather events which have led to downward revisions to the outlook for the Middle East, Central Asia and sub-Saharan Africa. Meanwhile a surging demand for semiconductors and electronics, driven by significant investments in Artificial Intelligence, has bolstered the growth forecast for the emerging Asia and sub-Indian continent supported by substantial public investment in both China and India.

The Organisation for Economic Co-operation and Development ("OECD") and the International Monetary Fund ("IMF") are projecting global growth at 3.2% for 2025. Inflationary pressures have shown signs of easing, yet they remain above pre-pandemic levels. Central banks have begun gradually easing interest rates to sustain economic momentum, yet challenges persist, including inflation dynamics and geopolitical risks.

The IMF highlighted a "soft landing" scenario, where interest rate reductions and steady inflationary control are projected to set the stage for recovery. However, the IMF also emphasized the need for balanced monetary and fiscal policies to ensure sustainable growth paths. Geopolitical tensions, particularly those affecting trade and energy markets, continue to shape the economic landscape, increasing global market volatility and impacting supply chains.

There were a number of key trends which influenced the global economy in 2024 which include:

1. **Monetary Policy Adjustments**: Central banks worldwide adjusted their monetary stances, attempting to balance growth with inflation control.
2. **Geopolitical Risks**: Ongoing conflicts and rising tensions have cast a shadow over global economic stability, affecting trade and investments.
3. **Energy Market Fluctuations**: The volatility in global energy prices, exacerbated by geopolitical tensions, continues to impact economies worldwide.
4. **Technological Disruption**: Accelerated digital transformation across industries continues to redefine global commerce and operations.

The Caribbean region, despite global economic uncertainties, has displayed remarkable resilience. The Caribbean Development Bank ("CDB") projected a strong economic rebound for 2024, with an average growth rate of 8.6% for its Borrowing Member Countries, driven by oil production increases in Guyana and a resurgence in tourism in most countries. Excluding Guyana, the region's growth adjusted to a more moderate 2.3%. Barbados had strong growth in tourism year over year which resulted in real Gross Domestic Product ("GDP") growth projected to be 3.9%.

In relation to the regional economies, a few key influences were evident in 2024 namely:

1. **Tourism Recovery**: The revival of tourism, a key economic driver, has propelled economic growth in multiple Caribbean nations, with several countries surpassing pre-pandemic performance.
2. **Energy Production**: Guyana's exponential oil output growth has significantly influenced the region's economic trajectory.
3. **Inflationary Pressures**: Despite growth, inflation remains a critical concern, necessitating continued fiscal consolidation to address public debt levels and sustain economic health.
4. **Climate Vulnerability**: Persistent climate risks necessitate strategic investments in climate-resilient infrastructure, highlighting the region's commitment to sustainable development.

For the financial year ended 30 September 2024, the Group's revenue increased to $1,337 million or 22.8% over the prior year. This increase was driven largely by sales associated with our cocoa processing facility in Ecuador. Cocoa prices increased throughout the year hitting a record high of USD$12,000 per metric ton. Revenue was also positively impacted by the Automotive and Catering divisions, which had strong performances. With a strong top line performance Gross Profit increased to $514 million or 7.5% over the prior period or 38.5% when expressed as a percentage of revenue. The increase in Gross Profit was heavily impacted by the Catering business across all regions (as tourism continued to rebound), the full year impact of the purchase of International Meals Company ("IMC") in Panama and a partial year impact of the purchase of IMC in Colombia. Our selling, marketing and administrative expenses were 14.2% over 2023 or $452 million in 2024 compared with $396 million in the prior period. This dramatic increase was attributed to the two acquisitions in the Catering group (IMC Panama and Colombia) and the investment in the Workday HR Management System. Operating Profit in 2024 fell to $75.8 million compared with $99.9 million in 2023 or by 24.1%. This was heavily influenced by losses associated with Ecuador Kakao Processing Proecuakao S.A. ("Ecuakao") and Xpress Freight Services Inc ("Xpress"). Within Ecuakao the unprecedented increase in the price of cocoa had a negative effect on the profitability tied to fixed contracts committed to in the past year. As the cost of raw material tripled, our selling price remained fixed, resulting in losses on those sales. Resultantly, the Manufacturing Division's gross profit was reduced by 35.6%, which created a consolidated loss for the year. Plans have been put in place to mitigate the impact of large fluctuations in the price and cost of the raw material. Within the Catering Division operating profit improved over prior year but fell well below plan due to the poor performance of the operation in Costa Rica which incurred losses for the period.

During the year we commenced the process of closure of our operations at Xpress which negatively impacted the operating profit of the Shipping Division. Operating Profit in all of the other divisions was on par with plan.

Finance cost for the year increased significantly by 20.0% over the prior reporting period, as a result of the acquisitions of IMC Panama and Colombia in the Catering Division. The cost to procure raw material for Ecuakao also significantly impacted the Group's overall financing cost.

Our share of income from associated companies, including Caribbean Distribution Partners Limited ("CDP"), our joint venture with the Agostini's Group of Trinidad, decreased by 9.2% or $1.9 million year on year. This decline was driven mostly by a one-time write-off of inventory related to the operations of CDP in St Lucia.

Taxation for the Group increased significantly over the prior year by $7.2 million over 2023. This increase in taxation is due to two reasons: first, during 2023, the Group utilised tax losses from prior periods which lowered the net taxes for 2023. Secondly, more profit was made in higher tax jurisdictions, specifically within the Catering Division, which resulted in a greater tax charge to the Group. Net income for the year dropped to $52.5 million when compared with $90.5 million or 42.0% in the prior year. The largest contributors to this position were the losses incurred in Ecuakao, the impact of the increased taxation in the Catering Division and the losses associated with exiting our Xpress operations.

Our net asset value per share is $3.17 compared with $3.10 per share in 2023. A closing share price of $2.95 was recorded on the Barbados Stock Exchange as at 30 September 2024.

With regard to the Group's consolidated balance sheet, our working capital ratio at 1.53 is below the prior year's ratio of 1.89. The total assets of the business are being financed by 45.0% debt, which is well within conservative financial guidelines. In Ecuador, loan financing was obtained to add new production capacity to Ecuakao's cocoa processing facility.

Managing Director's Outlook

The year 2024 was marked by various extraneous issues that continued to impact the global macro economy. The continued global wars coupled with a slowing Asian economy, increased freight cost, turbulence in commodity prices, high oil prices and numerous political elections have left the markets in a state of continued uncertainty.

The poor performance of the Group was heavily influenced by Ecuakao, which experienced an unprecedented market event that continues to disrupt the market. The cocoa market will continue to exhibit large fluctuations in raw material prices as various market forces as well as investor speculation will continue to drive market uncertainty into 2025. The Manufacturing divisional team together with Ecuakao's team will focus their attention on mitigating the effects of the market fluctuations.

In 2025, the Catering Division will focus on the implementation of SAP, an enterprise resource planning ("ERP") software in several more high-volume kitchens. This project will take 3 years to complete but once implemented it will allow for enhanced synergies in procurement, shared services and efficiencies across the entire division.

As we focus on 2025, our key strategies will revolve around:

- Digital transformation in our Catering, Building Supplies and Manufacturing divisions.
- Extraction of synergies and efficiencies in the various lines of business.
- Continuous investment in renewing our operating assets through the expansion of Hipac Limited, Caribbean Label Crafts Limited, Ecuakao and the Catering operations to drive cost reduction and enhanced volumes and to support new growth.
- Enhancement of our governance, risk mitigation and audit strategies.
- Diversification in the Catering Division to reduce the dependence on the airline catering business.

Barring the unforeseen market issues experienced in the cocoa industry during 2024, we are committed to our 5-year strategic direction. As we begin a new voyage into 2025, we are focused on creating value for our shareholders, providing our customers with unsurpassed service and supporting the local communities in which we operate. In 2025 our goal is to **"Hedge for the Future"** by building sustainable and resilient businesses.

Catering and Ground Handling Division

GCG takes this opportunity to thank its Staff, Management and Associates for their dedication and efforts during the past year.

Paulo Teixeira

CEO, Catering and Ground Handling Division

The 2024 fiscal year saw Goddard Catering Group ("GCG") continue the record setting pace achieved in 2023. Fiscal year 2024 recorded another all-time high revenue level exceeding the previous record set with the 2023 results. The 2024 results were however impacted by expected credit loss provisions as well as increased taxation as increased income was recorded in higher taxed jurisdictions. GCG, which consists of Sky Dining, Culinary, Airport Dining and Aviation Support businesses, achieved this result with strong legacy customer activity, the performance of the Panama Airport Concessions (acquired in 2022) along with the December 2023 acquisition of IMC Colombia comprised of entities throughout Colombia.

With the acquisition of IMC Colombia, GCG has strengthened its position in Colombia, introducing new catering production facilities that now serve leading national and international airlines at key airports in cities such as Bogotá, Medellín, Cali, Cartagena and Bucaramanga. In addition, the company has boosted its infrastructure with 3 stores at José María Córdova International Airport in Rionegro, Medellín and 2 at Rafael Núñez International Airport in Cartagena. The acquisition of IMC Colombia aligns with our strategic objectives to diversify and accelerate our growth across the region. It strengthens our role in the dynamic airline catering market and enhances our competitive edge in this industry.

Reviewing key performance indicators, all indicators achieved strong results. These indicators include, but are not limited to, ending

David Mejía

Pastry Supervisor

cash balance, receivable days, payable days and inventory days. Experiencing exponential growth and being able to control processes such that performance indicators remain strong are points of pride and accomplishment for the team.

To properly assist the people side of our business, GCG's Human Resource representatives completed the implementation of Workday, a human resource system designed to support all facets of the human resource side of the organization. From compensation to recruitment, GCG is realizing the benefits of this modern, cloud-based human resource management system.

Recognizing the need for a standardized financial system giving on demand details of all accounting activity, GCG began the implementation of SAP 4HANA. Project timelines, process reviews and gap analysis have kept the finance team engaged and excited about the functionality and support this system will bring to all areas of the business. GCG looks forward to another successful step towards our path to digital transformation.

GCG takes this opportunity to thank its Staff, Management and Associates for their dedication and efforts during the past year. This has been another extraordinary year for many reasons. The committed hard work exhibited by all is recognized and appreciated.

To our customers, we thank you for your trust. We will continue to do our best to always exceed your expectations.

The strong top line resulted as 4 business units surpassed prior year, 2 units came in on par with prior year...

Nicholas Mouttet

CEO, Manufacturing Division

Manufacturing Division

GEL Manufacturing Holding Company Limited ("GMHCL") had an extremely challenging year in 2023/2024. The challenges were not with regard to the top line, as consolidated sales surpassed budget and prior year. The strong top line resulted as 4 business units surpassed prior year, 2 units came in on par with prior year and 2 units fell short. The main contributor to the strong sales growth was Ecuador Kakao Processing Proecuakao S.A. ("Ecuakao"), which benefitted from both increased volumes and more importantly historical increases in the world price of cocoa beans which peaked at a multiple of 3.5 times the price at the start of the year and finished at a multiple of 2.31 at year end. While this had a positive effect on the top line, it had the opposite effect on the bottom line. At least half of the contracts we had committed to in the past year were fixed price contracts and so when the cost of our raw material tripled and our selling price remained fixed, we were forced to register large losses on those sales. These losses caused Ecuakao's gross profit to turn negative for the year, resulting in the Manufacturing Division's gross profit being reduced by 35.6%, creating a consolidated loss for the year. Since then, bean prices have been trending downwards. We have been negotiating new contracts and we have been adding resources to Ecuakao's management to ensure better controls. With these measures, 2024/2025 is set to be a much-improved year for Ecuakao and by extension GMHCL.

On the positive side, in the last few months we started production on line 3 at Ecuakao, so that, daily, we are producing twice the volume. We have also begun the installation of line 4, as well as the expansion of our drying and warehousing capacity, all of which will be online by the second half of the current financial year. This will allow us to produce almost 3 times our daily output as before the expansion was started and at lower costs.

Moving away from Ecuakao, several important goals were achieved this year such as the official opening of Caribbean Label Crafts Dominicana SRL in the Dominican Republic ("DR").

With that, Caribbean Label Crafts Limited now has manufacturing facilities in Barbados, Jamaica and in the DR offering increased capacity, lower freight rates, faster turnaround times for customers and a wider range of products and services. The DR business unit has since gone from startup to achieving strong sales growth and monthly profitability in the second half of the financial year.

We completed the plant upgrade at Precision Packaging Inc. With this development, we expect to improve profit at this company going forward, based on lower production costs, waste and energy, increased output, improved quality and wider product offerings. The new equipment will also allow us to go “greener” as the extruders will give us the ability to launch a range of compostable products, while the recycling equipment will make it possible to recycle 100% of our film and solvent waste, putting it back into production instead of disposing of it.

At Hipac Limited (“Hipac”) where sales continue to grow, we invested in and commissioned new equipment for our wiener, sliced meats and burger lines to ensure production reliability and quality consistency. We started construction on the new automated breaded line which will be completed this financial year. Hipac also took the significant step of successfully launching its Christmas ham in New York, to rave reviews. This season we will be expanding its availability to the wider north-eastern seaboard including New Jersey, Boston, Atlanta and possibly north Florida. The hams will also be made available at other times during the coming year, including at Easter.

At Purity Bakeries Ltd. (“Purity”), our financial performance improved for the third consecutive year. We broke ground on the construction of a new baked goods line, expected to be completed by the 2026 financial year. Purity expanded its delivery and van sales fleet in order to reach more customers directly and launched its now popular 12 Grain and Italian loaves. More new products are expected in the coming months.

McBride (Caribbean) Limited had a very strong year, with sales and profitability above budget. Several new products were launched, albeit towards the end of the fiscal year. Under the Beep brand, we launched 4 assorted scented candles, as well as 2 new air fresheners, Christmas Pine and Sugar & Spice. Under the BOP brand, we launched a citronella candle. All new products are en-route to our distributors and will be available in stores for the Christmas season.

Despite a challenging 2024, we remain optimistic with many opportunities in front of us.

Christopher Alcazar

CEO, Caribbean Distribution Partners Limited

Caribbean Distribution Partners Limited

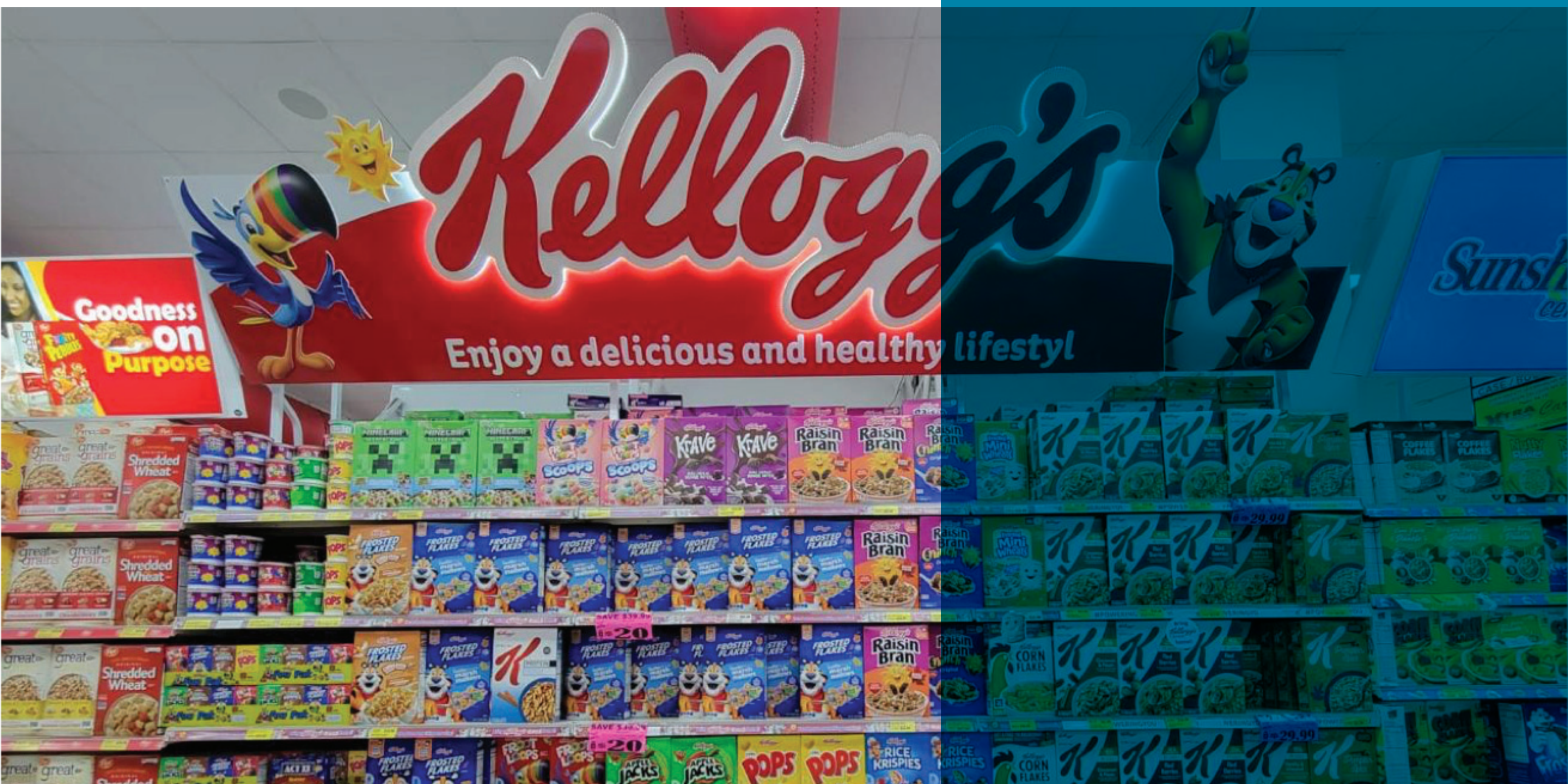
Caribbean Distribution Partners Limited ("CDP"), our fast-moving consumer goods ("FMCG") joint venture with Agostini's Limited, experienced improved performance in 2024. However, the sluggish effects seen in the last two quarters of 2023 persisted into the new year. A decline in consumer spending post-COVID-19, particularly in our Trinidad market, affected the CDP Group, resulting in a slowdown in our growth rate compared with recent years. Despite a challenging 2024, we remain optimistic with many opportunities in front of us. Our continued focus on innovating and expanding our owned brands, along with wider regional distribution, positions us for stronger results in 2025. We are actively pursuing new business opportunities that will continue to strengthen the CDP Group for future growth. As always, we challenge our leadership to identify and implement cost-saving measures, driving efficiencies to add value to the GEL Group as we continue towards our goal of leading the FMCG business regionally.

Chinook Trading exceeded top line sales targets, with strong performance across its brand portfolio. Our owned brand, Distinction, stood out, achieving impressive organic growth as additional resources became available upon entering the Group. Profits also performed ahead of prior year as we focused on growing business through these enhanced team capabilities and resources. Looking forward, Chinook Trading plans to expand its owned CDP brands into Northern markets, strengthening its position in the region.

Hanschell Inniss Limited achieved significant sales growth, primarily driven by new business, as the company seeks to lead in every category it operates. The team strategically managed its portfolio mix and successfully controlled expenses, resulting in a healthy increase in profit before tax ("PBT"). One notable success this financial year was the reduction in electricity costs due to the photovoltaic system installed in the first quarter, an important part of our Environmental Social and

Governance ("ESG") Programme. Additionally, the refurbishment and relaunch of the Hanschell Inniss Store in the third quarter drove increased foot traffic, thanks to the introduction of fresh produce and a grab-and-go section, further expanding the store's offering and boosting in-store activity.

Despite a challenging year with the passage of Hurricane Beryl and cost increases driven by minimum wage and electricity increases, Coreas



Distribution Ltd ("Coreas") still managed top line growth as well as to maintain the PBT. The aftermath of Hurricane Beryl, which impacted over four hundred homes, including several belonging to Coreas' staff, focused our ESG Programme as we assisted our staff as well as the wider community. The company's community support efforts highlighted its ongoing commitment to the region. As the recovery process progresses, Coreas remains focused on optimizing its operations and driving future growth.

Independence Agencies Limited ("IAL") started off the year with major challenges in its retail sector from its nearby competitor. Additionally, following the impact of Hurricane Beryl in north Grenada and Carriacou, the company faced a decline in sales. However, through the introduction of new brands in the Food & Beverage categories, the company mitigated the impact and ultimately achieved an increase in PBT. IAL also provided essential food supplies to schools and communities affected by the hurricane. In the last quarter of the financial

We are actively pursuing new business opportunities that will continue to strengthen the CDP Group for future growth.

We remain steadfast in our strategic direction and commitment to our regional model.

year, a dedicated marketing function was launched, designed to enhance commercial execution, improve trade visibility and increase consumer engagement. The team remains committed to portfolio expansion and improving trade penetration to drive further brand growth. Many initiatives implemented late in the year have the potential to bear fruit for stronger performance in 2025.

Peter and Company Limited in St. Lucia saw revenue remain relatively flat due to inflationary pressures affecting consumer spending, particularly in spirits and brewery segments. Sustainability initiatives progressed, with the installation of solar photovoltaic systems to reduce the company's carbon footprint. PBT was impacted by higher stock levels and reduced gross profits, largely due to discounting aimed at curbing parallel trade. The company maintained a focus on numeric distribution improvements for key brands, particularly in the downtrade segment, while controlling operational expenditures to support future growth.

2024 marked a year of significant investment for DeSinco Limited ("DeSinco"), which yielded positive outcomes across the company. To address changing market dynamics and future demands, DeSinco invested heavily in talent development through succession planning and training initiatives, while also beginning the construction of a modern warehousing facility, slated for completion in mid-2025. This project will more than double our capacity. The company's focus on sustainability, innovation and development remains central to its strategy, with a continued partnership with the Public Health Sector to provide life-changing surgeries for children with cleft palates.

Hand Arnold Trinidad Limited ("Hand Arnold") faced significant pressure from hyperinflation, while our two primary segments in dairy contended with intense competition and held on to market share in line with our long-term objectives. The company prioritized cost management while continuing to invest in people and innovation. A key milestone was the successful expansion of several key brands across the CDP network. Meanwhile, employee engagement was prioritized through the launch of Hand Arnold University, which provided a wide range of professional development resources. Hand Arnold also reinforced its corporate social responsibility and environmental goals through initiatives such as our Coastal Clean-Up Day. We anticipate that a substantial portion of our new business pipeline for owned brands, such as Richport, will materialize in 2025.

The challenging economic conditions in 2024 for Vemco Limited ("Vemco") led to focus on being competitive through strategic price discounting, which helped maintain manufacturing volumes and expanded market share in key categories. Drive and focus on regional markets also saw strong performance, with owned brands and beverages exceeding expectations. Vemco's commitment to innovation was demonstrated by the launch of a range of Swiss beans and vegetables in tetra format packaging. This features sustainable packaging, which captured market share in the canned peas category. Cost management remains a priority, and we are looking forward to improvement of operational efficiencies through the deployment of a warehouse management system ("WMS"), which will also be implemented through the rest of the CDP Group.

We remain steadfast in our strategic direction and commitment to our regional model. As we reflect on the challenges of 2024, we are well-positioned for stronger performance in 2025, driven by our innovation pipeline, regional expansion and the enhanced operational efficiencies resulting from our efforts in 2024.

I would like to thank our team members for their continued support, dedication and hard work.

Nicholas Devaux
CEO, Building Supplies Division

Building Supplies Division

2024 was another good year for the Building Supplies Division as we delivered a strong financial performance and successfully navigated reduced discretionary spending in our markets. We continued to lay the foundation for future growth and strengthen our businesses by focusing on expanding our retail store presence, remodelling existing locations and improving operational efficiencies and margins, all of which contributed to our operating profit significantly surpassing prior year's results.

Despite ongoing macro-economic challenges, supply chain issues and a difficult labour market, our teams have managed to address these hurdles effectively while concentrating on actionable aspects within our control.

In April 2024, the Division's Management team met in Grenada to review our 5-year strategic plan for growth, integration and innovation and to ensure that we remain focused on its successful implementation. Integral to this plan was the consolidation of the Division under GEL Building Supplies (St. Lucia) Ltd., which was completed at the start of our current financial year and will further position us to achieve our strategic goals and objectives.

On 1 July 2024, our businesses in both St. Vincent and Grenada had to deal with Hurricane Beryl, the earliest category four hurricane on record, which caused widespread devastation particularly in Union Island and Carriacou. We are pleased to report that all of our team members were safely accounted for in the aftermath of the storm and we

Home Depot Ltd. - Vide Bouteille Renovations

acted swiftly to assist those who were impacted. We have operationalized our disaster preparedness policies, thereby allowing our management teams to do an excellent job in the timely re-opening of our businesses. Our Division, in its commitment to the region, was quick to support with Coreas Building Supplies Limited contributing over EC$300,000 in its relief efforts.

In April 2024, GEL's Building Supplies Division gathered its leadership team for an impactful Strategy Session in Grenada. This meeting was a pivotal moment for our company, allowing us to reflect on our achievements, assess market trends and collaboratively define our vision for the future.

We explored new strategies to enhance our product offerings and streamline operations, ensuring we remain a leader in the building supplies industry.

During the year, the Division transitioned to the Workday HR Management System, which has received positive feedback from our team with several modules being utilised. As we progress, we are confident that this system will further streamline our processes, expedite recruitment and empower our employees.

Several initiatives were accomplished by our Information Technology ("IT") management team. We have completed IT audits for all of our business units, several cybersecurity awareness training campaigns and the implementation of Power BI across all of our companies thereby improving our data analytics capabilities. Furthermore, we have established our item global database, which will aid centralized group purchasing efforts as we look towards 2025. Following comprehensive research and a rigorous evaluation process of new Enterprise Resource Planning ("ERP") systems, we have short-listed two systems, one of which will be recommended to our board for approval. We believe that this centralized ERP platform is imperative for improving efficiency, driving cost savings and supporting growth and scalability in a competitive and rapidly changing market.

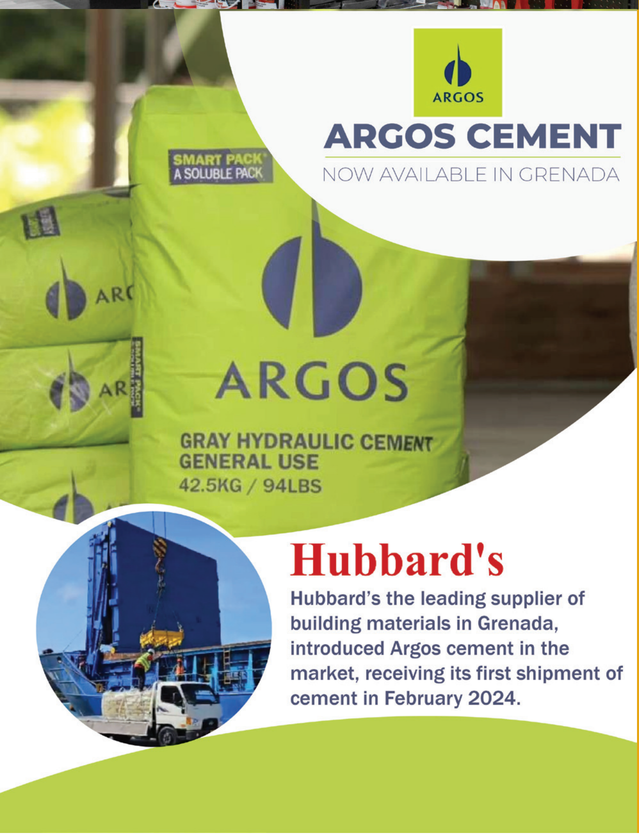
Looking forward, our Management team has a solid foundation to build upon for the future and our market outlook, in the short and long term, remains optimistic.

Coreas Building Supplies Limited delivered an exceptional performance in 2024 significantly surpassing the prior year's operating profit. In November 2023, we marked the grand opening of our new Diamond facility which has been extremely well received by our valued customers. This new facility comprises of a modern retail store and cement warehouse of 10,000 and 8,000 square feet respectively, plus additional bulk storage for buffer stock of commodity items. With continued investment in store remodels and the ongoing rebuilding process following Hurricane Beryl, we are confident that this business will record a strong performance into 2025.

Anti-Septic Limited trading as Terrific Tiles recorded mixed results for the year as sales were impacted primarily by lower consumer spending and supplier delays. However, Management focused on expense controls and margin improvements which yielded good results, even though our profit before tax was impacted by the delayed commissioning of

Top & bottom: *Coreas Ace Hardware - New Diamond Store*

Home Depot Ltd. -
Vide Bouteille Renovations



our 2-megawatt photovoltaic system, solely due to regulatory issues within the Barbados energy sector.

Jonas Browne & Hubbard (Grenada) Limited ("Hubbard's") had a robust performance with both sales and profit before tax exceeding prior year's results. In April 2024, Hubbard's was appointed the sole distributor of Argos cement, which has positively influenced our sales performance and allowed us to strengthen closer relationships with new construction projects. A review of the structure of both the inventory and purchasing departments when implemented will contribute to improved inventory controls and stock availability. Looking forward to 2025, we are confident that Hubbard's will not only benefit from a positive market outlook and a planned store remodel but also from increased sales due to the rebuilding of Carriacou following Hurricane Beryl.

Marshall Trading Limited's ("Marshall's") performance did not meet expectations. However, success was achieved by the Management team from the consolidation of Marshall's commodity storage facility and the implementation of new customer delivery changes resulting in cost savings. With new key positions budgeted to be filled in 2025, we are confident of improvement of both the operational and financial performance.

Home Depot Ltd trading as M&C Home Depot delivered strong results with improvements over the prior year in sales, margins and operating profit. The VAT exemption on the sale of building material items contributed to our sales growth and this is expected to remain beneficial until July 2025. The planned remodelling of our flagship store was completed in September which will give us a competitive advantage and strengthen our position as the market leader in hardware and home improvement.

Looking forward, our Management team has a solid foundation to build upon for the future and our market outlook, in the short and long term, remains optimistic. We are confident that with the continued investment and implementation of our 5-year strategic plan, it will allow us to take advantage of new opportunities for growth in both our existing and new targeted markets.

Finally, I would like to thank our team members for their continued support, dedication and hard work. We can look forward with excitement and confidence to the future as we build a stronger division that you can be proud of.

The Automotive Division had an exceptional year in 2024, with a significant increase in both revenue and profit before tax.

Alan Bayne
CEO, Automotive Division

Automotive Division

The global automotive landscape continues to be heavily influenced by the fallout from the COVID-19 pandemic. It has accelerated the digital transformation of the industry towards online consumer activity and an enhanced focus on supply chain resilience.

Additionally, both the shift toward electrification and the market entry of several new Chinese brands are rapidly changing the competitive environment globally, and especially in the Caribbean region.

Against this challenging backdrop, the Automotive Division had an exceptional year in 2024, with a significant increase in both revenue and profit before tax, compared with 2023, and notably above the pre-COVID-19 performance in 2019.

Our longstanding partnerships with the globally respected brands, Nissan and Hyundai, formed the foundation of the Division, with an industry leading refreshed portfolio of models such as the new Nissan Qashqai, Hyundai Kona hybrid and Kona EV. The wider portfolio including the Nissan X-Trail e-Power and Frontier, allowed us to compete well in the core SUV and pick-up segments in Jamaica, Barbados, St. Lucia and St. Vincent, achieving a market share increase in all markets.

A highlight of the year was in June 2024 when Courtesy Garage Limited in Barbados was honoured to host the Caribbean Committee for "Hyundai Motors Caribbean and South America", the first event of its kind in the region. During the event, Hyundai's Representatives reinforced their commitment to "The Hyundai Motor Way" which constitutes Hyundai's pivotal electrification strategy aimed at delivering two million electric vehicles to the global market by 2030. This comprehensive strategy encompasses the adoption of the Integrated Modular Architecture ("IMA"), bolstering electric vehicle manufacturing capabilities, elevating battery proficiency and establishing a value chain spanning all sectors. The coming year is bright with the return of several popular Hyundai models, all equipped with hybrid or electric technology. Joining the Hyundai Ioniq 5, Kona EV and Kona hybrid will be the new

Hollyann Bayley intern at Courtesy Garage Ltd, Barbados. World Skills Programme 2024 Contestant – Lyon, France

Tucson hybrid and the recently awarded 2025 Carwow car of the year, the new Santa Fe hybrid.

A special recognition is due to the automotive arm of Jonas Browne & Hubbard (Grenada) Limited, the Grenada based Isuzu dealer. Its outsized contribution to the Automotive Division is a testament to the market knowledge, experience and talent of the Grenada based team.

We recognize that the success of the Division is based on the skills, dedication and commitment of the automotive team, supported by visionary leadership. Therefore, we take this opportunity to extend our deepest gratitude to the outgoing Senior General Manager for the Division, Mr. Nicholas Mackie, whose contribution to the Group since his joining in 1998 cannot be overstated. Mr. Mackie played a critical role in growing the business. He was instrumental in the expansion into Jamaica with the launch of the Nissan franchise in 2001 with the opening of Fidelity Motors Limited as well as the addition of the Hyundai franchise in Barbados in 2011. He was also instrumental in introducing the Noroo paint brand into the Barbados operation with distribution rights for another thirteen territories in the Caribbean.

As part of our continued contribution to the development of the industry through diversity, we have nurtured strong partnerships with community and technical colleges in the countries where we operate.

In St. Lucia, we partnered with the Sir Arthur Lewis Community College ("SALCC") on a new and innovative programme, offering apprenticeships to female students doing courses in the Electrical and Electronics and Mechanical Department.

In Barbados, we partnered with the Samuel Jackman Prescod Institute of Technology ("SJPI") to prepare a female student to compete at a global level in the World Skills Programme for car painting, in Barbados, Canada and France where she finished twenty-second in her field.

As we look to the future, we will leverage the scale of our regional footprint and our industry partners to seek new opportunities to expand the Division. We will refine the organisational and leadership structure, identify and nurture top talent and improve the efficiency of our processes to better serve our Original Equipment Manufacturers ("OEM") partners and customers, as we build a platform for accelerated growth and "**Hedge for the Future**".

Shipping Division

Karen Lawrence-Joseph
Acting Divisional General Manager, Shipping Division
Regional Shipping Agencies Manager and General Manager - M&C Shipping Ltd.

2024 was a defining year for the Shipping Division as it pivoted away from its focus on third party logistics/NVOCC operations within the Miami operation and refocused efforts towards growing the Division's agency relationships in the Caribbean.

The nationalization of stevedoring in Barbados negatively impacted the revenue generating capabilities of Goddards Shipping (Barbados) Limited and Sea Freight Agencies & Stevedoring Ltd. Both entities are currently being restructured to allow the businesses to compete more aggressively in other areas such as brokerage and logistical services while continuing to work on enhancing their agency representation to be able to broaden geographic shipping options for customers.

Our St. Vincent operation had a strong performance this financial year. Corea & Company (1988) Limited ("Coreas") experienced the return of a robust cruise season of larger ships with greater passenger capacity and higher frequency of cruise ship arrivals, which augured well for its tours and shore excursion business. Diversification into airport transfers for large hotel resorts and the growth of its customs brokerage service to support hospitality development projects added a level of revenue that significantly improved profitability for this business unit. The passage of Hurricane Beryl caused widespread devastation to the Grenadine Islands and disrupted business for several customers of Coreas, thereby impacting volumes for both air and sea freight during the last quarter of the financial year.

A solid performance by our St. Lucia based operation, M&C Shipping Ltd, was supported by increased volumes of containerized and break-bulk cargo and this was complemented with growth in the revenue generated by the brokerage portfolio.

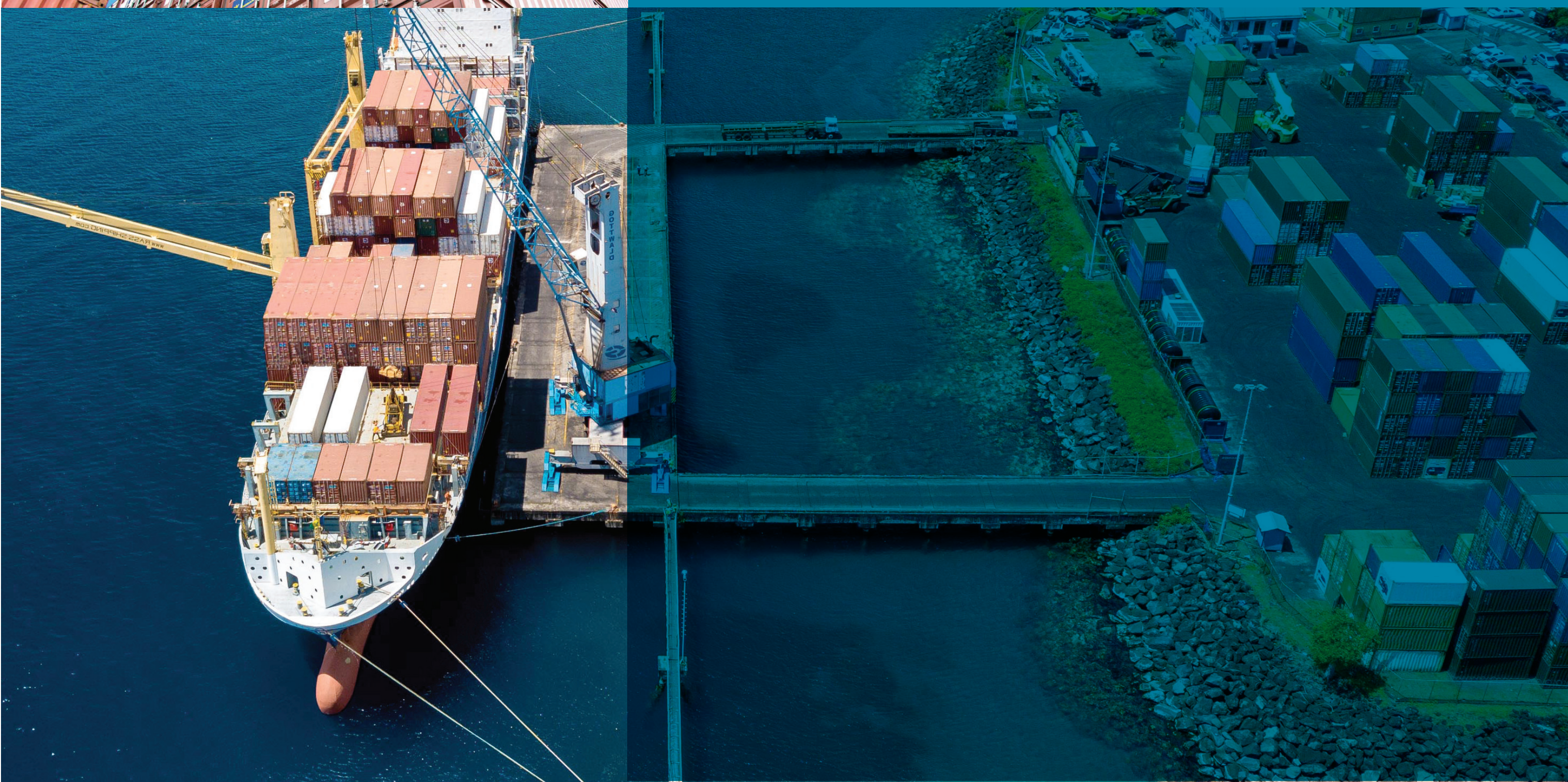
The shipping division within Jonas Browne & Hubbard (Grenada) Limited had a credible performance for this financial year. The team is committed to growing the business and is aiming to provide that growth through expanding into commercial customs brokerage services.

Management will ... more effectively manage the commercial risks that our business is exposed to and help maintain a path of improved profitability.

As mentioned earlier in our commentary, the Division pivoted away from third party logistics/NVOCC operations in our Miami based operation. As a result, we are exiting our business at Xpress Freight Services Inc. This line of business was not adding value to the Division's performance due to the lack of a critical level of business at rates that made economic sense. Management will ensure our exit from this operation is done in a manner to minimize any further negative impact on the Division.

Management will continue the strategy of expanding its networks and representations and diversifying its service lines to more effectively manage the commercial risks that our business is exposed to and help maintain a path of improved profitability.

The shipping industry globally is still fraught with many challenges, such as climate change, labour shortages, decarbonization and geo-political instability to name a few. Many of these challenges are not expected to be resolved in the short-term. The Division will nonetheless continue to execute its role in supporting the Group's trading businesses through the provision of sound guidance and logistics support while contributing to the achievement of GEL's overall growth strategy.



Services Division

Marcus Joseph
Divisional General Manager

The challenges of the last financial year required resilience, a higher level of commitment and nimbleness on the part of team members across the Division.

The entry of two competitors into the Food Distribution Sector in Grenada led to heightened competitive pressures in that sector. Moreover, these competitors offered consumers a more appealing alternative particularly considering their product choice and shopping experience. This scenario, in an environment of moderate economic growth, coincided with industrial action and recruitment challenges for key positions in the various operating units of the Division. Attracting and retaining top talent presented ongoing challenges this year. The competitive job market has made it increasingly difficult to fill critical roles, particularly in specialized areas. We have implemented a variety of initiatives to enhance our recruitment efforts, including strengthening our employer brand and offering competitive compensation packages.

The consequences of the landscape were varied as both back office and retail operations were negatively affected during the peak revenue generating period and beyond. Ultimately, customer service and sales dipped during this financial year. Moreover, the passage of Hurricane Beryl led to lower profits from the Insurance operation in Grenada, however, the capital and other key ratios remained well above regulatory standards.

Despite the challenges experienced, the profit before taxes compared favourably with prior year after adjusting for non-recurring items included in the prior year's results.

Amid the difficulties, we adopted strategies, which we believe will enhance the prospect of the companies within the Division, with the following specific objectives:

- Foster growth and profitability
- Enhance our competitive position
- Improve employee engagement
- Attract and retain key talent
- Strengthen human and operational capacity
- Build sustainable community relationship

Our commitment to innovation, sustainability and community will guide our path forward, ensuring that we meet the demands of a changing market while staying true to our core values.

Looking ahead to 2025, we anticipate continued growth driven by our new product launches and market expansion efforts. We remain focused on navigating potential economic challenges while capitalizing on emerging market opportunities.

Our commitment to innovation, sustainability and community will guide our path forward, ensuring that we meet the demands of a changing market...

Terry Scantlebury
Group ICT and Business Solutions Manager

Donald Joseph
IT Manager – Automotive, Building Supplies and Services

Information Technology

Our Cybersecurity Programme is now in its third year and the focus has been on holding the gains and completing in-process projects.

The user awareness programme has seen strong engagement from staff, our first line of defence and programmes around consolidating the management of assets, including the firewall, are well on their way to completion. The next phase will see us deploying new tools to further improve the programme.

Group IT continues to support the Workday implementation providing both resources and advisory services. The tasks required to incorporate new companies are ongoing as GEL expands its global reach, and within Workday, additional functionality, such as Talent and Performance Management, are being spun up as we move past the initial phase of installing the software.

The Building Supplies Division has completed the project to harmonize inventory data across all companies. This herculean task took the better part of two years to complete, and GEL would like to acknowledge the efforts of all employees and consultants who participated. The project has already borne fruit with improved divisional reporting and positions the division to move forward with its efforts to implement a single ERP. An exciting possibility is the ability to use Artificial Intelligence ("AI") to tag and classify new items as they are added to inventory.

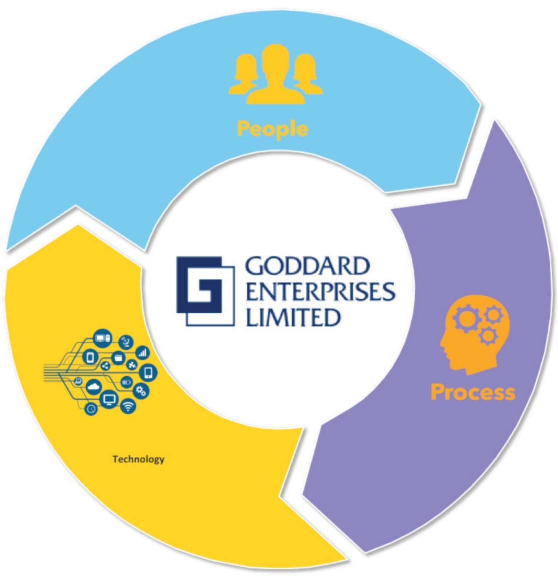
The Manufacturing Division continues to expand its use of Power BI for reporting. This will provide managers at all levels with new and improved dashboards to facilitate better decision making. The division is also in the process of reviewing ERPs to streamline the number of information systems used by companies.

The restructuring of IT within GCG has led to better alignment between IT teams and operations in multiple countries. The new strategic IT plan has seen an emphasis on standardization and centralized systems management. GCG also has taken the decision to consolidate its management information systems to a single ERP. Furthermore, GCG has prioritized cybersecurity as a critical aspect of safeguarding valuable data and the company.

Cybersecurity Feature Report:
Cybersecurity Programme Overview

In today's increasingly connected world, where digital threats continue to grow in complexity and frequency, it is essential to implement robust cybersecurity practices. With cyberattacks becoming more sophisticated, protecting sensitive data, ensuring operational continuity, and maintaining trust with customers, partners, and stakeholders remain crucial.

A strong cybersecurity programme is designed to guard against a wide range of threats while enabling business agility and innovation. It represents a comprehensive, multi-layered approach that integrates best practices, regulatory compliance and advanced technology to create a secure and resilient infrastructure. These programmes continuously evolve to address new and emerging risks, with a focus on minimizing vulnerabilities and ensuring rapid, effective responses to incidents.



A strong cybersecurity programme is designed to guard against a wide range of threats while enabling business agility and innovation.

At the core of these efforts is a commitment to proactive defence. With constant monitoring, real-time threat detection and an established incident response protocol, organizations can identify and mitigate risks before they impact operations. Regular training for employees empowers them to act as the first line of defence against social engineering attacks and other cyber threats.

Cybersecurity is not just an IT concern but is a critical enabler of business operations. A strong cybersecurity strategy aligns with an organization's goals, providing a secure foundation for daily operations and long-term growth. From securing critical infrastructure to enhancing cloud security, a resilient cybersecurity framework supports digital transformation while safeguarding valuable assets and information.

Looking ahead, cybersecurity programmes will continue to evolve, incorporating the latest innovations in threat intelligence, automation and AI. By maintaining a strong security culture, staying ahead of emerging threats and adhering to global standards, organizations can mitigate risks and sustain secure operations for the future.

Cybersecurity Governance:
Strengthened by the NIST Framework

Cybersecurity governance is based on established best practices, with the NIST Cybersecurity Framework ("CSF") providing a structured, risk-based approach to managing security. This widely recognized framework ensures governance and security efforts are aligned with global standards, regulatory requirements and emerging threats.

To stay at the forefront of cybersecurity governance, organizations track updates to the NIST CSF and ensure their practices reflect the latest guidance.

Strengthening Cybersecurity through Strategic Vendor Partnerships and In-House Leadership

Over the past three years, we have established a highly effective partnership with a trusted third-party vendor that has played a pivotal role in supporting our cybersecurity strategy and day-to-day operations. This vendor provides critical services, including strategic guidance, threat intelligence, security operations and technical expertise. This support has been instrumental in augmenting our capabilities, particularly during the early stages of our Cybersecurity Programme's maturation.

However, as our cybersecurity needs have evolved and expanded, we recognized the necessity of strengthening internal oversight and increasing the integration of external resources with our internal operations. In response, we made a strategic decision to hire a dedicated Cybersecurity Manager in 2023. This role was created to manage our vendor relationship, oversee our cybersecurity programmes and provide both tactical and strategic direction to the organization's ongoing cybersecurity initiatives.

A cornerstone of our Cybersecurity Programme is the empowerment of our employees, who serve as the first line of defence against cyber threats.

Cybersecurity is not just an IT concern but is a critical enabler of business operations.

End-User Training and Engagement: Building a Culture of Cyber Awareness

A cornerstone of our Cybersecurity Programme is the empowerment of our employees, who serve as the first line of defence against cyber threats. Our end-user training programmes have consistently demonstrated not only the importance of cybersecurity awareness but also the significant progress we have made in enhancing employee engagement and response to potential security risks. Over the past three years, we have seen remarkable improvements in both participation rates and overall effectiveness across our cybersecurity awareness campaigns.

We have conducted several cybersecurity training initiatives aimed at fostering a stronger security culture. Each campaign was designed to address specific threats and improve employee engagement. These training sessions were structured to be concise, highly interactive and targeted to various employee groups, ensuring that the content resonated with different departments and roles.

Key Achievements:

1. Increased Participation Rates:
   Participation in training campaigns has improved steadily. Our first campaign had an actual rate of 83% against a target of 85% participation. The most recent campaign aimed for a 100% success rate and we came very close at 99.6% participation.

Shortened Campaign Timelines:
A key success metric was the reduction in the time required to complete each campaign. Our latest training initiative, conducted in 2024, was designed to be completed in a matter of days rather than weeks. We successfully reduced campaign run times by 50%, from an average of 8 dashboards to facilitate better decision making.

Looking ahead, cybersecurity programmes will continue to evolve, incorporating the latest innovations in threat intelligence, automation and AI.

weeks per campaign in 2023 to just under 4 weeks in 2024. This shorter campaign duration helped maintain engagement levels while minimizing disruption to day-to-day operations.

2. Improved Retention and Knowledge Application: One of the most encouraging results was the improvement in knowledge retention. Post-training assessments showed an increase in correct responses. Employees demonstrated improved vigilance and a higher level of preparedness.

3. Interactive and Engaging Content: We incorporated a variety of learning formats into our campaigns including recorded webinars. This diverse approach not only kept employees engaged but also encouraged them to apply the concepts in real-time.

4. Positive Feedback and Cultural Shift: Feedback from employees has been overwhelmingly positive. Employees who participated in training felt more confident in their ability to identify and avoid cyber threats. Additionally, employees are reporting that they were more likely to report suspicious activity after completing the training.

These results underscore the shift in our organizational culture, where cybersecurity is seen not just as an IT issue, but as a shared responsibility that involves each employee.

Enrolment in and completion of the first cybersecurity awareness training campaign is now mandatory as part of activities for the onboarding of new employees.

Looking Ahead: Scaling and Continuous Improvement

Building on this success, we are committed to expanding our training programmes to reach more employees, focusing on deeper, role-specific training and more frequent refresher courses. As we continue to innovate in our approach to cybersecurity awareness, we aim to shorten campaign times further, while maintaining or increasing engagement and knowledge retention. Our goal is to make cybersecurity second nature to each employee, ensuring that employees are not only informed but actively involved in safeguarding our digital assets.

By integrating cybersecurity training into our daily operations and reinforcing the message that everyone plays a part in our security, we are building a stronger, more resilient workforce ready to tackle the ever-evolving landscape of cyber threats.

We closed the financial year with 8,000 permanent and temporary employees, marking a 16% increase in our workforce.

Lee-Ann Millar-Mendes

Group Vice President of Human Resources & Shared Services

Human Resources

2024 has been an exceptional year for laying the foundation for a new and reimagined future for our people. This vision aims to connect talent with business strategy, focusing on building scalability in how we learn, grow, and perform. By leveraging HR technology solutions as a performance enabler in the transformation and execution of key strategic initiatives, we have been able to reach our 8,000 employees, including full-time and temporary, in unprecedented ways.

Throughout this year, our approach to enhancing talent management has touched every stage of the employee lifecycle. Utilizing technology as a key enabler at every stage, we have revamped and streamlined processes, programs, and initiatives across the entire GEL Group. This has positioned us for an enhanced employee experience, encompassing improvements in recruitment and onboarding, the development of a new performance management program, identification of engagement priorities and implementation of necessary improvement actions, advancement of our succession planning, and increased visibility of career opportunities across the entire GEL network. Here are some of the advancements we made this year.

In November 2023, we successfully launched Workday across the GEL network, as we recognised the need to connect our employees and all workforce data on one platform. This strategic initiative aims to build scalability in how we learn, grow, and perform. With a coordinated and targeted approach, we carefully managed the changes brought about by this new tool.

This year, we concentrated on developing and integrating Workday across all HR functions to streamline processes and improve efficiencies. We are already seeing benefits such as real-time access to data, self-service opportunities for employees to view their profiles, and managers to access employee data. The recruitment module is showing process efficiencies, and data analysis is supporting decision-making. Additionally, employees now have access to all GEL policies on Workday, simplifying the process of online review and acknowledgment. Thanks to the groundwork completed this financial year, we expect to automate many HR processes, freeing up time for

Lynda Pantoja

Executive Director Human Resources
GCG

more strategic focus. To further solidify the adoption and expertise in utilizing Workday, we hosted a virtual Workday Expo week delivered in English and Spanish, showcasing the system's benefits and functionality. This collaborative effort across all divisions featured sessions targeting different audiences and was highly successful, with over 3,700 logins to the sessions.

We refined our talent acquisition strategy by enhancing our employer branding with consistent messaging and by highlighting the numerous benefits of joining our team, emphasizing our employee value proposition. Additionally, we extended our outreach through various media channels to attract a wider pool of candidates, resulting in increased interest from a greater regional and international pool of potential employees. Leveraging our new HRIS, Workday,

Rebecca Floissac-Crick

Divisional People Manager
Shipping & Services

Stephanie Catling-Birmingham

Divisional People Manager
Automotive & Talent Development

Elka Phillips-Roberts

Divisional People Manager
Building Supplies

Deborah Elcock

Manager – Payroll & Pensions

Tyneesha Watson

Divisional People Manager
Manufacturing

Valerie Lovell

Head Office People Coordinator

Members of the 25th Anniversary Club from M&C Home Depot, M&C LPG Distribution, M&C Drugstore and Peter's Holdings Ltd. celebrating their milestone awards.

has significantly improved our management of the end-to-end recruitment process. This includes a more automated candidate experience, ease in shortlisting and selection processes, and the ability to comprehensively identify candidate skills suitable for other available positions. Additionally, it simplifies the hiring manager's experience, all driven by technology and data analytics to enhance recruitment efficiency and effectiveness.

Internally, our teams now have visibility of all advertised career opportunities across all our companies through our common HRIS platform, providing them with significant scope for advancement even outside their current employing company. We anticipate that the visibility of inter-group opportunities will positively impact employee retention and enhance our team's perception of GEL as an employer of choice.

We utilized an online reporting tool to analyze our employee engagement survey results, enabling in-depth analysis across groups for better insights into our employees' experience. This approach was intended to help our managers better understand and address the employee experience. Key priorities for our employees were identified, and management has spent the year developing and implementing action plans specifically targeting these priorities. We anticipate that these efforts will continue to enhance our employees' experience while cultivating a positive and supportive culture.

To support our objective of enhanced performance, we reviewed the performance management programmes across our divisions. This resulted to the development of a robust Group Performance Management Programme. This new programme incorporates modern performance management best practices while being tailored to our Group's

Top to bottom: *GCG Ecuador's Team.*

Over 96% of employees have adopted Workday.

GEL Barbados employees celebrating Independence Day.

unique needs, aiming to inspire, support, and empower our teams.

By aligning team objectives with our companies' strategic goals, we will be better equipped to drive success together. Our new Performance Management framework has been integrated into Workday, this will allow managers to monitor objective progress in real-time, use current data, and quickly address any challenges. Leveraging Workday and collaborating with Divisional HR teams, we will ensure the simultaneous rollout of the program across our companies. We launched the program during our Workday Expo week in September, giving all employees the opportunity to preview it. The complete rollout of the program will be implemented in the first quarter of the 2025 financial year.

We closed the financial year with 8,000 permanent and temporary employees, marking a 16% increase in our workforce. We have significantly expanded our training initiatives, increasing both the number of training programs offered and the training hours per employee. Additionally, as a Group, we boosted our training investment by 50%, aligning with our strategy to provide extensive and targeted learning opportunities for our teams. Throughout our companies we celebrated our employees with a variety of events and activities, recognizing their hard work and dedication.

This year, we established the foundation for a reimagined future for our teams by developing talent capabilities and leveraging HR technology solutions. These efforts aim to enhance performance and drive the achievement of our strategic goals. We remain committed to the success of our people and businesses, and together, we will continue to grow and thrive.

Finance Department

C. Natasha Small
Group Chief Financial Officer

Jeanelle Worrell
Group Financial Controller

Kay Leacock
Group Accountant

GODDARD
ENTERPRISES
LIMITED

We have selected five areas to focus our involvement: Education, Culture, Youth Development & Sports, Charity and Community Development.

Corporate Social Responsibility

GEL Barbados

ST. MARY'S PRIMARY STUDENTS RECEIVE BOOKS FOR LIBRARY

Maurice Arthur, Facilities Manager, GEL, shows off one of the books to Devina Sahai of Reception and Dennico St Louis of Infants A, while looking on from left are Anealia Blackman, Renneika Wallace, Grace Wickham, Principal, Trey Trotman, Rohan Polastraj, Corwin Bagot, GEL's Property Department and Savier Burnett

When the students of St. Mary's Primary School returned from their 2024 summer holidays, they discovered a library filled with books they had never seen before! This was made possible by employees of GEL's Head Office, who organized a book collection among staff whose children had outgrown their books. They presented five boxes of books to the school. Mr. Maurice Arthur, GEL's Facilities Manager, whose department refurbished the library, donated in 2005 by GEL, presented the books to Ms. Grace Wickham, Principal, and Ms. Anealia Blackman, Early Childhood Coordinator.

PARKINSON STUDENTS GET KEYS TO FINANCIAL SUCCESS AND TIPS ON PROFESSIONALISM

C. Natasha Small, Group Chief Financial Officer, GEL, as she chatted with the girls who participated in the IWD session at the GEL Training Room

"Start saving now!" This was some of the advice given to teenaged girls of the Parkinson Memorial Secondary School by Mrs C. Natasha Small, Group Chief Financial Officer, GEL. The Group CFO's session with the girls was part of GEL's outreach to female students in observance of International Women's Day ("IWD") 2024. In an interactive and informative address, geared at providing some of the keys to financial success, she told them that this was just one of the tools they could use to better equip themselves for success during their working lives. The afternoon session included Mrs. Stephanie Catling-Birmingham, Divisional People Manager, Automotive & Talent Development with Courtesy Garage Limited, whose topics included Personal Branding, Work Ethic and Professionalism.

TWO ST MARY'S STUDENTS AWARDED SCHOLARSHIPS

The children, along with Lee-Ann Millar-Mendes, Group VP, HR and Shared Services, GEL, examine the Challenge trophy with their names newly inscribed, which will be mounted at the school

Rakayla Seale and Jaser Moore, former students of St. Mary's Primary School, are the recipients of the Goddard Enterprises Limited Scholarships for 2024. They both featured in the 100 and 200 metre races at this year's National Primary Schools Athletic Championship ("NAPSAC") games, and Jaser Moore copped the Under 13 Division Championship title. They are both looking forward to making the track teams at their secondary schools. Rakayla is now attending Lester Vaughn Secondary School, while Jaser attends Lodge School. Jaser hopes to represent his new school on the track, on the way to fulfilling his dream of becoming a professional athlete.

INTERNS AT GODDARD ENTERPRISES GET LIFE LESSONS

The young people gave full attention as Anthony Ali, GEL's Chief Executive Officer, told them how his life unfolded; a story which they described as very inspiring

This year, fifteen 16-year-old Parkinson Memorial Secondary School students were attached to companies in the GEL Group, as part of the organisation's Summer Internship Programme. Their training included a workshop with Mrs. C. Natasha Small, GEL's Group Chief Financial Officer, and Mr. Anthony Ali, GEL's Chief

Executive Officer and Managing Director. After sharing how hard work, dedication, sacrifice and drive have contributed to his success, Mr. Ali provided the students with an insight into the hiring process. Mrs. Small's advice included being a cheerful giver, budgeting, wise spending and setting career goals reflecting your passion.

DEIGHTON GRIFFITH SECONDARY SCHOOL DONATION

Students and staff of Deighton Griffith Secondary School receiving a donation from Marshall Trading Limited

Marshall Trading Limited is pleased to have donated materials and paints for the construction of several lunch benches at the Deighton Griffith Secondary School. These benches, placed around the school for beautification and recreational purposes, have been warmly received by both students and staff, who are thrilled with the added comfort and appeal they bring to the school's environment.

BARBADOS UNION OF TEACHERS' DONATION

Akinwole Jordan presenting the sponsored product to Natasha Marksman from the BUT

Marshall Trading Limited was an esteemed product sponsor for the Barbados Union of Teachers' fundraising bingo event, which aimed to support the Barbados team's participation in the Caribbean Union of Teachers ("CUT") Biennial Under 15 Championships. The CUT Games are the only athletic championships of their kind in the Caribbean, held every two years, and feature the top forty athletes from the NAPSAC and Barbados Secondary Schools Athletics Championships. Funds raised will help cover the expenses for the team as they represent Barbados at this prestigious event.

CLC EMPLOYEES RAISED FUNDS TO ASSIST DOWN SYNDROME ASSOCIATION

Employees of Caribbean Label Crafts Ltd raised $1380 for the Down Syndrome Association in Barbados. Catherine Gregory, Financial Controller, CLC, is presenting a cheque to a member of the Association

HIPAC DONATED A HYDRATION STATION TO ST. MARY'S PRIMARY SCHOOL

Farmer's Choice table with Farmer's Choice branded school supplies (left) and new Farmer's Choice mini water cooler. Eat Well & Stay Hydrated with Hydrate Caribbean and Farmer's Choice

This initiative was launched in September 2024 to provide St. Mary's Primary School students with a branded Farmer's Choice mini water cooler. Partnering with Hydrate Caribbean, the goal is to promote the use of reusable water bottles and encourage students to stay hydrated during school hours.

SJPI HIPAC SCHOLARSHIP

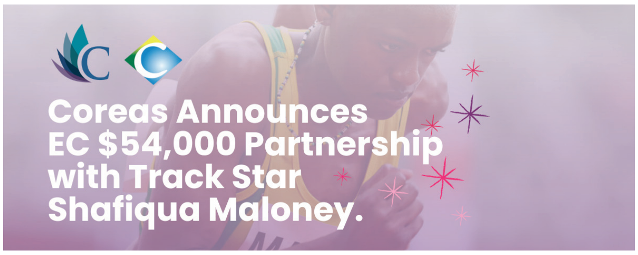
Donna Allamby, HIPAC Limited's Sales & Marketing Manager, (left), Deonte Clarke, Malique Broomes, SJPI Scholarship winners, with Kitisheanna Williams, HIPAC's Marketing Coordinator

With a strong commitment to empowering youth in the agricultural sector, HIPAC Limited has sponsored the HIPAC Scholarship for Agriculture, awarding two deserving students each year for many years.

We're driven to assist the many communities in which we conduct business in a meaningful way.

St. Vincent

SPONSORSHIP OF OLYMPIC TRACK STAR



Coreas, comprising Coreas Hazells Inc. and Coreas Building Supplies Limited, was thrilled to announce a strategic partnership with track and field sensation Ms. Shafiqua Maloney during the past year. The collaboration involved a significant investment to support Ms. Maloney's journey to the 2024 Olympics.

As a leading company in the private sector, Coreas is committed to fostering talent, promoting athleticism and contributing to the success of outstanding individuals like Ms. Maloney.

COREAS PHARMACY COMMUNITY PROJECT

Coreas Pharmacy Staff handing over toys and a food basket to Nursing Staff of the Milton Cato Memorial Hospital. Toys for use by the children on the ward and fruits for parents and staff to enjoy

COREAS PHARMACY DIAMOND COMMUNITY PROJECT

Staff of Coreas handing over educational toys to the Principal, teacher and kindergarten students of the Stubbs Primary School

CDP - Trinidad and Tobago

Hand Arnold Trinidad Limited reinforced its corporate social responsibility and environmental goals through initiatives such as its Coastal Clean-Up Day when employees turned out to clean the beach, collecting over 1000 lbs of garbage.

St. Lucia

In recognition of Julien Alfred's remarkable success and unwavering commitment to uplifting youth sports in St. Lucia, the M&C Group of Companies proudly contributed EC$30,000 to the Julien Alfred Foundation. This funding will support initiatives designed to empower and inspire the next generation of athletes in our community. Together, we are shaping a brighter future for youth sports!

The Goddard Group believes that a strong commitment to CSR helps to achieve competitive advantage and contributes to the delivery of the Group's overall business strategy.

Hurricane Beryl Relief

In the aftermath of Hurricane Beryl, a number of companies in the Goddard Group came to the assistance of those who had been devastated by the passing of the region's first and earliest ever category four hurricane.

Grenada

HUBBARD'S CONTINUES TO ASSIST IN THE AFTERMATH OF HURRICANE BERYL

Hubbard's continues to fulfill its corporate social responsibility by its continued pledge to assist families affected by Hurricane Beryl. A total of two hundred and forty handy gloves and two hundred safety vests together with supplies of water were donated by Hubbard's to assist in the rebuilding process being co-ordinated by the National Disaster Management Agency ("NaDMa").

Ruth Roberts, Public Education and Information Officer at NaDMa receiving the items from Alston Dubissete, Supervisor at Hubbard's Hardware

WATER DONATION TO NADMA

A. Hood, Manager Hubbard's (right) presents the donation of water to T. Walters, Director NaDMa

INDEPENDENCE AGENCIES DONATES SUPPLIES TO COMMUNITIES IN THE WAKE OF HURRICANE BERYL

Jamaica

FIDELITY MOTORS DONATES HURRICANE RELIEF TO FARMERS

St Vincent

COREAS BUILDING SUPPLIES DONATION TO THE GRENADINES

Union Island and Mayreau received lumber and building supplies after Hurricane Beryl

COREAS BUILDING SUPPLIES WATER DONATION TO NEMO

Employee Jabari Dublin presents a donation for Hurricane Beryl relief to a NEMO representative

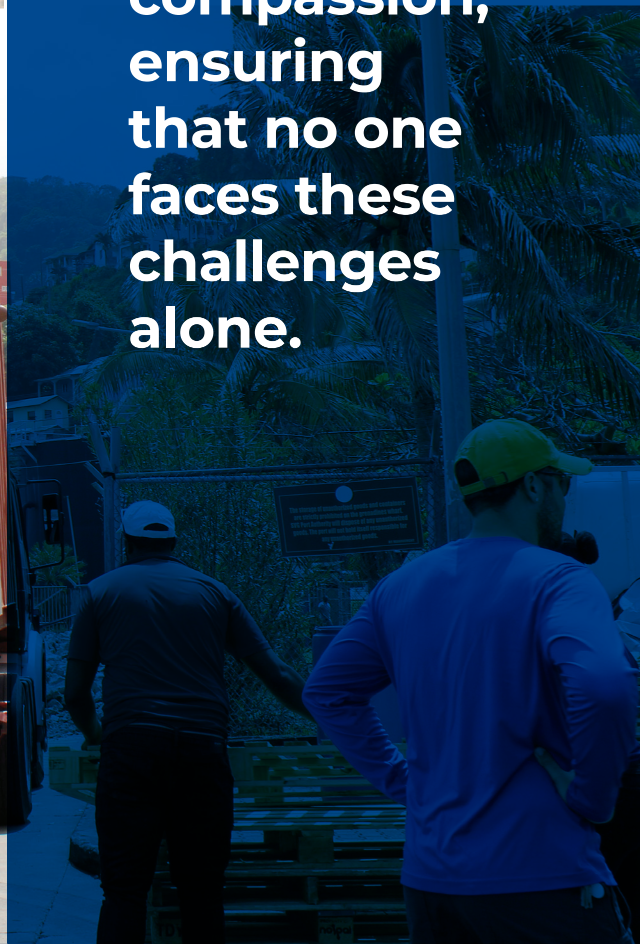
COREAS DONATES RELIEF SUPPLIES TO COMMUNITIES IN THE WAKE OF HURRICANE BERYL

Trinidad

VEMCO AND HAND ARNOLD DONATE SUPPLIES TO COMMUNITIES HIT BY HURRICANE BERYL

By extending a helping hand to those affected, we come together to rebuild and support our neighbours in their time of need.

Our collective effort underscores our commitment to solidarity and compassion, ensuring that no one faces these challenges alone.



The Board of Directors supports best practices in corporate governance.

Corporate Governance Overview

The Board: Mandate and Committee Structure

The mandate of the Board of Directors of the Company (the "Board") encompasses the review of Management decisions, the approval, implementation and monitoring of the Group's strategic plan and budget, the consideration and approval of recommendations issuing from its Committees and receipt of progress reports on the implementation of such recommendations, the consideration of managerial reports on the performance of the Group's operations, the consideration, approval and monitoring of investment opportunities and major capital expenditure, the review and approval of financial statements and their disclosures, the approval of dividends and the review and monitoring of internal controls, risk management and legal and regulatory compliance.

The Board supports best practices in corporate governance. The Company's policies are continuously being reviewed and challenged given the changing nature of the Group's business as Management executes the Group's strategy.

The Board's Committee structure features three standing Committees, namely the Audit and Risk, Corporate Governance and Compensation and Human Resources Committees. These Committees assisted the Board with accomplishing its mandate during the financial year. The Charters for each Committee can be viewed on the Company's website: www.goddardenterprisesltd.com. The members of each Committee are as listed earlier in the Report at page 4 and also on the Company's website.

Attendance at Meetings and Assessments

The Board's attendance record at both board and committee meetings held during the financial year, 1 October 2023 to 30 September 2024, was an excellent one, once again this year. The attendance record is submitted in the Appendix A at page 171 of this Report.

During the year, the Corporate Governance Committee conducted a series of short surveys targeted at better understanding specific areas of the Board's work and constitution. The annual assessment of the Board was conducted in October 2024 and the recommendations are under discussion by the Board to ensure focus for continuous improvement.

Appointment of Auditor

The Company's Auditor, Ernst & Young, retires at the close of the eighty-sixth annual meeting and offers its services for the ensuing year at a fee to be determined.

Your Directors recommend that they be authorised to negotiate the Auditor's fee on a Group basis.

Dividends

A first interim dividend for the 2024 financial year of 2 cents per share was paid on the issued and outstanding shares of the Company on 31 August 2024. Following the year end, a second interim dividend for the year ended 30 September 2024 of 2 cents per share was paid on 29 November 2024.

Condolences

On 15 October 2024, the Board was saddened to learn of the passing of Sir Henry de Boulay Forde KA SC. Sir Henry served on the Board of Directors of GEL from 30 March 1995 until his resignation on 18 March 2004, during which time his contributions to the Board's deliberations were invaluable. His association with GEL was further distinguished by his exemplary service as external counsel to the Group. The Board will long treasure the good relations shared with Sir Henry and appreciate his wise counsel to the Group over the years. We express condolences to the family of the late Sir Henry de Boulay Forde KA SC.

Expression of Gratitude

As we close our Report and look towards 2025, we reflect on the patronage of our customers, the loyalty of our suppliers, the trust of our shareholders and the commitment of our Management and Staff. We sincerely thank you all for this unwavering support.

On behalf of the Board of Directors

A. Charles Herbert	Anthony H. Ali
Chair	Managing Director

9 December 2024

Analysis of Common Shareholders

As at 30 September 2024

CATEGORY	NUMBER OF SHAREHOLDERS	%	NUMBER OF SHARES	%
Group Employees	481	21	3,234,577	1
Local Individuals	1,450	62	37,245,862	16
Non-Resident Persons	281	12	56,041,089	25
Local Companies and Institutions	124	5	132,228,993	58
TOTALS	**2,336**	**100**	**228,750,521**	**100**

Additional Information

For the year ended 30 September 2024 required in accordance with the Listing Agreement with the Barbados Stock Exchange

(a) Principal Countries of subsidiary operations and particulars of each company in which an interest of 20% or more is held are disclosed on pages 56 and 59.

(b) Director's interest in the share capital of Goddard Enterprises Limited ("GEL") as at 30 September 2024:

NAMES OF DIRECTORS	NUMBER OF COMMON SHARES HELD BENEFICIALLY AT 30 SEPTEMBER 2024
J. S. L. Alarcon	11,900
A. H. Ali	336,740
M.R.K. Dukharan (Ms.)	NIL
D. W. Farmer	105,682
A. C. Herbert	828,490
W. P. Putnam	2,310,959
R. L. Weekes	59,073

(c) No change in Directors' beneficial interests took place between 30 September 2024 and 9 December 2024.

(d) Particulars of any person, other than a director, holding more than 5% of the share capital of GEL and the amount of interest so held as at 9 December 2024:

SHAREHOLDERS		NO. OF COMMON SHARES HELD
Neptune Investments Limited		14,540,811
Sagicor Group	Beneficial	20,200
	Non-Beneficial	25,668,644
	Total Sagicor Group Holding	25,688,844

Subsidiary Companies

(Wholly owned and resident in Barbados except where otherwise stated)

Aerosols & Liquid Detergents	McBride (Caribbean) Limited	
	McBride USA, LLP – United States of America	
Airline Catering:	Calloway Corporation N.V. – Aruba	51%
	Goddard Catering Group (Antigua) Limited – Antigua	51%
	Goddard Catering Group (Barbados) Limited	51%
	Goddard Catering Group Bogota S.A.S. – Colombia	51%
	Goddard Catering Group Bonaire N.V. – Bonaire	51%
	Goddard Catering Group Caracas S.A. – Venezuela	51%
	Goddard Catering Group Colombia S.A.S – Colombia	51%
	Goddard Catering Group Inc. – Cayman Islands	
	Goddard Catering Group Curaçao, N.V. – Curaçao	51%
	Goddard Catering Group El Salvador, S.A. de C.V. – El Salvador	51%
	Goddard Catering Group GCM Ltd. – Cayman Islands	51%
	Goddard Catering Group (Grenada) Limited – Grenada	51%
	Goddard Catering Group (Guatemala) S.A. – Guatemala	51%
	Goddard Catering Group Guayaquil S.A. – Ecuador	51%
	Goddard Catering Group Honduras, S.A. – Honduras	51%
	Goddard Catering Group (Jamaica) Limited – Jamaica	51%
	Goddard Catering Group Margarita, C.A. – Margarita	51%
	Goddard Catering Group (St. Lucia) Ltd. – St. Lucia	51%
	Goddard Catering Group St. Maarten N.V. – St. Maarten	51%
	Goddard Catering Group Uruguay S.A. – Uruguay	51%
Automotive:	Coreas Auto Supplies Limited - St. Vincent	
	Courtesy Garage Limited	
	Courtesy Rent-a-Car Inc. – Guyana	
	Fidelity Motors Limited – Jamaica	
	GET International Inc.	
	Peter's Holdings Limited – Trading as Peter and Company Auto – St. Lucia	
	Tropical Battery – a division of Courtesy Garage Limited	
Baking	Purity Bakeries Ltd.	
Cocoa Traders and Manufacturers	Ecuador Kakao Processing Proecuakao S.A. – Ecuador	
	Ecuakao Trading Company S.A. – Uruguay	
Concessions:	GCG Concessions Inc. - Panama	51%
	GCG Services B.V. - St. Maarten	51%
	Island Grill (Barbados) Limited	51%
E-commerce:	Order Up and Go Ltd.	
General Trading:	Coreas Building Supplies Ltd. – St. Vincent	
	Coreas Hazells Inc. – St. Vincent	
	Jonas Browne and Hubbard (Grenada) Limited – Grenada	52%
	M&C Home Depot Limited – St. Lucia	
	Marshall Trading Limited	
	Sunbilt Limited – St. Lucia	
Ground Handling:	Caribbean Dispatch Services Limited – St. Lucia	51%
	GCG Ground Honduras S.A. - Honduras	51%
	GCG Ground Services (Barbados) Limited	51%
	GCG Ground Services LLC – St. Thomas, United States Virgin Islands ("USVI")	51%
	GCG Ground Services (Jamaica) Limited - Jamacia	51%

Subsidiary Companies

(Wholly owned and resident in Barbados except where otherwise stated)

Industrial & Restaurant Catering:	Airport Restaurants (1996) Limited	51%
	Fontana Project – S.A. – Uruguay	51%
	GCG Events Curaçao N.V. – Curaçao	51%
	GCG Food Honduras S.A. – Honduras	51%
	GCG Food, S.A. de C.V. – El Salvador	51%
	GODCA S.A. – El Salvador	51%
Insurance:	Grenadian General Insurance Limited – Grenada	52%
Investments:	BGI Concesions Holdings Limited - St. Lucia	51%
	Ecuakao Group Ltd. – Cayman Islands	
	GEL Holdings (St. Lucia) Ltd. – St. Lucia	
	GEL Manufacturing Holding Company Limited	
	GEL Manufacturing (St. Lucia) Ltd. – St. Lucia	
	GCG Group Guyana (St. Lucia) Limited - St. Lucia	51%
	Goddard Ecuador Holdings (Cayman) Ltd. – Cayman Islands	
	Goddard Enterprises (St. Lucia) Ltd. – St. Lucia	
	Goddard Flite Kitchens (Cayman) Limited – Cayman Islands	
	Goddard Flite Kitchens (St. Lucia) Ltd. – St. Lucia	
	Goddard (Guyana) Holdings Limited - Guyana	
	Hanschell Inniss Holdings (Curaçao) N.V. – Curaçao	
	Hutchinson Investments Limited – Antigua	
	Inflite Holdings (Cayman) Limited – Cayman Islands	51%
	Inflite Holdings (St. Lucia) Ltd. – St. Lucia	51%
	Inflite Management (Barbados) Ltd.	51%
	Minvielle & Chastanet Limited – St. Lucia	
	W B Hutchinson & Co. (St. Lucia) Limited – St. Lucia	
Meat Processing:	Hipac Limited	
Packaging:	Precision Packaging Inc.	
Pharmaceuticals:	M&C Drugstore Limited – St. Lucia	
Printing & Print Brokers:	Caribbean Label Crafts Limited	51%
	Caribbean Label Crafts Dominicana S.R.L. - Dominican Republic	26%
	Label Crafts Jamaica Limited – Jamaica	51%
Real Estate:	Goddard Property Holdings Limited	
	Haggatt Hall Holdings Limited	67%
	PBH Limited	
	Penrith Development Limited	
Security Services:	AGO Security de Costa Rica, S.A. – Costa Rica	51%
	AGO Security, S.A. de C.V. – El Salvador	51%
Shipping Agents & Stevedoring:	Admiral Shipping Limited – St. Lucia	
	Corea & Co. (1988) Limited – St. Vincent	
	Goddards Shipping (Barbados) Limited	
	Sea Freight Agencies & Stevedoring Limited	
	Xpress Freight Services Inc. – United States of America	

Where we are

- Antigua (2)
- Aruba (1)
- Barbados (18)
- Bermuda (1)
- Canada (2)
- Cayman Islands (1)
- Colombia (1)
- Costa Rica (1)
- Curacao (1)
- Dominican Republic (1)
- Ecuador (1)
- El Salvador (1)
- Grenada (2)
- Guatemala (1)
- Guyana (2)
- Honduras (1)
- Jamaica (2)
- Panama (1)
- Paraguay (1)
- St. Maarten (1)
- St. Lucia (15)
- St. Vincent (4)
- St. Thomas USVI (1)
- Trinidad & Tobago (3)
- Uruguay (1)
- USA (1)
- Venezuela (1)

Associated Companies

(Holding between 20% and 50%: resident in Barbados except where otherwise stated)

Beverage Distributors:	Vembev – a division of CDP Trinidad Limited – Trinidad and Tobago	50%
Biotechnology:	Mirexus Biotechnologies Inc. – Canada	43%
General Trading:	Bryden & Partners Limited – St. Lucia	50%
	Caribbean Distribution Partners Limited – Trinidad and Tobago	50%
	Coreas Distribution Limited – St. Vincent	50%
	Chinook Trading Canada Limited - Canada	40%
	Desinco Limited – Guyana	26%
	Facey Trading Limited	50%
	Hand Arnold – a division of CDP Trinidad Limited – Trinidad and Tobago	50%
	Hanschell Inniss Limited	50%
	Independence Agencies Limited – Grenada	29%
	Orange Wood Distributors Limited – St. Lucia	50%
	Peter & Company Limited – St. Lucia	50%
	Vemco – a division of CDP Trinidad Limited – Trinidad and Tobago	50%
Petroleum Industry Services:	TOTAL-BASE Services Guyana Inc. – Guyana	46%
	Guyana Shorebase Holdings Limited – United Kingdom	46%
Restaurant, Airline, Airport and Industrial Catering and Ground Handling:	Allied Caterers Limited – Trinidad and Tobago	31%
	Comedores Industriales Del Norte, S.A. – Costa Rica	26%
	GAS Group Aviation Support Services, S.A. – Costa Rica	41%
	GCG Food Services S.A. – Guatemala	27%
	GCG Group (Guyana) Inc. – Guyana	24%
	Goddard Catering Group Bermuda Limited – Bermuda	20%
	Goddard Catering Group Paraguay S.A. – Paraguay	47%
	Goddard Catering Group Quito, S.A. – Ecuador	36%
	Goddard Catering Group St. Thomas Corporation – St. Thomas, USVI	38%
	Katerserv Ltd. – Trinidad and Tobago	31%
	Tobago Inflite Catering Ltd. - Trinidad and Tobago	26%
Tiles & Waste Disposal:	Anti-Septic Limited – Trading as Terrific Tiles	50%

GODDARD ENTERPRISES LIMITED

Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados Dollars)

Building a better
working world

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INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Goddard Enterprises Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Goddard Enterprises Limited and its subsidiaries ("the Group"), which comprise the consolidated statement of financial position as at 30 September 2024, the consolidated statement of income and the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Group as at 30 September 2024 and its financial performance and its cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board.

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 Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' (IESBA) 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 consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

Building a better working world

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Goddard Enterprises Limited

Report on the Audit of the Consolidated Financial Statements (continued)

Key Audit Matters (continued)

Key audit matter	How our audit addressed the key audit matter
Investments in associated companies	
Investments in associates represents 15% of the gross assets on the consolidated statement of financial position. The Group includes investments for which management was required to demonstrate significant influence versus control over the investees. As detailed in Note 2 Accounting Policies, under the equity method of accounting for associates, these associates are initially stated at cost, and are adjusted thereafter for the Group's share of its associates' post-acquisition profits or losses which is recognised in the consolidated statement of comprehensive income, and its share of post-acquisition movements in reserves which is recognised in other comprehensive income and accumulated in reserves.	We analyzed the Group's determination of its investments in associates and the accounting for the share of earnings of the underlying associates for the year ended 30 September 2024 which included the following audit procedures: • We evaluated the reasonableness of Management's assessment of control versus significant influence. • We issued instructions and performed independent reviews of the working papers of the non-EY auditors of the Group's material associates. • We tested the reasonableness of the year end calculations of the Group's share of its associates' post-acquisition profits or losses and its share of post-acquisition movements in reserves reflected in the consolidated accounts, including compliance with accounting policies consistent with Group reporting, where applicable. • We assessed Management's assumptions over the carrying values of the associates and related balances. • Additionally, we considered whether the Group's disclosures related to these investments were appropriately reflected in the notes to the consolidated financial statements.

Building a better working world

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Goddard Enterprises Limited

Report on the Audit of the Consolidated Financial Statements (continued)

Key Audit Matters (continued)

Key audit matter	How our audit addressed the key audit matter
Impairment of goodwill	
Management is required to annually test goodwill for impairment on the basis of the accounting policies used. We focused on this area due to (i) the significance of the carrying value of the goodwill being assessed ($91.7M as at 30 September 2024); and (ii) the level of subjectivity associated with the forecast assumptions which underpin management's assessment of the recoverable amount, including the degree of subjectivity of cash flow forecasts, associated growth rates and the appropriateness of the discount rate and terminal rate applied in the value-in-use calculation.	As part of our audit response, we examined the Group's forecast cash flows which underpin management's impairment review. We tested the basis of preparing those forecasts taking into account the accuracy of previous forecasts and the historic evidence supporting underlying assumptions. Future cash flow assumptions were analyzed through comparison of current trading performance, seeking corroborative evidence and enquiry with management in respect of key growth and trading assumptions. The reasonableness of other key assumptions such as the discount rate, terminal rate and long-term growth rate were tested with appropriate input from EY valuation experts and applying an independent assessment on general market indicators to conclude on the appropriateness of these assumptions. We also tested the mathematical integrity of management's model and carried out audit procedures on management's sensitivity calculations. We also tested management's assessment on whether any reasonably possible change in these key assumptions would result in an impairment of goodwill and therefore require disclosure under IAS 36 Impairment of Assets.

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Goddard Enterprises Limited

Report on the Audit of the Consolidated Financial Statements (continued)

Other information included in the Group's 2024 Annual Report
Management is responsible for the other information. Other information consists of the information included in the Group's Annual Report, other than the consolidated financial statements and our auditor's report thereon. The Group's 2024 Annual Report is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated 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 consolidated 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.

Responsibilities of Management and the Audit Committee for the Consolidated Financial Statements
Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated 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.

The Audit Committee is 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 consolidated 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.

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Goddard Enterprises Limited

Report on the Audit of the Consolidated Financial Statements (continued)

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (continued)
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 consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated 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 consolidated 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 the Audit Committee 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 the Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Goddard Enterprises Limited

Report on the Audit of the Consolidated Financial Statements (continued)

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (continued)
From the matters communicated with the Audit Committee, we determine those matters that were of most significance in the audit of the consolidated 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 matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Legal and Regulatory Requirements
This report is made solely to the Group's shareholders, as a body, in accordance with Section 147 of the Companies Act of Barbados. Our audit work has been undertaken so that we might state to the Group's shareholders those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law and subject to any enactment or rule of law to the contrary, we do not accept or assume responsibility to anyone other than the Group and the Group's shareholders as a body, for our audit work, for this report, or for the opinion we have formed.

The engagement partner in charge of the audit resulting in this independent auditor's report is Mr. John-Paul Kowlessar.

Ernst + Young Ltd
Barbados
18 December 2024

Consolidated Statement of Financial Position

As at 30 September 2024
(Expressed in thousands of Barbados dollars)

	Notes	2024	2023
Current assets			
Cash	6	**131,246**	138,965
Trade and other receivables	7	**184,327**	128,882
Prepaid expenses		**32,903**	34,603
Due by associated companies	8	**35,130**	32,168
Current income tax assets		**8,155**	5,368
Inventories	9	**277,026**	195,555
Hedging asset	11	**20,787**	8,469
		689,574	544,010
Current liabilities			
Borrowings	12	**135,102**	95,224
Trade and other payables	13	**279,438**	165,079
Lease liabilities	14	**12,290**	11,513
Due to associated companies	8	**7,453**	6,648
Current income tax liabilities		**11,045**	8,181
Hedging liability	11	**4,663**	1,636
		449,991	288,281
Working capital		**239,583**	255,729
Property, plant and equipment	15	**434,483**	410,910
Investment property	16	**51,605**	50,558
Intangible assets	17	**108,920**	91,428
Right-of-use assets	14	**32,346**	34,175
Investments in associated companies	18	**248,881**	235,780
Financial investments	19	**35,901**	25,636
Deferred income tax assets	20	**5,493**	5,990
Pension plan assets	21	**3,894**	4,459
Long-term trade and other receivables	7	**6,124**	4,084
		1,167,230	1,118,749
Borrowings	12	**247,930**	237,830
Lease liabilities	14	**25,117**	27,908
Deferred income tax liabilities	20	**8,973**	4,982
Pension plan liabilities	21	**2,122**	1,612
Net assets employed		**883,088**	846,417
Financed by:			
Equity			
Capital and reserves attributable to equity holders of the Company			
Share capital	22	**51,597**	50,686
Other reserves	23	**123,430**	118,693
Retained earnings		**550,841**	539,531
		725,868	708,910
Non-controlling interests		**157,220**	137,507
		883,088	846,417

The accompanying notes form an integral part of these consolidated financial statements.

Approved by the Board of Directors on 9 December 2024

A. Charles Herbert
Chair

Anthony H. Ali
Managing Director

Consolidated Statement of Changes in Equity

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

	Attributable to equity holders of the Company				
	Share capital (note 22)	Other reserves (note 23)	Retained earnings	Non-controlling interests	Total
Balance as at 1 October 2022	49,906	104,017	484,254	114,719	752,896
Net income for the year	-	-	67,902	22,632	90,534
Other comprehensive income	-	14,576	2,235	872	17,683
Total comprehensive income for the year	-	14,576	70,137	23,504	108,217
Increase in advances to non-controlling interests	-	-	-	342	342
Value of employee services	-	100	-	-	100
Issue of common shares	780	-	-	-	780
Dividends declared	-	-	-	(1,058)	(1,058)
Dividends (note 32)	-	-	(14,860)	-	(14,860)
	780	100	(14,860)	(716)	(14,696)
Balance as at 30 September 2023	50,686	118,693	539,531	137,507	846,417
Balance as at 1 October 2023	**50,686**	**118,693**	**539,531**	**137,507**	**846,417**
Net income for the year	**-**	**-**	**30,402**	**22,113**	**52,515**
Other comprehensive income/(loss)	**-**	**4,612**	**(806)**	**(1,411)**	**2,395**
Total comprehensive income for the year	**-**	**4,612**	**29,596**	**20,702**	**54,910**
Increase in advances to non-controlling interests	**-**	**-**	**-**	**3,963**	**3,963**
Value of employee services	**-**	**125**	**-**	**-**	**125**
Issue of common shares	**911**	**-**	**-**	**-**	**911**
Dividends declared	**-**	**-**	**-**	**(4,952)**	**(4,952)**
Dividends (note 32)	**-**	**-**	**(18,286)**	**-**	**(18,286)**
	911	**125**	**(18,286)**	**(989)**	**(18,239)**
Balance as at 30 September 2024	**51,597**	**123,430**	**550,841**	**157,220**	**883,088**

The accompanying notes form an integral part of these consolidated financial statements.

Consolidated Statement of Income

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

	Notes	2024	2023
Continuing operations:			
Revenue from contracts with customers	24	**1,336,900**	1,088,262
Cost of sales	25	**(822,793)**	(610,231)
Gross profit		**514,107**	478,031
Insurance service result		**1,252**	2,148
Selling, marketing and administrative expenses	25	**(452,497)**	(395,823)
Profit from operations before the following		**62,862**	84,356
Other gains/(losses) – net	26	**12,941**	15,571
Profit from operations		**75,803**	99,927
Finance costs	28	**(24,423)**	(20,346)
		51,380	79,581
Share of income of associated companies	18	**26,803**	28,725
Income before taxation from continuing operations		**78,183**	108,306
Taxation	29	**(25,668)**	(18,455)
Net income for the year from continuing operations		**52,515**	89,851
Discontinued operations:			
Income after tax for the year from discontinued operations	30	**-**	683
Net income for the year		**52,515**	90,534
Attributable to:			
Equity holders of the Company		**30,402**	67,902
Non-controlling interests		**22,113**	22,632
		52,515	90,534
Earnings per share attributable to the equity holders of the Company during the year (expressed in cents per share)			
- basic	31	**13.3**	29.7

The accompanying notes form an integral part of these consolidated financial statements.

Consolidated Statement of Comprehensive Income

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

	Notes	2024	2023
Net income for the year		**52,515**	90,534
Other comprehensive income:			
Items net of tax that may be recycled to income in the future:			
Currency translation differences:			
- Group		**(3,468)**	2,179
- Associated companies		**(246)**	(1,030)
Hyperinflationary adjustments		**(508)**	217
Cash flow hedge		**7,247**	10,200
Items net of tax that will not be recycled to income in the future:			
Unrealised gains on investments at fair value through other comprehensive income:			
- Group		**850**	115
(Decrease)/increase in revaluation surplus:			
- Associated companies		**(290)**	8,436
Remeasurement of employee benefits:			
- Group	39	**(1,115)**	(2,660)
- Associated companies	39	**(75)**	226
Other comprehensive income for the year		**2,395**	17,683
Total comprehensive income for the year		**54,910**	108,217
Attributable to:			
Equity holders of the Company		**34,208**	84,713
Non-controlling interests		**20,702**	23,504
		54,910	108,217

The accompanying notes form an integral part of these consolidated financial statements.

Consolidated Statement of Cash Flows

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

	Notes	2024	2023
Cash flows from operating activities			
Income before tax from continuing operations		**78,183**	108,306
Income before tax from discontinued operations	30	**-**	993
Income before taxation		**78,183**	109,299
Adjustments for:			
Depreciation	14,15	**42,707**	38,235
Amortisation of intangible assets	17	**1,670**	1,142
Gain on disposal of property, plant and equipment	26	**(4)**	(457)
Gain on disposal of right-of-use asset	26	**(227)**	(78)
Loss/(gain) on disposal of subsidiary company	26	**10**	(811)
Loss/(gain) on disposal of associated company	18	**18**	(13)
Write down of investment in associated company	18	**550**	-
Impairment of intangible assets	17	**702**	-
Gain on remeasurement of previously held equity interest	35	**(418)**	-
Exchange adjustments		**1,929**	1,653
Expected credit losses on non-working capital balances		**(138)**	(15)
Hyperinflationary adjustments		**(508)**	217
Interest income	26	**(3,910)**	(1,918)
Finance costs incurred	28	**24,423**	20,346
Share of income of associated companies	18	**(26,803)**	(28,725)
Pension plan expense	21	**1,082**	685
Employee share schemes expenses	27	**125**	100
Rent concessions due to COVID-19	26	**34**	219
Fair value losses on revaluation of investment property	16	**257**	292
Operating profit before working capital changes		**119,682**	140,171
Net change in non-cash working capital balances related to operations	37	**(22,093)**	(33,161)
Cash generated from operations		**97,589**	107,010
Finance costs paid		**(24,423)**	(20,346)
Income and corporation taxes paid		**(21,090)**	(16,465)
Pension plan contributions paid	21	**(1,641)**	(1,668)
Net cash from operating activities		**50,435**	68,531
Cash flows from investing activities			
Acquisition of interest in subsidiary companies	35	**(28,928)**	(69,007)
Proceeds on disposal of subsidiary company – net of cash disposed of	30	**-**	13,503
Acquisition of interest in associated companies	18	**(2,060)**	(7,124)
Proceeds on disposal of investments in associated companies	18	**690**	6
Purchase of property, plant and equipment	15	**(50,846)**	(43,268)
Proceeds on disposal of property, plant and equipment		**1,677**	3,031
Additions to investment property	16	**(1,230)**	(34)
(Purchase)/proceeds on disposal of financial investments		**(9,330)**	11,074
Long-term loans advanced		**(1,367)**	(1,040)
Proceeds from repayment of long-term loans		**485**	440
Unsecured and secured loans (issued)/repaid – net		**(12)**	27
Interest received		**3,910**	1,918
Dividends received from associated companies	18	**13,631**	12,124
Net cash used in investing activities		**(73,380)**	(78,350)
Cash flows from financing activities			
Issue of common shares	22	**911**	780
Guarantee deposits for financial instruments		**-**	4,188
Long-term loans received	12	**88,903**	111,283
Repayments of long-term loans	12	**(49,693)**	(83,425)
Repayments of lease liabilities	14	**(13,412)**	(10,514)
Dividends paid to non-controlling interests		**(4,952)**	(1,058)
Dividends paid to shareholders		**(18,286)**	(14,860)
Loans advances from non-controlling interests		**3,963**	342
Net cash from financing activities		**7,434**	6,736
Net decrease in cash and cash equivalents		**(15,511)**	(3,083)
Cash and cash equivalents – beginning of year		**100,679**	103,762
Cash and cash equivalents – end of year	6	**85,168**	100,679

The accompanying notes form an integral part of these consolidated financial statements.

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Note

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

1. General information

Goddard Enterprises Limited ("the Company") is incorporated under the Laws of Barbados. The principal activities of the Company and its subsidiaries (together "the Group") include airline, industrial and restaurant catering, ground handling services, food concessions, general trading, meat and cocoa processing, printing and print brokering, baking, packaging, automobile and automotive parts sales, insurance, real estate, shipping agents and stevedoring, freighting and security services, manufacturing of aerosols and liquid detergents, and investments. Associated companies are involved in general trading, beverage distribution, waste disposal, research, development and manufacturing of natural biomaterials, petroleum industry services and property rentals. The Group operates throughout the Caribbean and North, Central and South America.

The Company is a limited liability company domiciled in Barbados, with its registered office located at the Top Floor, The Goddard Building, Haggatt Hall, St. Michael, BB11059, Barbados.

The Company is listed on the Barbados Stock Exchange.

These consolidated financial statements have been approved for issue by the Board of Directors on 9 December 2024. The Board of Directors has the power to amend these consolidated financial statements after issue, if required.

2. Accounting policies

The material accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

a) Basis of preparation

The consolidated financial statements of Goddard Enterprises Limited have been prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB), under the historical cost convention, as modified by the revaluation of land and buildings, investment property and financial instruments (notes 2 e), 2 f) and 2 i)).

The preparation of consolidated financial statements in conformity with IFRS Accounting Standards as issued by the International Accounting Standards Board requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements, are disclosed in note 4.

Standards, interpretations and amendments to existing standards effective in the 2024 financial year

i) New accounting policies/improvements adopted

The accounting policies adopted in the preparation of the consolidated financial statements are consistent with those followed in the preparation of the Group's annual financial statements for the year ended 30 September 2023. The following interpretations and standards became effective and were adopted in the current year.

The Group applied Amendments to IAS 12 – Tax Reform – Pillar Two Model Rules, IFRS 17 – Insurance, Amendments to IAS 8 – Definition of Accounting Estimates, Amendments to IAS 1 and IFRS Practice Statement 2 – Disclosure of Accounting Polices, and Amendments to IAS 12 – Deferred Tax related to Assets and Liabilities arising from a Single Transaction for the first time in 2024. The nature and effect of changes as a result of the adoption of these new accounting standards are described below.

The Group has not early adopted any standards, interpretations or amendments that have been issued but are not yet effective.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

a) Basis of preparation... continued

i) New accounting policies/improvements adopted... continued

Amendments to IAS 12 International Tax Reform – Pillar Two Model Rules (effective 1 January 2023)

In May 2023, the Board issued amendments to IAS 12, which introduce a mandatory exception in IAS 12 from recognising and disclosing deferred tax assets and liabilities related to Pillar Two income taxes.

The amendments clarify that IAS 12 applies to income tax arising from tax law enacted or substantively enacted to implement the Pilar Two Model Rules published by the Organisation of Economic Cooperation and Development (OECD), including tax law that implements qualified domestic minimum top-up taxes. Such tax legislation, and the income taxes arising from it, are referred to as 'Pillar Two legislation' and 'Pillar Two income taxes', respectively.

The amendments require an entity to disclose that it has applied the exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes.

An entity is required to separately disclose its current tax expense/(income) related to Pillar Two income taxes, in the periods when the legislation is effective.

The amendments require, for periods in which Pillar Two legislation is (substantively) enacted but not yet effective, disclosure of known or reasonably estimable information that helps users of financial statements understand the entity's exposure arising from Pillar Two income taxes. To comply with these requirements, an entity is required to disclose qualitative and quantitative information about its exposure to Pillar Two income taxes at the end of the reporting period.

The temporary exception from recognition and disclosure of information about deferred taxes and the requirement to disclose the application of the exception, apply immediately and retrospectively upon issue of the amendments.

This amendment resulted in no material change to the consolidated financial statements.

IFRS 17 Insurance Contracts (effective 1 January 2023)

In May 2017, the IASB issued IFRS 17 Insurance Contracts ("IFRS 17"), a comprehensive new accounting standard for insurance contracts covering recognition and measurement, presentation and disclosure. Once effective, IFRS 17 will replace IFRS 4 Insurance Contracts. IFRS 17 applies to all types of insurance contracts (i.e., life, non-life, direct insurance and insurance), regardless of the type of entities that issue them, as well as to certain guarantees and financial instruments with discretionary participation features. A few scope exceptions will apply.

The overall objective of IFRS 17 is to provide an accounting model for insurance contracts that is more useful and consistent for insurers. In contrast to the requirements in IFRS 4, which are largely based on grandfathering previous local accounting policies, IFRS 17 provides a comprehensive model for insurance contracts, covering all relevant accounting aspects. The core of IFRS 17 is the general model, supplemented by:

- A specific adaptation for contracts with direct participation features (the variable fee approach);
- A simplified approach (the premium allocation approach) mainly for short-duration contracts.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

a) Basis of preparation... continued

i) New accounting policies/improvements adopted... continued

IFRS 17 Insurance Contracts (effective 1 January 2023)... continued

The main features of the new accounting model for insurance contracts are as follows:

- The measurement of the present value of future cash flows, incorporating an explicit risk adjustment, remeasured every reporting period (the fulfilment cashflows);
- A Contractual Service Margin (CSM) that is equal and opposite to any day one gain in the fulfilment cash flows of a group of contracts, representing the unearned profit of the insurance contracts to be recognised in profit or loss based on insurance contract services provided over the coverage period;
- Certain changes in the expected present value of future cash flows are adjusted against the CSM and thereby recognised in profit or loss over the remaining coverage period;
- The effect of changes in discount rates will be reported in either profit or loss or other comprehensive income, determined by an accounting policy choice;
- The presentation of insurance revenue and insurance service expenses in the statement of comprehensive income based on the concept of services provided during the period;
- Amounts that are paid to a policyholder in all circumstances, regardless of whether an insured event occurs (non-distinct investment components) are not presented in the income statement, but are recognised directly on the balance sheet;
- Insurance services results (earned revenue less incurred claims) are presented separately from the insurance finance income or expense;
- A loss-recovery component of the asset for the remaining coverage of a group of reinsurance contracts held is determined and recorded in profit or loss when an entity recognises a recovery of a loss on initial recognition of an onerous group of underlying issued contracts as well as for subsequent measurement of the recovery of those losses;
- Entities should present separately in the statement of financial position, the carrying amounts of portfolios of insurance contracts issued that are assets and those that are liabilities, with the same requirement applying to portfolios of reinsurance contracts held;
- Extensive disclosures to provide information on the recognised amounts from insurance contracts and the nature and extent of risks arising from these contracts.

The Group adopted IFRS 17 prospectively due to the change in transitional amounts being immaterial to the Group.

Amendments to IAS 8 – Definition of Accounting Estimates (effective 1 January 2023)

In February 2021, the Board issued amendments to IAS 8, in which it introduces a new definition of ‘accounting estimates’. The amendments clarify the distinction between changes in accounting estimates and changes in accounting policies and the correction of errors. Also, they clarify how entities use measurement techniques and inputs to develop accounting estimates.

The amended standard clarifies that the effects on an accounting estimate of a change in an input or a change in a measurement technique are changes in accounting estimates if they do not result from the correction of prior period errors.

The previous definition of a change in accounting estimate specified that changes in accounting estimates may result from new information or new developments. Therefore, such changes are not corrections of errors. This aspect of the definition was retained by the Board.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

a) Basis of preparation... continued

i) New accounting policies/improvements adopted... continued

Amendments to IAS 8 – Definition of Accounting Estimates (effective 1 January 2023)... continued

The amendments are intended to provide preparers of financial statements with greater clarity as to the definition of accounting estimates, particularly in terms of the difference between accounting estimates and accounting policies.

Although the amendments are not expected to have a material impact on entities' financial statements, they should provide helpful guidance for entities in determining whether changes are to be treated as changes in estimates, changes in policies, or errors.

This amendment resulted in no material change to the consolidated financial statements.

Amendments to IAS 1 and IFRS Practice Statement 2 – Disclosure of Accounting Polices (effective 1 January 2023)

In February 2021, the Board issued amendments to IAS 1 and IFRS Practice Statement 2 Making Materiality Judgements, in which it provides guidance and examples to help entities apply materiality judgements to accounting policy disclosures.

The amendments aim to help entities provide accounting policy disclosures that are more useful by:

- Replacing the requirement for entities to disclose their 'significant accounting policies' with a requirement to disclose their 'material accounting policy information'; and
- Adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures.

This amendment resulted in no material change to the consolidated financial statements.

Amendments to IAS 12 – Deferred Tax related to Assets and Liabilities arising from a Single Transaction (effective 1 January 2023)

In May 2021, the Board issued amendments to IAS 12, which narrow the scope of the initial recognition exception under IAS 12, so that it no longer applies to transactions that give rise to equal taxable and deductible temporary differences.

The amendments clarify that where payments that settle a liability are deductible for tax purposes, it is a matter of judgement (having considered the applicable tax law) whether such deductions are attributable for tax purposes to the liability recognised in the financial statements (and interest expense) or to the related asset component (and interest expense). This judgement is important in determining whether any temporary differences exist on initial recognition of the asset and liability.

An entity should apply the amendments to transactions that occur on or after the beginning of the earliest comparative period presented. In addition, at the beginning of the earliest comparative period presented, it should also recognise a deferred tax asset (provided that sufficient taxable profit is available) and a deferred tax liability for all deductible and taxable temporary differences associated with leases and decommissioning obligations.

This amendment resulted in no material change to the consolidated financial statements.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

a) Basis of preparation... continued

ii) Standards in issue not yet effective

The following is a list of standards and interpretations that are not yet effective up to the date of issuance of the Group's consolidated financial statements. These standards and interpretations may be applicable to the Group at a future date and will be adopted when they become effective. The Group is currently assessing the impact of adopting these standards and interpretations.

Amendment to IFRS 16 – Lease Liability in a Sale and Leaseback (effective 1 January 2024)

In September 2022, the Board issued Lease Liability in a Sale and Leaseback (Amendments to IFRS 16).

The amendment to IFRS 16 Leases specifies the requirements that a seller-lessee uses in measuring the lease liability arising in a sale and leaseback transaction, to ensure the seller-lessee does not recognise any amount of the gain or loss that relates to the right of use it retains.

The amendment does not prescribe specific measurement requirements for lease liabilities arising from a leaseback. The initial measurement of the lease liability arising from a leaseback may result in a seller-lessee determining 'lease payments' that are different from the general definition of lease payments in Appendix A of IFRS 16. The seller-lessee will need to develop and apply an accounting policy in accordance with IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors that results in information that is relevant and reliable.

A seller-lessee applies the amendment retrospectively in accordance with IAS 8 to sale and leaseback transactions entered into after the date of initial application (i.e., the amendment does not apply to sale and leaseback transactions entered into prior to the date of initial application). The date of initial application is the beginning of the annual reporting period in which an entity first applied IFRS 16.

Amendments to IAS 1 – Classification of Liabilities as Current and Non-current with Covenants (effective 1 January 2024)

In January 2020 and October 2022, the Board issued amendments to IAS 1 Presentation of Financial Statements to specify the requirements for classifying liabilities as current or non-current. The amendments clarify:

- What is meant by a right to defer settlement;
- That a right to defer must exist at the end of the reporting period;
- That classification is unaffected by the likelihood that an entity will exercise its deferral right;
- That only if an embedded derivative in a convertible liability is itself an equity instrument, would the terms of a liability not impact its classification.

The amendments also clarify that the requirement for the right to exist at the end of the reporting period applies to covenants which the entity is required to comply with on or before the reporting date regardless of whether the lender tests for compliance at that date or at a later date.

The amendments must be applied retrospectively.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

a) Basis of preparation... continued

ii) Standards in issue not yet effective... continued

Amendments to IAS 7 and IFRS 7 – Disclosures: Supplier Finance Arrangements (effective 1 January 2024)

In May 2023, the Board issued amendments to IAS 7 Statement of Cash Flows and IFRS 7 Financial Instruments: Disclosures.

The amendments specify disclosure requirements to enhance the current requirements, which are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.

The amendments require an entity to provide information about the impact of supplier finance arrangements on liabilities and cash flows, including terms and conditions of those arrangements, quantitative information on liabilities related to those arrangements as at the beginning and end of the reporting period and the type and effect of non-cash changes in the carrying amounts of those arrangements.

Amendments to IAS 21 – Lack of exchangeability (effective 1 January 2025)

In August 2023, the Board issued lack of exchangeability (Amendments to IAS 21).

The amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates specifies how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking.

The amendment states that a currency is considered to be exchangeable into another currency when an entity is able to obtain the other currency within a time frame that allows for a normal administrative delay and through a market or exchange mechanism in which an exchange transaction would create enforceable rights and obligations.

When applying the amendments, comparative information is not restated.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

a) Basis of preparation... continued

ii) Standards in issue not yet effective... continued

Amendments to IFRS 9 and IFRS 7 - Classification and Measurement of Financial Instruments (effective 1 January 2026)

In May 2024, the Board issued Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9 Financial Instruments and IFRS 7 Financial Instruments: Disclosures), which:

- Clarifies that a financial liability is derecognised on the 'settlement date', i.e., when the related obligation is discharged, cancelled, expires or the liability otherwise qualifies for derecognition. It also introduces an accounting policy option to derecognise financial liabilities that are settled through an electronic payment system before settlement date if certain conditions are met;
- Clarified how to assess the contractual cash flow characteristics of financial assets that include environmental, social and governance (ESG)-linked features and other similar contingent features;
- Clarifies the treatment of non-recourse assets and contractually linked instruments;
- Requires additional disclosures in IFRS 7 for financial assets and liabilities with contractual terms that reference a contingent event (including those that are ESG-linked), and equity instruments classified at fair value through other comprehensive income.

The new requirements will be applied retrospectively with an adjustment to opening retained earnings. Prior periods are not required to be restated and can only be restated without using hindsight.

IFRS 18 – Presentation and Disclosure in Financial Statements (effective 1 January 2027)

In April 2024, the Board issued IFRS 18 Presentation and Disclosure in Financial Statements which replaces IAS 1 Presentation in Financial Statements. IFRS 18 introduces new categories and subtotals in the statement of profit or loss. It also requires disclosure of management-defined performance measures (as defined) and includes new requirements for the location, aggregation and disaggregation of financial information.

An entity will be required to classify all income and expenses within its statement of profit or loss into one of five categories: operating; investing; financing; income taxes; and discontinued operations. In addition, IFRS 18 requires an entity to present subtotals and totals for 'operating profit or loss', 'profit or loss before financing and income taxes' and 'profit or loss'.

IFRS 18 introduces the concept of a management-defined performance measure (MPM) which it defines as a subtotal of income and expenses that an entity uses in public communications outside financial statements, to communicate management's view of an aspect of the financial performance of the entity as a whole to users. IFRS 18 requires disclosure of information about all of an entity's MPMs within a single note to the financial statements and requires several disclosures to be made about each MPM, including how the measure is calculated and a reconciliation to the most comparable subtotal specified by IFRS 18 or another IFRS accounting standard.

IFRS 18 must be applied retrospectively.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

a) Basis of preparation... continued

ii) Standards in issue not yet effective... continued

IFRS 19 - Subsidiaries without Public Accountability: Disclosures (1 January 2027)

In May 2024, the Board issued IFRS 19 Subsidiaries without Public Accountability: Disclosures (IFRS 19), which allows eligible entities to elect to apply reduced disclosure requirements while still applying the recognition, measurement and presentation requirements in other IFRS accounting standards. Unless otherwise specified, eligible entities that elect to apply IFRS 19 will not need to apply the disclosure requirements in other IFRS accounting standards.

An entity may elect to apply IFRS 19 if at the end of the reporting period:

- It is a subsidiary as defined in IFRS 10 Consolidated Financial Statements;
- It does not have public accountability; and
- It has a parent (either ultimate or intermediate) that prepares consolidated financial statements, available for public use, which comply with IFRS accounting standards.

An entity has public accountability if:

- Its debt or equity instruments are traded in a public market, or it is in the process of issuing such instruments for trading in a public market; or
- It holds assets in a fiduciary capacity for a broad group of outsiders as one of its primary businesses (i.e., not for reasons incidental to its primary business).

If an eligible entity chooses to apply the standard earlier, it is required to disclose that fact. An entity is required, during the first period (annual and interim) in which it applies the standard, to align the disclosures in the comparative period with the disclosures included in the current period under IFRS 19, unless IFRS 19 or another IFRS accounting standard permits or requires otherwise.

Amendments to IFRS 10 and IAS 28 – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

In December 2015, the IASB decided to defer the effective date of the amendments until such time as it has finalised any amendments that result from its research project on the equity method. Early application of the amendments is still permitted.

The amendments address the conflict between IFRS 10 Consolidated Financial Statements and IAS 28 Investments in Associates and Joint Ventures in dealing with the loss of control of a subsidiary that is sold or contributed to an associate or joint venture.

The amendments clarify that a full gain or loss is recognised when a transfer to an associate or joint venture involves a business as defined in IFRS 3 Business Combinations. Any gain or loss resulting from the sale or contribution of assets that does not constitute a business, however, is recognised only to the extent of unrelated investors' interest in the associate or joint venture.

The amendments must be applied prospectively.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

b) Consolidation

i) Subsidiaries

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date that control ceases.

The acquisition method of accounting is used to account for business combinations by the Group. The consideration transferred for the acquisition of the subsidiary is the fair values of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The contingent consideration includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Acquisition related costs are expensed as incurred. Identifiable assets and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition date fair value of any previous equity interest in the acquiree over the fair value of the Group's share of the identifiable net assets acquired is recorded as goodwill. If the total of consideration transferred, non-controlling interest recognised and previously held interest measured is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in the consolidated statement of income (note 2 g)).

Inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated but considered an impairment indicator of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

ii) Transactions and non-controlling interests

The Group treats transactions with non-controlling interests as transactions with equity owners of the Group. For purchases from non-controlling interests, the difference between any consideration paid and the relevant share of the carrying value of net assets of the subsidiary acquired is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

iii) Associates

Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting and are initially recognised at cost. The Group's investment in associates includes goodwill (net of any accumulated impairment losses) identified on acquisition (note 2 g)).

The Group's share of its associates' post-acquisition profits or losses is recognised in the consolidated statement of income and its share of post-acquisition movements in reserves is recognised in other reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. When the Group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

Upon loss of significant influence over the associate, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate upon loss of significant influence and the fair value of the retained investment, and proceeds from disposal, is recognised in the consolidated statement of income.

c) Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The Board of Directors, which is responsible for allocating resources and assessing performance of the operating segments, has been identified as the chief operating decision-maker.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

d) Foreign currency translation

i) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The consolidated financial statements are presented in Barbados dollars, which is the Company's functional and presentation currency.

ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the consolidated statement of income.

Translation differences on non-monetary financial assets such as equities measured at fair value through other comprehensive income are included in the financial investments reserve in equity.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as local currency assets and liabilities of the foreign entity and are translated at the closing rate.

iii) Group companies

The results and financial position of all the Group entities that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

i) assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement of financial position;

ii) income and expenses for each statement of income are translated at average exchange rates; and

iii) all resulting exchange differences are recognised in translation reserve in equity.

iv) Hyperinflationary accounting

The financial statements of Group companies whose functional currency is the currency of a hyperinflationary economy are adjusted for inflation in accordance with the procedure described in the following paragraph, prior to their translation into Barbados dollars. Once restated, all items of the financial statements are converted into Barbados dollars using the closing exchange rate. Amounts shown for prior years for comparative purposes are not modified. To determine the existence of hyperinflation, the Group assesses the qualitative characteristics of the economic environment of the country, such as the trends in inflation rates over the previous three years.

The financial statements of companies whose functional currency is the currency of a hyperinflationary economy are adjusted to reflect the changes in purchasing power of the local currency, such that all items in the statement of financial position not expressed in current terms (non-monetary items) are restated by applying a general price index at the financial statement closing date, and all items of income and expense, profit and loss are restated monthly by applying appropriate adjustment factors. The difference between initial and adjusted amounts is included in other gains/(losses) – net in the consolidated statement of income. Accordingly, Venezuela was classified as a hyperinflationary economy for the financial year ended 30 September 2016 and this classification is still in effect. For the years ended 30 September 2024 and 2023, the official inflation published by the Central Bank of Venezuela was 25.80% and 318% respectively.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

e) Property, plant and equipment

Freehold land and buildings comprise mainly manufacturing plants, retail and distribution outlets, warehouses and offices. The Group's freehold land and buildings, are stated at the most recent valuation less subsequent depreciation for buildings. Valuations are performed every five years by independent professional valuers. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset, and the net amount is restated to the revalued amount of the asset. All other property, plant and equipment including leasehold buildings is stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the consolidated statement of income during the financial period in which they are incurred.

Increases in the carrying amount arising on revaluation of land and buildings are recognised in the consolidated statement of comprehensive income and accumulated in revaluation surplus in equity.

Decreases that offset previous increases of the same asset are recognised in the consolidated statement of comprehensive income and reduce the revaluation surplus in equity; all other decreases are charged to the consolidated statement of income.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost or revalued amounts to their residual values over their estimated useful lives, as follows:

Freehold buildings	-	50 years
Leasehold buildings	-	5 – 25 years based on the lease term
Furniture, fittings and equipment	-	3 – 20 years
Software	-	5 years
Machinery	-	3 – 20 years
Vehicles	-	5 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each consolidated statement of financial position date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (note 2 h).

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These are included in the consolidated statement of income. When revalued assets are sold, the amounts included in revaluation surplus are realised and transferred to retained earnings.

Costs incurred which are directly attributable to capital projects are categorised as construction in progress and capitalised. If it is determined that capitalised costs are no longer justifiable, the related costs are written off and charged to the consolidated statement of income.

Construction in progress is not depreciated until the asset has been completed and brought into operational activity.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

f) Investment property

Investment property, principally comprising office buildings, is held for long-term rental yields and is not occupied by the Group. Investment property is carried at fair value, determined annually. Valuations are performed annually by independent professional real estate valuers. Changes in fair values are recorded in the consolidated statement of income.

g) Intangible assets

i) Goodwill

Goodwill represents the excess of the cost of an acquisition over the fair value of the Group's share of the net identifiable assets of the acquiree at the date of acquisition. Goodwill on the acquisition of subsidiaries is included as 'intangible assets' on the consolidated statement of financial position. Goodwill on the acquisition of associates is included in 'investments in associates'. Separately recognised goodwill is tested annually for impairment and whenever there is an indication of impairment, and is carried at cost less accumulated impairment losses. Impairment losses on goodwill are not reversed. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to the cash-generating units that are expected to benefit from the business combination in which the goodwill arose.

ii) Other intangible assets

Other intangible assets arising on acquisitions are recognised only if future economic benefits attributable to the asset will flow to the Group and if the fair value of the asset can be measured reliably. Such intangible assets must be separable from the business being acquired or must arise from contractual or legal rights. Intangible assets acquired in a business combination are initially recognised at their fair value. Other intangible assets which have been acquired directly are recorded initially at cost. On acquisition the useful life of the asset is estimated. If the estimated useful life is finite, amortisation is calculated using the straight-line method to allocate the cost over the estimated useful life as follows:

Trade names	-	20 – 25 years
Customer relationships	-	11 – 20 years
Other	-	5 – 15 years

The amortisation charge is included in other gains/(losses) – net in the consolidated statement of income.

h) Impairment of non-financial assets

Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value-in-use.

i) Financial instruments

Classification and measurement

The Group classifies and measures financial assets based on their contractual cash flow characteristics and the business model for managing financial assets. All financial assets and financial liabilities are recognised in the consolidated statement of financial position when the Group becomes party to the contractual provisions of a financial instrument.

Financial assets that meet the following conditions are subsequently measured at amortised cost: (i) assets held for the collection of contractual cash flows and (ii) contractual cash flows that consist solely of principal and interest payments on the principal amount outstanding.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

i) Financial instruments... continued

Classification and measurement... continued

All other financial assets and equity investments are subsequently measured at fair value through profit or loss ("FVTPL") or fair value through other comprehensive income ("FVOCI"). All other financial liabilities are subsequently measured at amortised cost.

i) Financial assets and liabilities measured at amortised cost

Financial assets measured at amortised cost are initially recognised at fair value plus transaction costs, and are subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

Financial liabilities measured at amortised cost are initially recognised at fair value net of transaction costs. After initial recognition, interest-bearing financial liabilities are measured at amortised cost using the effective interest rate method. Amortised cost is calculated by considering any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate method. The effective interest rate amortisation and gains or losses on derecognition of the financial liabilities are recognised in finance costs.

Impairment

The Group records expected credit losses ("ECL") on financial assets measured at amortised cost, off balance sheet commitments and financial guarantees.

At initial recognition, allowance (or provision in the case of some loan commitments and financial guarantees) is required for ECLs resulting from default events that are possible within the next 12 months (or less, where the remaining life is less than 12 months) ("12-month ECL").

In the event of a significant increase in credit risk, allowance (or provision) is required for ECL resulting from all possible default events over the expected life of the financial instrument ("lifetime ECL"). Financial assets where 12-month ECL is recognised are considered to be 'stage 1'; financial assets which are considered to have experienced a significant increase in credit risk are in 'stage 2'; and financial assets for which there is objective evidence of impairment are considered to be in default or otherwise credit-impaired are in 'stage 3'.

There is no financing component for trade receivables and therefore the Group applies the simplified approach permitted by IFRS 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables. Given the short-term nature of the trade receivables and that the lifetime ECL is equivalent to the 12-month ECL, all trade receivables are considered to be stage 2.

To determine whether the life-time credit risk has increased significantly since initial recognition, the Group considers reasonable and supportable information that is available including information from the past and forward-looking information. Factors such as, fluctuations in foreign exchange rates and economic conditions of the underlying counter-party, are considered in calculating the ECL.

Definition of default

The Group determines that a financial instrument is credit-impaired and in stage 3 by considering relevant objective evidence, primarily whether:

- contractual payments are 90 – 180 days past due;
- there are other indications that the borrower is unlikely to pay such as that a concession has been granted to the borrower for economic or legal reasons relating to the borrower's financial condition; and
- the financial asset is otherwise considered to be in default.

If such unlikeliness to pay is not identified at an earlier stage, it is deemed to occur when an exposure is 90 days past due.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

i) Financial instruments... continued

i) Financial assets and liabilities measured at amortised cost...continued

Write-off

Financial assets (and the related impairment allowances) are written off when there is no realistic prospect of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Group, and a failure to make contractual payments.

Measurement of impairment

The measurement of ECL reflects:

- An unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- The time value of money; and
- Reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

ECLs are calculated by multiplying three main components, being the probability of default ("PD"), loss given default ("LGD") and the exposure at default ("EAD"), discounted at the original effective interest rate. Management has calculated these inputs based on the historical experience of the portfolios adjusted for the current point in time. For the ECL provision modelled on a collective basis, a grouping of exposures is performed on the basis of shared risk characteristics, such that risk exposures within a group are homogeneous.

The PD, LGD and EAD models which support these determinations are reviewed regularly in light of differences between loss estimates and actual loss experience. The exercise of judgement in making estimations requires the use of assumptions, which are highly subjective and sensitive to the risk factors, in particular to changes in economic and credit conditions across a large number of geographical areas. Many of the factors have a high degree of interdependency and there is no single factor to which loan impairment allowances as a whole are sensitive. Therefore, sensitivities are considered in relation to key portfolios which are particularly sensitive to a few factors and the results should not be further extrapolated.

Impairment losses on trade receivables and contract assets are presented as net impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

ii) Financial assets designated at FVOCI (equity instruments)

Upon initial recognition, the Group can elect to classify irrevocably its equity investments as equity instruments designated at FVOCI when they meet the definition of equity under IAS 32 *Financial instruments:* Presentation and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to consolidated statement of income. Dividends are recognised as other income in the consolidated statement of income when the right of payment has been established, except when the Group benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case such gains are recorded in other comprehensive income. Equity instruments designated as FVOCI are not subject to impairment assessment.

The Group elected to classify irrevocably its equity investments under this category.

Purchases and sales of these investments are recognised on the trade date which is the date that the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flow from the financial asset have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

j) Derivative financial instruments and hedge accounting

Initial recognition and subsequent measurement

The Group uses derivative financial instruments, such as forward commodity contracts, to hedge its commodity price risk. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

For the purpose of hedge accounting, hedges are classified as:

- Fair value hedges when hedging the exposure to changes in the fair value of a recognised asset or liability or an unrecognised firm commitment;
- Cash flow hedges when hedging the exposure to variability in cash flows that is either attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction or the foreign currency risk in an unrecognised firm commitment;
- Hedges of a net investment in a foreign operation.

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which it wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge.

The documentation includes identification of the hedging instrument, the hedged item, the nature of the risk being hedged and how the Group will assess whether the hedging relationship meets the hedge effectiveness requirements (including the analysis of sources of hedge ineffectiveness and how the hedge ratio is determined). A hedging relationship qualifies for hedge accounting if it meets all of the following effectiveness requirements:

- There is 'an economic relationship' between the hedged item and the hedging instrument.
- The effect of credit risk does not 'dominate the value changes' that result from that economic relationship.
- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item and the quantity of the hedging instrument.

Hedges that meet all the qualifying criteria for hedge accounting are accounted for, as described below:

Fair value hedges

The change in the fair value of a hedging instrument is recognised in the other gains/(losses) – net in the consolidated statement of income. The change in the fair value of the hedged item attributable to the risk hedged is recorded as part of the carrying value of the hedged item and is also recognised in other gains/(losses) – net in the consolidated statement of income.

For fair value hedges relating to items carried at amortised cost, any adjustment to carrying value is amortised through the consolidated statement of income over the remaining term of the hedge using the effective interest ("EIR") method. The EIR amortisation may begin as soon as an adjustment exists and no later than when the hedged item ceases to be adjusted for changes in its fair value attributable to the risk being hedged.

If the hedged item is derecognised, the unamortised fair value is recognised immediately in the consolidated statement of income.

When an unrecognised firm commitment is designated as a hedged item, the subsequent cumulative change in the fair value of the firm commitment attributable to the hedged risk is recognised as an asset or liability with a corresponding gain or loss recognised in the consolidated statement of income.

Cash flow hedges

The effective portion of the gain or loss on the hedging instrument is recognised in OCI in the hedging reserve, while any ineffective portion is recognised immediately in the consolidated statement of income. The hedging reserve is adjusted to the lower of the cumulative gain or loss on the hedging instrument and the cumulative change in fair value of the hedged item.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. *Accounting policies... continued*

j) Derivative financial instruments and hedge accounting... continued

Cash flow hedges... continued

The Group uses futures commodity contracts as well as forward currency contracts as hedges of its exposure to volatility in the commodity prices and foreign currency risk in forecast transactionsand firm commitments accordingly. The ineffective portion relating to commodity contracts is recognised in other gains/(losses) – net in the consolidated statement of income.

The amounts accumulated in OCI are accounted for, depending on the nature of the underlying hedged transaction. If the hedged transaction subsequently results in the recognition of a non-financial item, the amount accumulated in equity is removed from the separate component of equity and included in the initial cost or other carrying amount of the hedged asset or liability. This is not a reclassification adjustment and will not be recognised in OCI for the period. This also applies where the hedged forecast transaction of a non-financial asset or non-financial liability subsequently becomes a firm commitment for which fair value hedge accounting is applied.

For any other cash flow hedge, the amount accumulated in OCI is reclassified to the consolidated statement of income as a reclassification adjustment in the same period or periods during which the hedged cash flows affect the consolidated statement of income.

If cash flow hedge accounting is discontinued, the amount that has been accumulated in OCI must remain in accumulated OCI if the hedged future cash flows are still expected to occur. Otherwise, the amount will be immediately reclassified to the consolidated statement of income as a reclassification adjustment. After discontinuation, once the hedged cash flow occurs, any amount remaining in accumulated OCI must be accounted for depending on the nature of the underlying transaction as described above.

Hedges of a net investment

Hedges of a net investment in a foreign operation, including a hedge of a monetary item that is accounted for as part of the net investment, are accounted for in a way similar to cash flow hedges. Gains or losses on the hedging instrument relating to the effective portion of the hedge are recognised as OCI while any gains or losses relating to the ineffective portion are recognised in the statement of profit or loss. On disposal of the foreign operation, the cumulative value of any such gains or losses recorded in equity is transferred to the consolidated statement of income.

k) Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is generally determined using the average cost method. The cost of finished goods and work in progress comprises raw materials, direct labour, other direct costs and related production overheads (based on normal operating capacity). It excludes borrowing costs. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses. Provision is made for obsolete, slow-moving and defective items.

l) Cash and cash equivalents

Cash and cash equivalents include cash in hand, short-term bank deposits, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the consolidated statement of financial position.

m) Trade payables

Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

n) Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost and any difference between the net proceeds and the redemption value is recognised in the consolidated statement of income over the period of the borrowings using the effective interest method. Associated costs are classified as finance costs in the consolidated statement of income. Borrowings due within twelve months of the consolidated statement of financial position date are classified as current liabilities. Preference shares which are mandatorily redeemable by the holder of the shares are classified as liabilities. The dividends on these preference shares are recognised in the consolidated statement of income within finance costs.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

n) Borrowings... continued

General and specific borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. All other borrowing costs are recognised in the consolidated statement of income in the period in which they are incurred to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. All other borrowing costs are recognised in the consolidated statement of income in the period in which they are incurred.

o) Current and deferred income tax

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the consolidated statement of financial position date in the countries where the Group's subsidiaries and associates operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations where applicable tax regulations are subject to interpretation and establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

The Group follows the liability method of accounting for deferred tax whereby all temporary differences arising between the tax bases of assets and liabilities and their carrying values for financial reporting purposes are provided for at the corporation tax rates which are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are only recognised when it is probable that taxable income will be available against which the assets may be utilised.

p) Employee benefits

i) Pension Obligations

The Company and certain of its subsidiary companies operate defined benefit pension plans for their employees under segregated fund policies with Sagicor Life Inc. and investment funds with Bank of St. Lucia Limited, Portland JSX Limited and Morgan Stanley Private Wealth Management. The schemes are funded through payments from the employees and the Group, determined by annual actuarial calculations. Some of these pension plans are based on final average salary and some are based on career average salary.

Defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation. The liability recognised in the consolidated statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the consolidated statement of financial position date less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of long-term government securities that are denominated in the currency in which the benefit will be paid, and that have terms to maturity approximating the terms of the related pension liability. All actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise. Past service costs are recognised immediately in the consolidated statement of income.

For the defined contribution plans operated by the Group, the Group pays contributions to privately administered funds on a mandatory basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefits expense when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

ii) Profit-sharing bonus plan

The Group recognises a liability and an expense for profit-sharing bonuses. Senior management's profit-sharing bonuses are based on the Company's economic profit improvement over the prior year. Economic profit is calculated as net operating profit after tax and certain adjustments less a charge for capital employed. Profit-sharing bonuses for all other employees are based on a formula that takes into consideration the profit attributable to the Company's shareholders after certain adjustments.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

q) Share-based payments

The Group operates two cash-settled share-based plans. There is a bonus share purchase scheme and a savings share purchase scheme for all full-time employees of the Group. Any discounts offered under these schemes are recognised in the share-based payments expense in selling, marketing and administrative expenses and credited to the share-based payments reserve in equity.

r) Provisions

Provisions are recognised when the Group has a present legal or constructive obligation, as a result of past events, if it is probable that an outflow of resources will be required to settle the obligation and a reliable estimate of the amount can be made. Provisions are measured at the present value of the expenditures expected to be required to settle the obligation.

s) Revenue recognition

Revenue from contracts with customers

Revenue from contracts with customers is recognised when control of the goods or services is transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services. The Group has concluded that it is the principal in its revenue arrangements because it typically controls the goods or services before transferring them to the customer.

The disclosures of significant accounting judgements, estimates and assumptions relating to revenue from contracts with customers are provided in note 4.

Sale to third parties

Revenue from the sale of products to third parties is recognised at the point in time when control of the asset is transferred to the customer, generally on delivery of the items. The Group considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated (e.g. providing servicing). In determining the transaction price for sales, the Group considers the effects of variable consideration, the existence of significant financing components, non-cash consideration, and consideration payable to the customer (if any).

Variable consideration

If the consideration in a contract includes a variable amount, the Group estimates the amount of consideration to which it will be entitled in exchange for transferring the goods to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved. Some contracts provide customers with a right of return and volume rebates. The rights of return and volume rebates give rise to variable consideration.

Rights of return

Certain contracts provide a customer with a right to return the goods within a specified period. The Group uses the expected value method to estimate the goods that will not be returned because this method best predicts the amount of variable consideration to which the Group will be entitled. The requirements in IFRS 15 on constraining estimates of variable consideration are also applied in order to determine the amount of variable consideration that can be included in the transaction price. For goods that are expected to be returned, instead of revenue, the Group recognises a refund liability. A right of return asset (and corresponding adjustment to cost of sales) is also recognised for the right to recover products from a customer.

Volume rebates

The Group provides retrospective volume rebates to certain customers once the quantity of products purchased during the period exceeds a threshold specified in the contract. Rebates are offset against amounts payable by the customer. To estimate the variable consideration for the expected future rebates, the Group applies the most likely amount method for contracts with a single-volume threshold and the expected value method for contracts with more than one volume threshold. The selected method that best predicts the amount of variable consideration is primarily driven by the number of volume thresholds contained in the contract. The Group then applies the requirements on constraining estimates of variable consideration and recognises a refund liability for the expected future rebates.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

s) Revenue recognition... continued

Significant financing component

Some of the companies in the Group receive short-term advances from their customers. Using the practical expedient in IFRS 15, these companies do not adjust the promised amount of consideration for the effects of a significant financing component if they expect, at contract inception, that the period between the transfer of the promised good or service to the customer and when the customer pays for that good or service will be one year or less.

Where companies in the Group receive long-term advances from customers, the transaction price for such contracts is discounted, using the rate that would be reflected in a separate financing transaction between those companies and their customers at contract inception, to take into consideration the significant financing component.

Warranty obligations

Some companies in the Group provide warranties for general repairs of defects that existed at the time of sale. These assurance-type warranties are accounted for under IAS 37 Provisions, Contingent Liabilities and Contingent Assets.

Some companies in the Group provide a warranty beyond fixing defects that existed at the time of sale. These service-type warranties are sold either separately or bundled together with the sale of other goods or services. Contracts for bundled sales of goods or services and a service-type warranty comprise two or more performance obligations because the promises to transfer the other goods or services and to provide the service-type warranty are capable of being distinct. Using the relative stand-alone selling price method, a portion of the transaction price is allocated to the service-type warranty and recognised as a contract liability. Revenue is recognised over the period in which the service-type warranty is provided based on the time elapsed.

Rendering of services

The Group provides services that are either sold separately or bundled with the sale of goods and/or other services. Bundled sales may comprise two or more performance obligations where the items being sold are capable of being distinct and separately identifiable. Accordingly, the Group allocates the transaction price based on the relative stand-alone selling prices.

The Group recognises revenue from certain services over time, using an input method to measure progress towards complete satisfaction of the service where the customer simultaneously receives and consumes the benefits provided by the Group. Revenue from the sale of goods is recognised at a point in time, generally upon delivery.

Group as principal and agent

When another party is involved in providing goods or services to its customer, the Group determines whether it is a principal or an agent in these transactions by evaluating the nature of its promise to the customer. The Group is a principal and records revenue on a gross basis if it controls the promised goods or services before transferring them to the customer. However, if the Group's role is only to arrange for another entity to provide the goods or services, then the Group is an agent and will need to record revenue at the net amount that it retains for its agency services.

Contract balances

Contract assets

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Group performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional.

Trade receivables

A receivable represents the Group's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due). Refer to accounting policies of financial assets in note 2 i) Financial instruments.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

s) Revenue recognition... continued

Contract balances... continued

Contract liabilities

A contract liability is the obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Group transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Group performs under the contract.

Assets and liabilities arising from rights of return

Right of return assets

A right of return asset represents the Group's right to recover the goods expected to be returned by customers. The asset is measured at the former carrying amount of the inventory, less any expected costs to recover the goods, including any potential decreases in the value of the returned goods. The Group updates the measurement of the asset recorded for any revisions to its expected level of returns, as well as any additional decreases in the value of the returned products.

Refund liabilities

A refund liability is the obligation to refund some or all of the consideration received (or receivable) from the customer and is measured at the amount the Group ultimately expects it will have to return to the customer. The Group updates its estimates of refund liabilities (and the corresponding change in the transaction price) at the end of each reporting period. Refer to above accounting policy on variable consideration.

Cost to obtain a contract

The Group pays sales commission to some of its employees for each contract that they obtain. The Group has elected to apply the optional practical expedient for costs to obtain a contract which allows the Group to immediately expense sales commissions (included under employee benefits and part of cost of sales) because the amortisation period of the asset that the Group otherwise would have used is one year or less.

t) Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

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

i) Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

t) Leases... continued

***i) Right-of-use assets...* continued**

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Land and buildings	-	5 – 30 years
Machinery & equipment	-	3 – 5 years
Motor vehicles	-	5 – 6 years

The right-of-use assets are also subject to impairment. Refer to the accounting policies in note 2 h) Impairment of non-financial assets.

ii) Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset

iii) Short-term leases and leases of low-value assets

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

Group as a lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in other gains/(losses) – net in the consolidated statement of income. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised in other gains/(losses) – net in the consolidated statement of income in the period in which they are earned.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

u) Insurance contracts

Summary of measurement approaches

All contracts have been determined to be eligible for and will be measured using the premium allocation approach ("PAA'").

The Group does not issue any contracts that will use the general model nor any contracts with direct participation features thus the variable fee approach will not be used.

Definition and classification

Insurance contracts are contracts under which the Group accepts significant insurance risk from a policyholder by agreeing to compensate the policyholder if a specified uncertain future event adversely affects the policyholder. In making this assessment, all substantive rights and obligations, including those arising from law or regulation, are considered on a contract-by-contract basis. The Group uses judgement to assess whether a contract transfers insurance risk and whether the accepted insurance risk is significant.

All of the Group's insurance contracts transfer significant insurance risk. The Group does not issue insurance contracts with direct or indirect participating features, nor any features that should be accounted for separately in accordance with IFRS 17 requirements.

In the normal course of business, the Group uses reinsurance to mitigate its risk exposures. A reinsurance contract transfers significant risk if it transfers substantially all of the insurance risk resulting from the insured portion of the underlying insurance contracts, even if it does not expose the reinsurer to the possibility of a significant loss.

The Group measures insurance contracts issued and reinsurance contracts held applying PAA.

Unit of account

The Group manages insurance contracts issued by product lines, where each product line includes contracts that are subject to similar risks and are managed together. All insurance contracts within a product line represent a portfolio of contracts. Each portfolio is further disaggregated into groups of contracts that are issued within a calendar year (annual cohorts) and are:

- contracts that are onerous at initial recognition;
- contracts that at initial recognition have no significant possibility of becoming onerous subsequently; or
- a group of remaining contracts.

These groups represent the level of aggregation at which insurance contracts are initially recognised and measured. Such groups are not subsequently reconsidered.

Portfolios of reinsurance contracts held are assessed for aggregation separately from portfolios of insurance contracts issued. Applying the grouping requirements to reinsurance contracts held, the Group aggregates reinsurance contracts held concluded within a calendar year (annual cohorts) into groups of:

- contracts for which there is a net gain at initial recognition;
- contracts for which, at initial recognition, there is no significant possibility of a net gain arising subsequently; and
- remaining contracts in the portfolio.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

u) Insurance contracts... continued

Recognition and derecognition

Groups of insurance contracts issued are initially recognised from the earliest of the following:

- the beginning of the coverage period;
- the date when the first payment from the policyholder is due or actually received, if there is no due date; and
- when the Group determines that a group of contracts becomes onerous.

Reinsurance contracts held are recognised as follows:

- a group of reinsurance contracts held that provide proportionate coverage (quota share reinsurance) is recognised at the later of:
  - the beginning of the coverage period of the group; and
  - the initial recognition of any underlying insurance contract;
- all other groups of reinsurance contracts held are recognised from the beginning of the coverage period of the group of reinsurance contracts held.

An insurance contract is derecognised when it is extinguished, which is when the obligation specified in the contract is discharged, cancelled or expires.

Measurement

Fulfilment cash flows ("FCF") and contract boundary

The FCF are the current estimates of the future cash flows within the contract boundary of a group of contracts that the Group expects to collect from premiums and pay out for claims, benefits and expenses, adjusted to reflect the timing and the uncertainty of those amounts.

The estimates of future cash flows:

- are based on a probability-weighted mean of the full range of possible outcomes;
- are determined from the perspective of the Group, provided that the estimates are consistent with observable market prices for market variables; and
- reflect conditions existing at the measurement date.

Contract boundary

The Group uses the concept of contract boundary to determine what cash flows should be considered in the measurement of groups of insurance contracts. Cash flows are within the boundary of an insurance contract if they arise from the rights and obligations that exist during the period in which the policyholder is obligated to pay premiums or the Group has a substantive obligation to provide the policyholder with insurance contract services. A substantive obligation ends when:

- the Group has the practical ability to reprice the risks of the particular policyholder or change the level of benefits so that the price fully reflects those risks; or
- both of the following criteria are satisfied:
  - the Group has the practical ability to reprice the contract or a portfolio of contracts so that the price fully reflects the reassessed risk of that portfolio; and
  - the pricing of premiums up to the date when risks are reassessed does not reflect the risks related to periods beyond the reassessment date.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

u) Insurance contracts... continued

Measurement... continued

Insurance acquisition cost

The Group defines acquisition cash flows as cash flows that arise from costs of selling, underwriting and starting a group of insurance contracts and that are directly attributable to the portfolio of insurance contracts to which the group belongs. Insurance acquisition cash flows are allocated to groups of insurance contracts on a systematic and rational basis. Insurance acquisition cash flows that are directly attributable to a group of insurance contracts are allocated:

- to that group; and
- to groups that will include insurance contracts that are expected to arise from renewals of the insurance contracts in that group.

Insurance acquisition cash flows not directly attributable to a group of contracts but directly attributable to a portfolio of contracts are allocated to groups of contracts in the portfolio or expected to be in the portfolio.

Insurance acquisition cash flows assets not yet allocated to a group are assessed for recoverability if facts and circumstances indicate that the assets might be impaired.

Impairment losses reduce the carrying amount of these assets and are recognised in insurance service expenses. Previously recognised impairment losses are reversed to the extent that the impairment conditions no longer exist or have improved.

Cash flows that are not directly attributable to a portfolio of insurance contracts are recognised in other operating expenses as incurred.

Risk Adjustment

An explicit risk adjustment for non-financial risk is estimated separately from the other estimates. It reflects the compensation that the Group requires for bearing the uncertainty about the amount and timing of the cash flows from non-financial risk as the Group fulfils insurance contracts.

Unless the contracts are onerous, the explicit risk adjustment for non-financial risk is only estimated for the measurement of the Liability for Incurred Claims (“LIC”). For reinsurance contracts held, the risk adjustment for non-financial risk represents the amount of risk being transferred by the Company to the reinsurer.

Initial and subsequent measurement- measured under the PAA

The Group uses the PAA for measuring contracts with a coverage period of one year or less.

For insurance contracts issued, insurance acquisition cash flows allocated to a group are deferred and recognised over the coverage period of contracts in a group. For reinsurance contracts held, broker fees are recognised over the coverage period of contracts in a group.

The liability for remaining coverage (“LRC”) reflects premiums received less deferred insurance acquisition cash flows and less amounts recognized in insurance revenue.

For insurance contracts issued, on initial recognition, the Company measures the LRC at the amount of premiums received, less any acquisition cash flows paid and any amounts arising from the derecognition of the insurance acquisition cash flows asset and the derecognition of any other relevant pre-recognition cash flows. The carrying amount of a group of insurance contracts issued at the end of each reporting period is the sum of:

- the LRC; and
- the LIC, comprising the FCF related to past service allocated to the group at the reporting date.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

2. Accounting policies... continued

u) Insurance contracts... continued

Initial and subsequent measurement- measured under the PAA...continued

For reinsurance contracts held, on initial recognition, the Company measures the remaining coverage at the amount of ceding premiums paid, plus broker fees paid to a party other than the reinsurer and any amounts arising from the derecognition of any other relevant pre-recognition cash flows. The carrying amount of a group of reinsurance contracts held at the end of each reporting period is the sum of:

- the remaining coverage; and
- the incurred claims, comprising the FCF related to past service allocated to the group at the reporting date.

The Group does not adjust the LRC for insurance contracts issued and the remaining coverage for reinsurance contracts held for the effect of the time value of money. For LIC, the estimates of future cash flows are adjusted using the current discount rates to reflect the time value of money and the financial risks related to those cash flows, to the extent not included in the estimates of cash flows. The discount rates reflect the characteristics of the cash flows arising from the groups of insurance contracts, including timing, currency and liquidity of cash flows. The determination of the discount rate that reflects the characteristics of the cash flows and liquidity characteristics of the insurance contracts requires significant judgement and estimation.

The Group adjusts the assets for reinsurance contracts held for the effect of the risk of reinsurer's non-performance. In the measurement of reinsurance contracts held, the probability-weighted estimates of the present value of future cash flows include the potential credit losses and other disputes of the reinsurer to reflect the non-performance risk of the reinsurer.

Insurance service result from insurance contracts issued

The Group recognises insurance revenue based on the passage of time over the coverage period of a group of contracts. The amount of insurance revenue for the period is the amount of expected premium receipts (excluding any investment component and adjusted to reflect the effect of financial risk) allocated to the period.

The Group presents financial performance of groups of reinsurance contracts held on a net basis in net income (expenses) from reinsurance contracts held, comprising the following amounts:

- reinsurance expenses;
- incurred claims recovery, reduced by loss-recovery component allocations;
- other incurred directly attributable expenses;
- changes that relate to past service – changes in the fcf relating to incurred claims recovery;
- effect of changes in the risk of reinsurers' non-performance; and
- amounts relating to accounting for onerous groups of underlying insurance contracts issued.

Reinsurance expenses are recognised similarly to insurance revenue. The amount of reinsurance expenses recognised in the reporting period depicts the transfer of received insurance contract services at an amount that reflects the portion of ceding premiums that the Group expects to pay in exchange for those services. Broker fees are included within reinsurance expenses.

The Group recognises reinsurance expenses based on the passage of time over the coverage period of a group of contracts.

Ceding commissions that are not contingent on claims of the underlying contracts issued reduce ceding premiums and are accounted for as part of reinsurance expenses. Ceding commissions that are contingent on claims of the underlying contracts issued reduce incurred claims recovery.

v) Dividend distributions

Dividend distributions to the Company's shareholders are recognised as a liability in the Group's consolidated financial statements in the period in which the dividends are approved by the Board of Directors.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
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3. Risk management

a) Financial risk factors

The Group's activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk, cash flow interest rate risk and price risk), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance.

Risk management is carried out by Head Office under policies approved by the Board of Directors. Head Office identifies, evaluates and hedges financial risks where considered appropriate in close cooperation with the Group's operating units. The Board provides guidance for overall risk management.

i) Market risk

1) Foreign exchange risk

The Group operates extra-regionally and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to Central and South American currencies. Foreign exchange risk arises from future commercial transactions and recognised assets and liabilities.

In order to manage the risk associated with movements in currency exchange rates in Central and South America on commercial transactions, the Group trades mainly in United States dollars ("USD").

The Group also seeks to maintain cash and cash equivalents in each operating currency, which are sufficient to match liabilities denominated in the same currency.

The table below illustrates the theoretical impact on equity and net income of a 5% depreciation in the Jamaican dollar and Latin American currencies when compared to the Barbados dollar as at 30 September 2024.

Effect of a 5% depreciation of	Effect on equity	Effect on net income
Jamaican dollar	287	(314)
Latin American currencies	168	(625)

An appreciation of these currencies would have an equal and opposite effect on equity and net income. The Group also trades in Cayman Island dollars, Eastern Caribbean dollars and USD but these currencies have a fixed exchange rate with the Barbados dollar and have been excluded from this analysis.

Cash flow hedges

Foreign exchange forward contracts are designated as hedging instruments in cash flow hedges of sales in the British Pound ("GBP") and European Dollar ("EUR"). These transactions are firm commitments. The foreign exchange ("FX") forward contract balances vary with the level of expected foreign currency sales and changes in foreign exchange forward rates.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

3. Risk management... continued

a) Financial risk factors... continued

i) Market risk... continued

1) Foreign exchange risk... continued

Cash flow hedges... continued

The Group is holding the following foreign exchange contracts:

GBP/BBD	1 to 3 months	3 to 6 months	6 to 9 months	More than 9 months	Total
30 September 2024					
Notional amount ($) FX forward contracts	**9,081**	**5,505**	**2,087**	**1,343**	**18,016**
Average hedged rate GBP/BBD	**2.60**	**2.64**	**2.68**	**2.68**	**2.65**
30 September 2023					
Notional amount ($) FX forward contracts	799	890	-	-	1,689
Average hedged rate GBP/BBD	2.40	2.46	-	-	2.44

EUR/BBD	1 to 3 months	3 to 6 months	6 to 9 months	More than 9 months	Total
30 September 2024					
Notional amount ($) FX forward contracts	**1,986**	**1,121**	**-**	**-**	**3,107**
Average hedged rate EUR/BBD	**2.16**	**2.20**	**-**	**-**	**2.18**
30 September 2023					
Notional amount ($) FX forward contracts	-	-	-	-	-
Average hedged rate EUR/BBD	-	-	-	-	-

The FX forward contracts are denominated in USD however, the above table has been converted to Barbados dollars for presentation purposes.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

3. Risk management... continued

a) Financial risk factors... continued

i) Market risk... continued

1) Foreign exchange risk... continued

Cash flow hedges... continued

The impact of hedging instruments on the consolidated statement of financial position is as follows:

	Notional amount	Carrying amount	Line item in the consolidated statement of financial position	Change in fair value used for measuring ineffectiveness for the period
30 September 2024				
FX forward contracts	**21,123**	**(301)**	Hedging assets	-
30 September 2023				
FX forward contracts	1,689	(10)	Hedging assets	-

	Change in fair value used for measuring ineffectiveness for the period	Hedging reserve
30 September 2024		
FX forward contracts	**-**	**(301)**
30 September 2023		
FX forward contracts	-	(10)

2) Price risk

Equity price risk

The Group is exposed to equity securities price risk because of financial investments held by the Group and classified on the consolidated statement of financial position as fair value through other comprehensive income ("FVOCI"). To manage the price risk arising from investments in equity securities, the Group diversifies its portfolio.

The Group's publicly traded equity securities are included mainly on the Barbados Stock Exchange ("BSE"), Toronto Stock Exchange ("TSX") and the Eastern Caribbean Securities Exchange ("ECSE").

If the Group's investment held on the BSE, TSX and ECSE had increased or decreased by 5% with all other variables held constant, the financial investments reserve within equity would increase or decrease by $123 (2023 - $119) as a result of gains or losses on equity securities designated at FVOCI.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

3. Risk management... continued

a) Financial risk factors... continued

i) Market risk... continued

2) Price risk... continued

Commodity price risk

The Group is affected by the volatility of raw material prices. Its Cocoa business operating activities require the purchase of cocoa and the sale of cocoa and semi-finished products and, therefore, require a continuous supply and dispatch of cocoa. As a result, the Group is exposed to cocoa price variations in its forecasts for cocoa purchases and sales of cocoa and semi-finished products.

The Group's Board of Directors has developed and enacted a raw material price risk management and mitigation strategy. Based on a 12-month forecast of cocoa supply required for the sale of cocoa and semi-finished products, the Group hedges the purchase price through forward contracts for the purchase and sale of cocoa. The forward contracts do not result in physical delivery of cocoa but are designated as cash flow hedges to offset the effect of changes in the price of cocoa. The Group hedges approximately 100% of its forecasted cocoa purchases and 100% of cocoa and semi-finished product sales, which are considered highly probable.

There is an economic relationship between the hedged items and the hedging instruments as the terms of the foreign exchange and commodity forward contracts match the terms of the expected highly probable forecast transactions (i.e., notional amount and expected payment date). The Group has established a hedge ratio of 1:1 for the hedging relationships as the underlying risk of commodity futures contracts are identical to the hedged risk components. To test the hedge effectiveness, the Group uses the hypothetical derivative method and compares the changes in the fair value of the hedging instruments against the changes in fair value of the hedged items attributable to the hedged risks.

Based on the effectiveness test results, all hedges are fully effective. Any possible source of ineffectiveness may be explained by differences in the timing of the cash flows of the hedged items and the hedging instruments or changes to the forecasted amount of cash flows of hedged items and hedging instruments.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
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3. Risk management... continued

a) Financial risk factors... continued

i) Market risk... continued

2) Price risk... continued

Commodity price risk... continued
The Group holds the following commodity futures contracts:

	1 to 3 months	3 to 6 months	6 to 9 months	More than 9 months	Total
30 September 2024					
Notional amount (in tonnes)					
Future short positions contracts	**7,476**	**2,552**	**1,622**	**6,443**	**18,093**
Future long positions contracts	**7,651**	**3,548**	**1,570**	**8,290**	**21,059**
Notional amount ($)					
Future short positions contracts	**102,770**	**34,621**	**22,654**	**77,465**	**237,510**
Future long positions contracts	**77,915**	**45,186**	**21,846**	**110,913**	**255,860**
Average hedged rate (in $ per tonne)					
Future short positions contracts	**13.75**	**13.57**	**13.97**	**12.02**	**13.13**
Future long positions contracts	**10.18**	**12.74**	**13.91**	**13.38**	**12.15**
30 September 2023					
Notional amount (in tonnes)					
Future short positions contracts	1,656	490	239	247	2,632
Future long positions contracts	1,734	4,621	1,361	218	7,934
Notional amount ($)					
Future short positions contracts	11,793	3,274	1,409	1,431	17,907
Future long positions contracts	8,589	30,116	7,480	1,389	47,574
Average hedged rate (in $ per tonne)					
Future short positions contracts	7.12	6.68	5.90	5.79	6.80
Future long positions contracts	4.95	6.52	5.50	6.37	6.00

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

3. Risk management... continued

a) Financial risk factors... continued

i) Market risk... continued

2) Price risk... continued

Commodity price risk... continued

The impact of the hedging instruments on the statement of consolidated financial position is as follows:

	Number of Contracts	Notional amount	Carrying amount	Line item in the consolidated statement of financial position
30 September 2024				
Future short positions contracts	**1,809**	**18,093**	**2,588**	Hedging asset
Future long positions contracts	**2,106**	**21,059**	**13,837**	Hedging asset
Market value of open position			**(16,425)**	Other reserves
30 September 2023				
Future short positions contracts	263	2,632	582	Hedging asset
Future long positions contracts	793	7,934	6,261	Hedging asset
Market value of open position			(6,843)	Other reserves

	Hedging reserve
30 September 2024	
Cocoa sales	**2,588**
Cocoa purchase	**13,837**
30 September 2023	
Cocoa sales	582
Cocoa purchase	6,261

There was no change in fair value used for measuring ineffectiveness for the year.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

3. Risk management... continued

a) Financial risk factors... continued

i) Market risk... continued

2) Price risk... continued

Commodity price risk... continued

Commodity price sensitivity

The table below illustrates the effect of a 5% increase in price changes in cocoa short and long contracts net of hedge accounting.

	Effect on income before tax	Effect on equity
2024		
Cocoa Short Contracts	**(11,860)**	**11,860**
Cocoa Long Contracts	**13,602**	**(13,602)**
2023		
Cocoa Short Contracts	(900)	900
Cocoa Long Contracts	2,719	(2,719)

A 5% decrease of these prices would have an equal and opposite effect on net income before tax and equity.

ii) Credit risk

Credit risk is the risk that a counterparty will be unable to pay amounts in full when due. Credit risk is managed on an entity basis. The Group's credit risk arises from cash, financial investments (debt securities and fixed deposits) as well as credit exposures to wholesale and retail customers, amounts due from associated companies and other receivables.

The maximum exposure to credit risk is as follows:

	2024		2023	
	$	%	$	%
Cash	**131,246**	**34**	138,965	43
Trade and other receivables	**190,451**	**49**	132,966	41
Due by associated companies	**35,130**	**9**	32,168	10
Financial investments (debt instruments)	**32,620**	**8**	22,391	6
	389,447	**100**	**326,490**	**100**

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

3. Risk management... continued

a) Financial risk factors... continued

ii) Credit risk... continued

Independent ratings exist for customers in the Group's catering operations. If no independent rating exists customers are grouped according to credit history. The Group has a large number of customers dispersed across the Caribbean and Latin America. It has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history, statement of financial position, credit quality and other factors. The utilisation of credit limits is regularly monitored. For banks and financial institutions only well-known and reputable parties are accepted.

The total outstanding trade balances of the Group's five largest receivable positions at the reporting date constitute 20.2% (2023 - 15.2%) of the total gross trade receivable amount and individually they accounted for between 2.5% and 6.2% (2023 – 2.6% and 3.9%) of the total gross trade receivables. Expected credit losses have been applied as applicable and as a result management does not expect any additional losses from non-performance by customers.

Trade receivables and contract assets

The Group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets.

To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due. The Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

The expected loss rates are based on the payment profiles of sales over a period of 24 months before 1 October 2023 and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Group has identified the gross domestic product and the unemployment rate of the countries in which it sells its goods and services to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors.

Below is the information about the credit risk exposure on the Group's trade receivables and contract assets using a provision matrix:

	Up to 90 days	91 to 180 days	Over 181 days	Total
30 September 2024				
Expected credit loss rate (%)	**1.88**	**22.97**	**73.67**	**8.84**
Estimated total gross carrying amount at default ($)	**118,554**	**6,190**	**11,377**	**136,121**
Expected credit loss ($)	**2,226**	**1,422**	**8,382**	**12,030**
30 September 2023				
Expected credit loss rate (%)	3.37	14.71	65.30	9.28
Estimated total gross carrying amount at default ($)	91,983	11,268	8,613	111,864
Expected credit loss ($)	3,102	1,658	5,624	10,384

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

3. Risk management... continued

a) Financial risk factors... continued

iii) Liquidity risk

Liquidity risk is the risk that the Group is unable to meet its payment obligations associated with its financial liabilities when they fall due. In order to manage liquidity risks, management seeks to maintain sufficient levels of cash and cash equivalents and the availability of funding through an adequate amount of committed credit facilities, to meet reasonable expectations of its short-term obligations.

The table below analyses the Group's financial liabilities into relevant maturity groupings based on the remaining period at the consolidated statement of financial position date to the contractual maturity date. The amounts disclosed in the table are contractual undiscounted cash flows.

	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years	Total
At 30 September 2024					
Borrowings	**148,108**	**40,926**	**142,616**	**95,778**	**427,428**
Trade and other payables	**279,438**	**-**	**-**	**-**	**279,438**
Lease liabilities	**13,882**	**16,192**	**7,306**	**6,020**	**43,400**
Due to associated companies	**7,453**	**-**	**-**	**-**	**7,453**
	448,881	**57,118**	**149,922**	**101,798**	**757,719**
At 30 September 2023					
Borrowings	116,702	45,980	129,852	95,423	387,957
Trade and other payables	165,079	-	-	-	165,079
Lease liabilities	12,740	18,611	5,173	8,133	44,657
Due to associated companies	6,648	-	-	-	6,648
	301,169	64,591	135,025	103,556	604,341

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

3. Risk management... continued

a) Financial risk factors... continued

iii) Liquidity risk... continued

The table below analyses the Group's financial assets into relevant maturity groupings based on the remaining period at the consolidated statement of financial position date to the contractual maturity date.

	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years	Total
At 30 September 2024					
Cash	**131,246**	**-**	**-**	**-**	**131,246**
Trade and other Receivables	**184,327**	**6,124**	**-**	**-**	**190,451**
Due by associated companies	**35,130**	**-**	**-**	**-**	**35,130**
Financial investments (debt instruments)	**26,703**	**2,216**	**2,960**	**741**	**32,620**
	377,406	**8,340**	**2,960**	**741**	**389,447**
At 30 September 2023					
Cash	138,965	-	-	-	138,965
Trade and other receivables	128,882	4,084	-	-	132,966
Due by associated companies	32,168	-	-	-	32,168
Financial investments (debt instruments)	19,058	-	1,481	1,852	22,391
	319,073	4,084	1,481	1,852	326,490

iv) Cash flow and fair value interest rate risk

Although the Group has some interest bearing assets, the Group's interest rate risk arises mainly from long-term borrowings. Borrowings issued at variable rates expose the Group to cash flow interest rate risk. During 2024 and 2023, the Group's borrowings at variable rates were denominated in Barbados dollars, Eastern Caribbean dollars, Jamaica dollars, United States dollars, Honduran Lempiras and Dominican pesos. To manage against interest rate risk, the Group negotiates the best rates possible and where possible considers factors such as refinancing, renewing options and alternative financing. In a period of low interest rates the Group negotiates for fixed rates on borrowings for a period of at least five years.

At 30 September 2024, if interest rates on variable rate borrowings had been 1% higher or lower, with all other variables held constant, net income for the year would have been $1,620 (2023 - $1,269) lower or higher, mainly as a result of higher or lower finance costs on floating rate borrowings.

v) Country risk

On 19 May 2017, Foreign Exchange Agreement No. 38 was published, which specifically regulates the Foreign Exchange Rate System of the Market's Floating Complementary Exchange Rate ("DICOM"). Foreign currency auctions through the aforementioned system may be carried out with positions held by individuals and legal entities of the private sector that wish to present their bid and offer positions. Auctions may also be carried out by the Central Bank of Venezuela. The DICOM system is administered, regulated and directed by the Currency Auctions Committee, which is constituted and governed in accordance with the provisions of the aforementioned Agreement. The amounts and conditions of the amounts of the respective auction is determined at each opportunity by the Currency Auctions Committee. The DICOM corresponding to each auction is published on the website of the Central Bank of Venezuela. On 7 September 2018, this Foreign Exchange Agreement No. 38 was superseded by the Foreign Exchange Agreement No. 1.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

3. Risk management... continued

b) Fair value of financial assets and liabilities

Fair value amounts represent estimates of the consideration that would currently be agreed upon between knowledgeable, willing parties who are under no compulsion to act and is best evidenced by a quoted market value, if one exists.

Financial instruments carried at fair value in the consolidated financial statements are measured in accordance with a fair value hierarchy. This hierarchy is as follows:

Level 1 - quoted instruments in active markets for identical instruments;

Level 2 - inputs other than quoted prices in Level 1 that are observable for the instrument either directly or indirectly;

Level 3 - inputs for the instrument that are not based on observable market data.

The fair value of financial instruments traded in active markets is based on quoted market prices at the consolidated statement of financial position date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer or broker, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the Group is the current bid price. These instruments are included in Level 1.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2.

If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3. Specific valuation techniques used to value such financial instruments include quoted market prices for similar instruments and discounted cash flow analysis.

	Level 1	Level 2	Level 3	Total
2024				
Financial instruments measured at fair value through other comprehensive income:				
Equity securities (note 19)	**2,383**	**-**	**898**	**3,281**
2023				
Financial instruments measured at fair value through other comprehensive income:				
Equity securities (note 19)	2,306	-	939	3,245

During the year there were no transfers between Level 1 and Level 2.

The Group's financial assets and financial liabilities as disclosed in the consolidated statement of financial position approximate their fair value except for the Group's borrowings, the fair value of which is disclosed in note 12.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

3. Risk management... continued

c) Capital risk management

The Group's objectives when managing capital are to maximize shareholders' returns and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, issue new shares or sell assets to reduce debt.

The Group monitors capital on the basis of the debt to equity ratio. This ratio is calculated as total debt divided by total equity. Total debt is calculated as total liabilities as shown on the consolidated statement of financial position. Total equity is calculated as 'equity' as shown on the consolidated statement of financial position.

During 2024 and 2023, the Group's strategy was to achieve a debt to equity ratio of 40:60. The debt to equity ratios at 30 September 2024 and 2023, are as follows:

	2024	2023
Total debt	**734,133**	560,613
Total equity	**883,088**	846,417
Debt to equity ratio	**45:55**	40:60

Statutory compliance

The Group's insurance company, Grenadian General Insurance Limited is regulated by the Insurance Act No. 10 of 2010 of Grenada ("the Grenada Insurance Act").

Section 12 of the Grenadian Insurance Act specifies the minimum amount and type of capital that must be held by the company in addition to their insurance liabilities. The minimum required capital must be maintained at all times throughout the year.

Under the provisions of the Insurance Act No 5 of 2010 of Grenada, the company is required to maintain a deposit with the Supervisor of Insurance of an amount equal to 40% of its net premium income of the preceding year.

The table below summarises the minimum required capital and the regulatory capital held by the companies.

	2024	2023
Regulatory capital held	**5,555**	5,555
Minimum regulatory capital	**3,703**	3,703

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

3. Risk management... continued

d) Insurance risk

The risk under any one insurance contract is the possibility that the insured event occurs and the uncertainty of the amount of the resulting claim. By the very nature of an insurance contract, this is random and therefore unpredictable.

Risk factors that affect insurance are many and include the lack of risk diversification in terms of type and amount of risk, geographical location and type of industry covered.

Property risks are comprised of physical damage to property. Property policies are underwritten by reference to the commercial replacement value of the properties and content insured.

Casualty risks are comprised of personal injury from motor claims, public liability, employers' liability, workmen's compensation and personal liability coverage.

For the Group's property and casualty insurance contracts, significant risk exposure arises from low frequency, high severity events such as hurricanes. Single events, such as flooding and fires may also generate significant claims.

Claim payment limits are always included to cap the amount payable on occurrence of the insured event. The costs of rebuilding properties, replacement or indemnity for contents are the key factors that influence the level of claims under these policies.

The Group follows the policy of underwriting and reinsuring contracts of insurance, which generally limit the liability for any one risk. In addition, catastrophe reinsurance is obtained to limit liability to a maximum of 10% of the Group's capital and reserves in the event of a series of claims arising out of a single occurrence.

The Group is exposed to contractual disputes with its reinsurers and the possibility of default by its reinsurers. The Group is also exposed to the credit risk assumed in fronting arrangements and to potential reinsurance constraints. The Group's strategy is to select reinsurers with the best combination of financial strength, price and capacity.

In the event that the Group's reinsurers were unable to meet their obligations under the reinsurance programs in place, the Group would still be obligated to pay all claims made under the insurance policies it issues but would only receive reimbursement to the extent that the reinsurers could meet their above-mentioned obligations.

Management does not anticipate that there will be any issues with the collection of amounts due from reinsurers as they become due, and is not aware of any disputes with reinsurers, overdue amounts or any specific credit issues.

The reinsurance program used by the Group is reviewed and approved by the Board on an annual basis.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

4) Critical accounting estimates and judgements

The development of estimates and the exercise of judgement in applying accounting policies may have a material impact on the Group's reported assets, liabilities, revenues and expenses. The items which may have the most effect on the Group's financial statements are set out below.

a) Revaluation of properties

The Group utilises professional valuers to determine the fair value of its properties. Valuations are determined through the application of a variety of different valuation methods which are all sensitive to the underlying assumptions chosen.

b) Property, plant and equipment

Management exercises judgement in determining whether costs incurred can accrue sufficient future economic benefits to the Group to enable the value to be treated as a capital expense. Further judgement is used upon annual review of the residual values and useful lives of all capital items to determine any necessary adjustments to carrying value.

c) Consolidation of flight kitchen operations

Following the adoption of IFRS 10 Consolidated Financial Statements, management reassessed the existing business arrangement with LSG/Sky Chefs Inc. as it relates to the operation of the flight kitchens division.

On 30 March 1997 Goddard Enterprises Limited ("GEL") and SC International Services Inc. (now LSG/Sky Chefs Inc.) entered into a business arrangement to manage the operations of the companies within the Catering and Ground Handling Division at the time. On 5 November 2015 the two parties signed a Restated Master Joint Venture Agreement that has an initial term through 30 September 2035, with an automatic ten year extension. The ownership structure is 51:49, with GEL being the majority shareholder. GEL is deemed to have control of this arrangement as GEL directs the relevant activities which include, but not limited to:

i. The selling and purchasing of goods and services.
ii. The recruitment, appointment and termination of key management.
iii. Negotiation of contracts with suppliers, customers and service providers.
iv. Establishment of all operating policies.
v. Determination of the strategic plans.

GEL currently, through the appointment of key management who directs the relevant activities of the business arrangement, has the ability to affect its performance and hence influence the variable returns from the arrangement. GEL currently also receives dividends and management fees.

d) Recognition and measurement of intangible assets

The recognition and measurement of intangible assets, other than goodwill, in a business combination involves the utilisation of valuation techniques which may be very sensitive to the underlying assumptions utilised. These intangibles may be marketing related, consumer related, contract based or technology based.

For significant amounts of intangibles arising from a business combination, the Group utilises independent professional advisors to assist management in determining the recognition and measurement of these assets.

e) Impairment of intangible assets

i) Goodwill

The assessment of goodwill impairment involves the determination of the fair value of the cash-generating units to which the goodwill has been allocated. Determination of fair value involves the estimation of future cash flows or of net income from ordinary activities of these business units and the expected returns to providers of capital to the business units and/or to the Group as a whole. Discount rates represent the current market assessment of the risks specific to each cash-generating units taking into consideration the time value of money and individual risks of the underlying asset that have not been incorporated in the cash flow estimates. Growth rate estimates are based on published industry research.

The Group updates its business unit financial projections annually and assesses whether there is any impairment of goodwill.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

4) Critical accounting estimates and judgements... continued

e) Impairment of intangible assets... continued

ii) Other intangible assets

The assessment of impairment of other intangible assets involves the determination of the intangible's fair value or value-in-use. In the absence of an active market for an intangible, its fair value may need to be estimated. In determining an intangible asset's value-in-use, estimates are required of future cash flows generated as a result of holding the asset.

f) Impairment of financial assets

Management makes judgements at each reporting date to determine whether financial assets are impaired. Financial assets are impaired when the carrying value is greater than the recoverable amount and there is objective evidence of impairment. The recoverable amount is the present value of the future cash flows.

g) Employee benefits

In conducting valuation exercises to measure the effect of all employee benefit plans throughout the Group, management uses judgement and assumptions in determining discount rates, salary increases, NIS ceiling increases, pension increases, and the rate of return on the assets of the plans.

h) Deferred taxes

In calculating the provision for deferred taxation, management uses judgement to determine the probability that future taxable profits will be available to facilitate utilisation of temporary tax differences which may arise.

i) Revenue from contracts with customers

The Group applied the following judgements that significantly affect the determination of the amount and timing of revenue from contracts with customers:

i) Identifying performance obligations in a bundled sale of vehicle and services

The Group provides after-sale services of vehicles that are either sold separately or bundled together with the sale of vehicles to a customer. The after-sale services are a promise to transfer services in the future and are part of the negotiated exchange between the Group and the customer.

The Group determined that both the vehicle and after-sale service are capable of being distinct. The fact that the Group regularly sells both vehicle and after-sale service on a stand-alone basis indicates that the customer can benefit from both products on their own. The Group also determined that the promises to transfer the vehicle and after-sale service are distinct within the context of the contract. The vehicle and after-sale service are not inputs to a combined item in the contract. The Group is not providing a significant integration service because the presence of the vehicle and after-sale service together in this contract do not result in any additional or combined functionality and neither the vehicle and after-sale service significantly modify or customise the other. In addition, the vehicle and after-sale service are not highly interdependent or highly interrelated, because the Group would be able to transfer the vehicle even if the customer declined after-sale service and would be able to provide after-sale service in relation to vehicles sold by other car dealers. Consequently, the Group allocated a portion of the transaction price to the vehicle and after-sale service based on relative stand-alone selling prices.

ii) Principal versus agent considerations

The Group enters into contracts with its customers to perform ship handling and processing duties on behalf of principals. The following factors indicate that the Group is acting in the capacity as an agent in these contracts:

- The Group is not primarily responsible for fulfilling the promise to provide the shipping services.
- The Group has no discretion in establishing the price for the shipping services. The Group's consideration in these contracts is only based on commissions that are a fixed fee or a percentage of the cost of shipping services.

In addition, the Group concluded that it transfers control over its services (i.e., arranging for the shipping services), at a point in time, upon completion of the shipping services, because this is when the customer benefits from the Group's agency service.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

4) Critical accounting estimates and judgements... continued

i) Revenue from contracts with customers... continued

iii) Estimating variable consideration and assessing the constraint

Certain contracts for the sale of goods include a right of return that gives rise to variable consideration. A refund liability (included in trade and other payables) and a right of return asset (included in trade and other receivables) are recognised for the products expected to be returned. Accumulated experience is used to estimate such returns at the time of sale at a portfolio level (expected value method). Because the number of products returned has been steady for years, it is highly improbable that a significant reversal in the cumulative revenue recognised will occur. The validity of this assumption and the estimated amount of returns are reassessed at each reporting date.

iv) Estimating stand-alone selling price – loyalty rewards programme

Certain subsidiaries within the Group operate loyalty rewards programmes which allow customers to accumulate points for purchases made. These points can be redeemed for a discount on future purchases. A contract liability for the reward points is recognised at the time of the sale. Revenue is recognised when the points are redeemed or upon expiry.

The Group determined that the loyalty points provide a material right to customers that they would not receive without entering into the contract. Therefore, the promise to provide points to the customer is a separate performance obligation. The transaction price is allocated to the product and the points on a relative stand-alone selling price basis. Management estimates the stand-alone selling price per point on the basis of the discount granted when the points are redeemed and on the basis of the likelihood of redemption, based on past experience. The stand-alone selling price of the product sold is estimated based on the retail price. A contract liability is recognised until the points are redeemed or expired.

j) Provision for expected credit losses of trade receivables and contract assets

Expected credit losses are calculated by multiplying three main components, being the probability of default ("PD"), loss given default ("LGD") and the exposure at default ("EAD"), discounted at the original effective interest rate. Management has calculated these inputs based on the historical experience of the portfolios adjusted for the current point in time. For the expected credit loss provision modelled on a collective basis, a grouping of exposures is performed on the basis of shared risk characteristics, such that risk exposures within a group are homogeneous.

The PD, LGD and EAD models which support these determinations are reviewed regularly in light of differences between loss estimates and actual loss experience. The underlying models and their calibration, including how they react to forward-looking economic conditions remain subject to review and refinement. The exercise of judgement in making estimations requires the use of assumptions, which are highly subjective and sensitive to the risk factors, in particular to changes in economic and credit conditions across a large number of geographical areas. Many of the factors have a high degree of interdependency and there is no single factor to which loan impairment allowances as a whole are sensitive. Therefore, sensitivities are considered in relation to key portfolios which are particularly sensitive to a few factors and the results should not be further extrapolated.

5) Segmental reporting

Management has determined the operating segments based on the reports reviewed by the Board of Directors that are used to make strategic decisions. The Group is divided into seven reporting segments based on the different types of products and services offered. These products and services are described in note 1. The operating segments derive their revenue primarily from the automobile and automotive parts sales, insurance, shipping agents, distribution of general merchandise, manufacturing of food and consumables, and provision of catering and ground handling services. The Directors assess the performance of the operating segments on the basis of revenue and profit or loss before tax excluding some other gains/(losses) - net which are shown as adjustments.

Information segmented on a geographical basis has been included in the notes to the consolidated financial statements as the Directors believe that this information is useful to an understanding of the operations of the Group.

Certain changes were made to the classifications between divisions in the current year. The comparative information has been reclassified to agree with the current year presentation.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

5) Segmental reporting... continued

The segment information provided to the Board of Directors is as follows:

Operating segments

	Automotive	Building Supplies	Services	Shipping	Caribbean Distribution Partners Ltd.	Manufacturing	Catering and ground handling	Eliminations/ unallocated	Total
2024									
Continuing Operations:									
Revenue									
External sales	119,673	191,724	107,409	13,376	-	479,752	426,218	(1,252)	1,336,900
Inter-segment sales	5,621	-	-	2,639	-	3,027	1,364	(12,651)	-
Associated companies' sales	-	14,899	-	-	868,321	-	114,603	(997,823)	-
Total revenue	125,294	206,623	107,409	16,015	868,321	482,779	542,185	(1,011,726)	1,336,900
Segment result									
Profit/(loss) from continuing operations	5,022	18,439	1,849	(410)	-	(13,627)	56,803	(5,214)	62,862
Other gains/(losses) - net	1,795	928	3,448	530	-	1,396	4,465	379	12,941
Finance costs	(1,996)	(806)	(2,957)	(215)	-	(7,617)	(10,651)	(181)	(24,423)
Share of income/(loss) of associated companies	-	1,350	-	-	19,390	(62)	2,931	3,194	26,803
Income/(loss) before taxation from continuing operations	4,821	19,911	2,340	(95)	19,390	(19,910)	53,548	(1,822)	78,183
Taxation									(25,668)
Net income for the year from continuing operations									52,515
Other information									
Operating assets	112,298	147,172	174,847	15,018	-	360,527	265,430	79,080	1,154,372
Intangible assets	102	4,196	1,599	204	-	1,243	101,458	118	108,920
Investments in associated companies	-	17,131	-	-	175,630	2,168	15,238	38,714	248,881
Unallocated corporate assets	-	-	-	-	-	-	-	105,048	105,048
Consolidated corporate assets	112,400	168,499	176,446	15,222	175,630	363,938	382,126	222,960	1,617,221
Consolidated corporate liabilities	50,140	57,561	110,005	11,816	-	234,196	202,312	68,103	734,133
Capital expenditure	2,717	2,799	5,725	1,102	-	17,758	20,679	66	50,846
Depreciation of property, plant and equipment	2,618	2,273	2,346	337	-	9,048	12,186	1,008	29,816
Amortisation of intangible assets	-	258	137	-	-	-	1,157	118	1,670
Impairment of intangible assets	-	-	-	702	-	-	-	-	702
Employee numbers – subsidiary companies only	218	593	547	94	-	849	4,246	35	6,582

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For the year ended 30 September 2024
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5) Segmental reporting... continued

Operating segments... continued

	Automotive	Building Supplies	Services	Shipping	Caribbean Distribution Partners Ltd.	Manufacturing	Catering and ground handling	Eliminations/ unallocated	Total
2023									
Continuing Operations:									
Revenue									
External sales	93,952	178,581	116,701	13,172	-	323,740	364,628	(2,512)	1,088,262
Inter-segment sales	2,102	6	-	4,333	-	4,267	1,034	(11,742)	-
Associated companies' sales	-	15,410	-	-	823,678	-	106,514	(945,602)	-
Total revenue	96,054	193,997	116,701	17,505	823,678	328,007	472,176	(959,856)	1,088,262
Segment result									
Profit/(loss) from continuing operations	2,585	14,552	3,357	191	-	17,167	55,694	(9,190)	84,356
Other gains/(losses)									
- net	2,184	(169)	7,823	59	-	1,109	3,711	854	15,571
Finance costs	(1,434)	(756)	(3,705)	(254)	-	(4,146)	(9,250)	(801)	(20,346)
Share of income/(loss) of associated companies	-	1,858	-	-	21,344	(92)	2,075	3,540	28,725
Income/(loss) before taxation from continuing operations	3,335	15,485	7,475	(4)	21,344	14,038	52,230	(5,597)	108,306
Taxation									(18,455)
Net income for the year from continuing operations									89,851
Other information									
Operating assets	95,875	128,374	154,167	14,259	-	257,915	248,014	89,207	987,811
Intangible assets	102	4,454	1,736	906	-	1,243	82,750	237	91,428
Investments in associated companies	-	16,479	-	-	164,676	2,230	16,222	36,173	235,780
Unallocated corporate assets	-	-	-	-	-	-	-	92,011	92,011
Consolidated corporate assets	95,977	149,307	155,903	15,165	164,676	261,388	346,986	217,628	1,407,030
Consolidated corporate liabilities	36,830	45,519	95,617	14,488	-	105,969	186,878	75,312	560,613
Capital expenditure	1,332	2,522	7,065	130	-	21,430	10,502	287	43,268
Depreciation of property, plant and equipment	2,639	1,931	2,858	153	-	7,946	10,521	1,079	27,127
Amortisation of intangible assets	-	258	137	-	-	-	627	120	1,142
Employee numbers – subsidiary companies only	213	583	557	89	-	807	3,354	39	5,642

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
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5) Segmental reporting... continued

Operating segments... continued
Geographical information

	External sales		Non-current assets	
	2024	**2023**	**2024**	**2023**
Barbados	**252,761**	223,628	**198,830**	191,066
St. Lucia	**108,975**	111,210	**80,976**	77,951
Grenada	**125,656**	119,805	**54,162**	52,094
Other Caribbean	**130,162**	146,893	**432,852**	397,856
Latin America	**277,329**	158,288	**114,348**	105,596
Other	**442,017**	328,438	**1,191**	2,372
Total	**1,336,900**	1,088,262	**882,359**	826,935

Sales between reportable segments are carried out at arm's length.

Revenue is attributed to countries on the basis of the customer's location.

For the purposes of segment information, non-current assets exclude financial investments, deferred income tax assets and pension plan assets.

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5) Segmental reporting... continued

Geographical segments

	Barbados	Other Caribbean	Latin America	Eliminations/ unallocated	Total
2024					
Continuing Operations:					
Revenue					
External sales	297,980	498,734	538,330	1,856	1,336,900
Inter-segment sales	6,249	2,408	1,356	(10,013)	-
Associated companies' sales	16,941	915,734	65,148	(997,823)	-
Total revenue	321,170	1,416,876	604,834	(1,005,980)	1,336,900
Segment result					
Profit/(loss) from continuing operations	29,998	27,471	13,900	(8,507)	62,862
Other gains/(losses) - net	2,685	6,305	2,235	1,716	12,941
Finance costs	(3,403)	(13,540)	(5,714)	(1,766)	(24,423)
Share of income of associated companies	1,408	25,332	64	(1)	26,803
Income/(loss) before taxation from continuing operations	30,688	45,568	10,485	(8,558)	78,183
Taxation					(25,668)
Net income for the year from continuing operations					52,515
Other information					
Operating assets	238,898	499,411	324,842	91,221	1,154,372
Intangible assets	1,745	13,668	93,432	75	108,920
Investments in associatedcompanies	19,298	219,889	9,694	-	248,881
Unallocated corporate assets	-	-	-	105,048	105,048
Consolidated corporate assets	259,941	732,968	427,968	196,344	1,617,221
Consolidated corporate liabilities	120,454	301,237	227,817	84,625	734,133
Capital expenditure	16,499	16,282	16,965	1,100	50,846
Depreciation of property, plant and equipment	9,220	10,371	9,020	1,205	29,816
Amortisation of intangible assets	-	909	643	118	1,670
Impairment of intangible assets	-	-	-	702	702
Employee numbers – subsidiary companies only	1,233	2,482	2,810	57	6,582

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5) Segmental reporting... continued

Geographical segments... continued

	Barbados	Other Caribbean	Latin America	Eliminations/ unallocated	Total
2023					
Continuing Operations:					
Revenue					
External sales	276,042	464,938	347,049	233	1,088,262
Inter-segment sales	5,684	710	1,015	(7,409)	-
Associated companies' sales	17,683	869,074	58,845	(945,602)	-
Total revenue	299,409	1,334,722	406,909	(952,778)	1,088,262
Segment result					
Profit/(loss) from continuing operations	18,266	39,345	33,634	(6,889)	84,356
Other gains/(losses) - net	3,007	7,737	3,254	1,573	15,571
Finance costs	(2,370)	(11,968)	(3,261)	(2,747)	(20,346)
Share of income of associated companies	1,870	26,460	395	-	28,725
Income/(loss) before taxation from continuing operations	20,773	61,574	34,022	(8,063)	108,306
Taxation					(18,455)
Net income for the year from continuing operations					89,851
Other information					
Operating assets	227,596	445,961	210,679	103,575	987,811
Intangible assets	1,745	12,857	75,887	939	91,428
Investments in associated companies	19,641	204,766	11,373	-	235,780
Unallocated corporate assets	-	-	-	92,011	92,011
Consolidated corporate assets	248,982	663,584	297,939	196,525	1,407,030
Consolidated corporate liabilities	97,294	263,635	100,885	98,799	560,613
Capital expenditure	10,379	22,717	9,820	352	43,268
Depreciation of property, plant and equipment	9,171	9,103	7,612	1,241	27,127
Amortisation of intangible assets	-	909	113	120	1,142
Employee numbers – subsidiary companies only	1,130	2,559	1,892	61	5,642

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

6. Cash and cash equivalents

	2024	2023
Cash	**131,246**	138,965
Bank overdraft (note 12)	**(46,078)**	(38,286)
	85,168	100,679

Significant concentrations of cash are as follows:

	2024	2023
CIBC Caribbean Bank Limited (unrated)	**37,497**	40,363
FirstCaribbean International Bank and Trust Company (Cayman) Limited (unrated)	**2,846**	16,683
FirstCaribbean International Wealth Management Bank (Barbados) Limited (unrated)	**21,140**	33,858

7. Trade and other receivables

	2024	2023
Trade receivables	**136,121**	111,864
Right of return assets (note 24 c)	**225**	228
Reinsurance contract assets (note 10)	**12,265**	1,969
Other receivables	**53,509**	29,815
Loans receivables	**2,426**	2,190
Trade and other receivables	**204,546**	146,066
Less: Provision for expected credit losses	**(14,095)**	(13,100)
Trade and other receivables - net	**190,451**	132,966
Less: Long-term portion – Loans and other receivables (net)	**(6,124)**	(4,084)
Current portion	**184,327**	128,882

Notes to the Consolidated Financial Statements

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7. Trade and other receivables... continued

The movement in the Group's provision for expected credit losses of trade and other receivables is as follows:

	2024	2023
Balance at beginning of the year	**13,100**	13,294
Increase in the provision during the year	**2,539**	109
Receivables written off during the year	**(1,424)**	(139)
Recoveries during the year	**(124)**	(179)
Exchange adjustment	**4**	15
Balance at end of the year	**14,095**	13,100

Direct write-offs for impaired receivables net of recoveries to the consolidated statement of income were $1,270 (2023 - $1,445).

The ageing analysis of the Group's trade receivables is as follows:

	2024	2023
Current (neither past due or impaired)	**86,785**	78,411
Past due but not impaired – up to 90 days	**30,102**	13,474
Past due but not impaired – 91 to up to 180 days	**6,164**	11,171
Past due but not impaired – over 180 days	**6,766**	4,511
Credit impaired trade receivables	**6,304**	4,297
	136,121	111,864
Less: Provision for expected credit losses (note 24 b)	**(12,030)**	(10,384)
	124,091	101,480

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8. Due by/to associated companies

Due by/to associated companies is constituted as follows:

	2024	2023
Due by associated companies	**35,130**	32,168
Due to associated companies	**(7,453)**	(6,648)
	27,677	25,520

These amounts are interest free, unsecured and due on demand.

The provision for expected credit losses in respect of amounts due by associated companies was $4,252 (2023 - $671).

9. Inventories

	2024	2023
Finished goods	**225,527**	149,461
Raw materials	**37,984**	32,958
Work in progress	**16,132**	14,455
	279,643	196,874
Less: Provision for obsolescence	**(2,617)**	(1,319)
	277,026	195,555

The cost of inventories written down and recognised as an expense and included in cost of sales amounted to $3,263 (2023 - $3,155).

Notes to the Consolidated Financial Statements

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10. Insurance and reinsurance contract assets and liabilities

The net carrying amounts of reinsurance contracts and insurance contracts between liability for remaining coverage (LRC) and liability for incurred claims (LIC) consist of the below:

Insurance contracts issued

Analysis by remaining coverage and incurred claims:

	LRC	LIC for contracts under PPA		
	Excluding loss recovery component	Present value of future cash flows	Risk adjustment for non-financial risk	Total
Insurance contract liabilities, beginning of year	2,670	1,720	284	4,674
Insurance service result	(8,153)	5,422	1,479	(1,252)
Total cash flows	7,830	3,536	-	11,366
Insurance contract liabilities, end of year (note 13)	2,347	10,678	1,763	14,788

Reinsurance contracts held

Analysis by remaining coverage and incurred claims:

	LRC	LIC for contracts under PPA		
	Excluding loss recovery component	Present value of future cash flows	Risk adjustment for non-financial risk	Total
Reinsurance contract assets, beginning of year	1,675	251	43	1,969
Net income/(expenses) from reinsurance contracts held	(5,998)	5,336	1,435	773
Total cash flows	6,162	3,361	-	9,523
Reinsurance contract assets, end of year (note 7)	1,839	8,948	1,478	12,265

Notes to the Consolidated Financial Statements

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11. Hedging asset and liability

Hedging Asset

	2024	2023
Derivatives designated as hedging instruments		
Future short position contracts	**2,588**	582
Future long position contracts	**13,837**	6,261
Foreign exchange contracts	**(301)**	(10)
Total futures open position commodity	**16,124**	6,833
Guarantee deposits for derivative instruments	**4,663**	1,636
	20,787	8,469

Hedging liability

	2024	2023
Derivatives designated as hedging instruments		
Credit facility for margin call	**4,663**	1,636

Total net position of derivative

	2024	2023
Summary		
Asset: Open positions	**16,124**	6,833
OCI: Open positions	**(16,124)**	(6,833)
Asset: Guarantee deposit for derivative instruments	**4,663**	1,636
Liability: Margin call	**(4,663)**	(1,636)
Asset: Cash	-	-

For commodity future contracts executed in well-known international markets, the Group is subject to the regulations of such markets. These regulations include, among others, establishing an initial margin call for futures contracts and subsequent margin calls required by the Group.

Futures margin is the amount of funds a market participant must have in a brokerage account to protect both the trader and the broker against possible losses on an open trade. The Group has a line of credit with its broker of $2,000 to cover open futures positions. At the end of the year, the guarantee deposit is served by the credit facility of $4,663 (2023 - $1,636).

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
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12. Borrowings

	2024	2023
Non-current		
Bank term loans at interest rates between 0.0% to 12.46% (2023 – 0.0% to 10.0%) maturing at various intervals through 2037 (2023 - through to 2037) - see note a)	**247,930**	237,830
Current		
Bank term loans at interest rates between 0.0% to 12.46% (2023 – 0.0% to 10.0%) maturing at various intervals through 2037 (2023 - through to 2037) - see note a)	**88,458**	56,360
Short-term loans repayable on demand - see note b)	**566**	578
Bank overdraft (interest rates of 2.85% to 10.35%)		
(2023 – 2.85% to 11.25%) (note 6) - see note a)	**46,078**	38,286
	135,102	95,224
Total	**383,032**	333,054

a) The Company's bankers hold as collateral security, in support of the bank term loans and bank overdraft, the share certificates for the investments held by the Company in certain wholly owned subsidiaries and associated companies.

b) The short-term loans are unsecured and bear interest at rates of 5% (2023 – 4.5%) per annum.

The following have been pledged as security for the bank indebtedness of certain of the subsidiary companies:

Antigua: Floating charge debenture over business assets stamped for $8,459 (2023 - $8,459).

Barbados: Letters of charge, demand debentures and first legal mortgages over land and buildings and assets of the Company and certain subsidiary companies stamped to secure $130,856 (2023 - $123,617), guarantee bond and postponement of claims by the Company for full liability, assignment of fire and other perils insurance policies over fixed and floating assets to the bank.

St. Lucia: Letters of charge, demand debentures and first legal mortgages over land and buildings and assets of certain subsidiary companies stamped to secure $70,370 (2023 - $71,544), assignment of fire and other perils insurance policies over fixed and floating assets to the bank.

St. Vincent: Equitable mortgage on deed of conveyance over land and buildings of a subsidiary company stamped to secure $12,815 (2023 - $8,000), assignment of fire and perils insurance over business assets and postponement of claim by Goddard Enterprises Limited for full liability.

Jamaica: A registered first demand debenture and first demand mortgage over land and buildings providing a fixed and floating charge over assets stamped to secure $2,869 (2023 - $2,925) and guarantee of Goddard Enterprises Limited to cover full liability.

Notes to the Consolidated Financial Statements

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12. Borrowings... continued

Grenada: First legal mortgage over land and buildings stamped to secure $5,563 (2023 - $5,563).

Panama: First ranking pledge of shares, all bank accounts and security interest over any and all material assets of certain subsidiary companies.

Colombia: First ranking pledge of shares, all bank accounts and security interest over any and all material assets of certain subsidiary companies.

Ecuador: First legal mortgage over land, buildings, plant & equipment stamped to secure $14,927 (2023 - $0) and guarantee of a certain subsidiary to cover the full liability.

The exposure of the Group's borrowings to interest rate changes and the contractual repricing dates at the consolidated statement of financial position date are as follows:

	2024	**2023**
No exposure	**246,015**	197,245
Less than 1 year	**38,598**	30,681
1 - 5 years	**77,720**	78,490
Over 5 years	**20,699**	26,638
	383,032	333,054

The fair value of the Group's fixed rate borrowings at the year-end was $204,376 (2023 - $157,471).

The carrying amounts of the Group's borrowings are denominated in the following currencies:

	2024	**2023**
Barbados dollar	**113,157**	98,431
Eastern Caribbean dollar	**87,654**	84,569
Jamaica dollar	**7,283**	8,617
United States dollar	**170,677**	134,701
Trinidad and Tobago dollar	**-**	1,233
Honduran Lempira	**43**	346
Dominican peso	**4,218**	5,157
	383,032	333,054

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For the year ended 30 September 2024
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12. Borrowings... continued

Reconciliation of movement of borrowings (bank term loans) to cash flows arising from financing activities:

	2024	2023
Opening bank term loans	**294,190**	230,719
Loans acquired during the year (note 35)	**-**	11,000
Loans received	**88,903**	111,283
Loans repaid	**(49,693)**	(60,991)
Exchange adjustments	**2,988**	2,179
Closing bank term loans	**336,388**	294,190

At year-end, the Group had undrawn facilities of $22,997 (2023 - $31,027) for certain subsidiary companies.

13. Trade and other payables

	2024	2023
Trade payables	**90,309**	59,889
Accrued liabilities	**172,854**	99,688
Insurance contract liabilities (note 10)	**14,788**	4,674
Refund liabilities (note 24 c)	**304**	315
Contract liabilities (note 24 b)	**1,183**	513
	279,438	165,079

Notes to the Consolidated Financial Statements

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14. Leases

Group as a lessee

The Group has lease contracts for various items of land, building and general equipment used in its operations. Leases of land and building generally have lease terms between 5 and 30 years, while general equipment generally has lease terms between 3 and 5 years. There are several lease contracts that include variable lease payments, which are further discussed below.

The Group also has certain leases of general equipment with lease terms of 12 months or less and/or low values. The Group applies the 'short-term lease' and 'lease of low-value assets' recognition exemption for these leases. The Group recognised rent expense from short-term leases of $1,044 (2023 - $847) and from low-value assets of $470 (2023 - $193) for the year. The Group also recognised rent expense relating to variable lease payments of $1,236 (2023 - $839) for the year.

The carrying amounts of right-of-use assets recognised and the movements during the year are as follows:

	Land and Buildings	General Equipment	Total
At 1 October 2022	27,370	528	27,898
Right of use assets acquired during the year (note 35)	11,868	-	11,868
Reclassifications	110	(110)	-
Additions	4,793	470	5,263
Exchange	929	(2)	927
Disposals	(673)	-	(673)
Depreciation (note 25)	(10,528)	(580)	(11,108)
At 30 September 2023	33,869	306	34,175
At 1 October 2023	**33,869**	**306**	**34,175**
Right of use assets acquired during the year (note 35)	**2,779**	**-**	**2,779**
Reclassifications	**(207)**	**207**	**-**
Additions	**11,592**	**511**	**12,103**
Exchange	**(481)**	**1**	**(480)**
Disposals	**(3,303)**	**(37)**	**(3,340)**
Depreciation (note 25)	**(12,458)**	**(433)**	**(12,891)**
At 30 September 2024	**31,791**	**555**	**32,346**

Notes to the Consolidated Financial Statements

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14. Leases... continued

The carrying amounts of lease liabilities and the movements during the year are as follows:

	2024	2023
At 1 October	**39,421**	31,444
Lease liabilities acquired during the year (note 35)	**3,143**	13,238
Additions	**12,103**	5,263
Disposals	**(3,567)**	(751)
Repayments	**(16,233)**	(13,104)
Rent concessions due to COVID-19	**34**	219
Interest (note 28)	**2,821**	2,590
Exchange	**(315)**	522
At 30 September	**37,407**	39,421

	2024	2023
Current	**12,290**	11,513
Non-current	**25,117**	27,908
	37,407	39,421

Group as a lessor

The Group has entered into operating leases on certain freehold and investment properties consisting of office and retail space and warehouses. The major leases include clauses to enable upward revision of the rental charges between an annual and triennial basis according to prevailing market conditions.

Future minimum rentals receivable under non-cancellable operating leases as at 30 September are as follows:

	2024	2023
Within one year	**6,592**	5,506
After one year but not more than five years	**12,232**	13,521
After five years	**4,225**	4,867
	23,049	23,894

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15. Property, plant and equipment

	Freehold land and buildings	Construction in progress	Leasehold buildings	General equipment	Total
Year ended 30 September 2023					
Opening net book amount	275,028	1,976	26,895	82,085	385,984
Exchange differences	718	(174)	49	400	993
Additions	5,932	2,506	2,545	32,285	43,268
Assets acquired during the year (note 35)	-	4,595	2,925	891	8,411
Transfer to investment property (note 16)	(1,402)	-	-	-	(1,402)
Transfer from investment property (note 16)	3,357	-	-	-	3,357
Disposals	(1)	-	(799)	(1,774)	(2,574)
Reclassifications	(745)	(1,270)	944	1,071	-
Depreciation charge (note 25)	(3,303)	-	(3,134)	(20,690)	(27,127)
Closing net book amount	279,584	7,633	29,425	94,268	410,910
At 30 September 2023					
Cost or valuation	293,915	7,633	85,439	333,579	720,566
Accumulated depreciation	(14,331)	-	(56,014)	(239,311)	(309,656)
Net book amount	279,584	7,633	29,425	94,268	410,910
Year ended 30 September 2024					
Opening net book amount	**279,584**	**7,633**	**29,425**	**94,268**	**410,910**
Exchange differences	**(1,053)**	**-**	**(38)**	**(868)**	**(1,959)**
Additions	**3,335**	**7,344**	**2,504**	**37,663**	**50,846**
Assets acquired during the year (note 35)	**5,318**	**-**	**300**	**557**	**6,175**
Disposals	**(1)**	**-**	**(255)**	**(1,417)**	**(1,673)**
Reclassifications	**2,706**	**(11,821)**	**5,158**	**3,957**	**-**
Depreciation charge (note 25)	**(4,110)**	**-**	**(3,744)**	**(21,962)**	**(29,816)**
Closing net book amount	**285,779**	**3,156**	**33,350**	**112,198**	**434,483**
At 30 September 2024					
Cost or valuation	**304,226**	**3,156**	**96,646**	**373,071**	**777,099**
Accumulated depreciation	**(18,447)**	**-**	**(63,296)**	**(260,873)**	**(342,616)**
Net book amount	**285,779**	**3,156**	**33,350**	**112,198**	**434,483**

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15. Property, plant and equipment... continued

Depreciation expense of $6,709 (2023 - $7,486) and $23,107 (2023 - $19,641) respectively has been included in cost of sales and selling, marketing and administrative expenses.

The following is the historical cost carrying amount of freehold land and buildings carried at revalued amounts as at 30 September:

	2024	2023
Cost	**148,152**	146,946
Accumulated depreciation	**(32,450)**	(28,971)
	115,702	117,975

Land and buildings up to a total value of $223,265 (2023 - $211,281) have been provided as security for various bank borrowings.

In 2022, independent valuations of the Group's freehold land and buildings situated in Barbados, St. Lucia, St. Vincent, Grenada, Jamaica, Cayman Islands, Colombia and Uruguay were performed by valuers in those countries between July and September 2022. The valuations, which conform to International Valuation Standards, were determined by reference to the income capitalisation, market based and depreciated replacement cost methods. The most significant inputs into these valuation models are rental income generated and the capitalisation rate, comparable sales, and the substitution cost of the asset and depreciation factor applied respectively. The highest and best use of a property may also be considered in determining its fair value.

The fair value hierarchy, as defined in note 3 b), has been applied to the valuations of the Group's freehold land and buildings and all fair values of these properties are designated as Level 2. Reasonable changes in fair values would impact the consolidated statement of comprehensive income.

16. Investment property

	2024	2023
Balance - beginning of year	**50,558**	52,755
Additions	**1,230**	34
Transfers to property, plant and equipment (note 15)	**-**	(3,357)
Fair value losses on revaluation of investment property (note 26)	**(257)**	(292)
Transfers from property, plant and equipment (note 15)	**-**	1,402
Exchange adjustment	**74**	16
Balance - end of year	**51,605**	50,558

The Group's investment properties are situated in Barbados, Cayman Islands, Guatemala and Colombia. These were revalued during the year by independent professional real estate valuers in those countries. Valuations were performed based on an income capitalisation approach. The highest and best use of a property may also be considered in determining its fair value.

The fair value hierarchy, as defined in note 3 b), has been applied to the valuations of the Group's investment property and all fair values of these properties are designated as Level 2. Reasonable changes in fair values would impact the consolidated statement of income.

Rental income from investment properties amounted to $4,851 (2023 - $4,546) and direct operating expenses totalled $1,265 (2023 - $1,134) for the year.

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17. Intangible assets

	Goodwill	Trade Names	Customer relationships	Other	Total
Year ended 30 September 2023					
Opening net book amount	14,089	3,685	4,667	354	22,795
Exchange differences	-	-	148	-	148
Acquisition of intangible assets (note 35)	69,627	-	-	-	69,627
Amortisation charge (note 26)	-	(427)	(596)	(119)	(1,142)
Closing net book amount	83,716	3,258	4,219	235	91,428
At 30 September 2023					
Cost	101,540	10,742	17,018	7,641	136,941
Accumulated amortisation	-	(7,484)	(12,799)	(7,406)	(27,689)
Accumulated impairment	(17,824)	-	-	-	(17,824)
Net book amount	83,716	3,258	4,219	235	91,428
Year ended 30 September 2024					
Opening net book amount	**83,716**	**3,258**	**4,219**	**235**	**91,428**
Exchange differences	**-**	**-**	**(133)**	**-**	**(133)**
Acquisition of intangible assets (note 35)	**8,663**	**-**	**11,334**	**-**	**19,997**
Impairment of intangible assets (note 26)	**(702)**	**-**	**-**	**-**	**(702)**
Amortisation charge (note 26)	**-**	**(427)**	**(1,124)**	**(119)**	**(1,670)**
Closing net book amount	**91,677**	**2,831**	**14,296**	**116**	**108,920**
At 30 September 2024					
Cost	**110,203**	**10,742**	**28,219**	**7,641**	**156,805**
Accumulated amortisation	**-**	**(7,911)**	**(13,923)**	**(7,525)**	**(29,359)**
Accumulated impairment	**(18,526)**	**-**	**-**	**-**	**(18,526)**
Net book amount	**91,677**	**2,831**	**14,296**	**116**	**108,920**

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17. Intangible assets... continued

Goodwill has been allocated to the Group's cash-generating units. These cash-generating units are then grouped based on business segments.

	Allocation beginning of year	Additions	Impairment	Allocation end of year
2024				
Automotive	**102**	**-**	**-**	**102**
Building Supplies	**2,532**	**-**	**-**	**2,532**
Shipping	**906**	**-**	**(702)**	**204**
Services	**504**	**-**	**-**	**504**
Manufacturing	**1,243**	**-**	**-**	**1,243**
Catering and ground handling	**78,429**	**8,663**	**-**	**87,092**
	83,716	**8,663**	**(702)**	**91,677**

	Allocation beginning of year	Additions	Allocation end of year
2023			
Automotive	102	-	102
Building Supplies	2,532	-	2,532
Shipping	906	-	906
Services	504	-	504
Manufacturing	1,243	-	1,243
Catering and ground handling	8,802	69,627	78,429
	14,089	69,627	83,716

The recoverable amount of a cash-generating unit is determined based on its value-in-use calculations. These calculations use pre-tax cash flow projections prepared by management for the next five years.

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17. Intangible assets... continued

In performing the required value-in-use calculations to arrive at a recoverable amount for each cash-generating unit, management has applied the following discount factors and residual growth rates to the projected cash flows from the individual operating units.

	2024	
	Discount factor	**Residual growth rate**
Automotive	**16.9%**	**2.5%**
Building Supplies	**16.9% -19.5%**	**2.5%**
Shipping	**13.5%**	**2.5%**
Services	**13.2%**	**2.5%**
Manufacturing	**13.2%**	**2.5%**
Catering and ground handling	**10.8% -16.4%**	**2.5%**

18. Investments in associated companies

The movement in investments in associated companies is as follows:

	2024	**2023**
Investments in associated companies – beginning of year	**235,780**	204,416
Investment made during the year	**2,060**	7,124
Investments transferred to subsidiary company status	**(262)**	-
Disposal of an associated company	**(708)**	7
Write down of investments in an associated company	**(550)**	-
Share of net income less dividends received for the year	**13,172**	16,601
Other comprehensive (loss)/ income	**(611)**	7,632
Investments in associated companies – end of year	**248,881**	235,780

The Group made a further injection of capital of $2,060 in Caribbean Distribution Partners Limited ("CDP").

During the year, the Group recovered $1,238 of its investments in Mirexus Biotechnologies Inc. which was written down in a prior year. This gain has been included in other gains/(losses) – net in the consolidated statement of income.

During the year, the Group disposed of its investment in Bridgetown Cruise Terminals Inc. which resulted on a loss on disposal of $18, which is included in other gains/(losses) – net in the consolidated statement of income.

During the year, the Group wrote down its investment in Comedores Industriales del Norte S.A. by $550. This loss has been included in other gains/(losses) – net in the consolidated statement of income.

The Group's significant investment in associated companies is a 50% investment in CDP, located and incorporated in Trinidad and Tobago. The Group also holds various interests ranging from 20% - 50% shareholdings. The Group's investments in associated companies are accounted for using the equity method in the consolidated financial statements.

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18. Investments in associated companies ... continued

The following tables illustrate the summarised financial information of the Group's investments in associated companies:

Summarised statement of financial position for the associated companies:

	CDP	Other	Total
2024			
Assets			
Current assets	**367,419**	**64,448**	**431,867**
Non-current assets	**276,243**	**84,726**	**360,969**
	643,662	**149,174**	**792,836**
Liabilities			
Current liabilities	**188,257**	**50,098**	**238,355**
Non-current liabilities	**104,145**	**1,877**	**106,022**
	292,402	**51,975**	**344,377**
Net assets	**351,260**	**97,199**	**448,459**
Carrying amount of investments before intangibles	**175,629**	**43,658**	**219,287**
Intangibles on investments in associated companies	**-**	**29,594**	**29,594**
Carrying amount of investments	**175,629**	**73,252**	**248,881**

	CDP	Other	Total
2023			
Assets			
Current assets	332,905	63,620	396,525
Non-current assets	266,353	83,014	349,367
	599,258	146,634	745,892
Liabilities			
Current liabilities	169,104	43,843	212,947
Non-current liabilities	100,802	5,866	106,668
	269,906	49,709	319,615
Net assets	329,352	96,925	426,277
Carrying amount of investments before intangibles	164,676	40,960	205,636
Intangibles on investments in associated companies	-	30,144	30,144
Carrying amount of investments	164,676	71,104	235,780

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18. Investments in associated companies … continued

Summarised statement of income for the associated companies:

	CDP	Other	Total
2024			
Revenue	**868,321**	**129,502**	**997,823**
Income before taxation	**58,787**	**23,472**	**82,259**
Taxation	**(20,008)**	**(4,830)**	**(24,838)**
Net income for the year	**38,779**	**18,642**	**57,421**
Other comprehensive loss	**(789)**	**(398)**	**(1,187)**
Total comprehensive income	**37,990**	**18,244**	**56,234**
Group's share of income for the year	**19,390**	**7,413**	**26,803**
Group's share of dividends received for the year (note 36 c))	**(10,123)**	**(3,508)**	**(13,631)**

	CDP	Other	Total
2023			
Revenue	823,678	121,924	945,602
Income before taxation	59,440	20,575	80,015
Taxation	(16,752)	(2,794)	(19,546)
Net income for the year	42,688	17,781	60,469
Other comprehensive income-*/(loss)	15,543	(325)	15,218
Total comprehensive income	58,231	17,456	75,687
Group's share of income for the year	21,344	7,381	28,725
Group's share of dividends received for the year (note 36 c))	(9,261)	(2,863)	(12,124)

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19. Financial investments

	2024	2023
Investments measured at fair value through other comprehensive income	**3,281**	3,245
Investments measured at amortised cost	**32,620**	22,391
	35,901	25,636

Financial investments carried at amortised cost are subject to expected credit impairment losses which are recognised in the consolidated statement of income. The following tables analyse the credit risk exposure of financial investments for which an allowance for expected credit losses is recognised.

	Stage 1	Stage 2	Stage 3	Total
30 September 2024				
Investments at amortised cost				
Government	**-**	**30,467**	**-**	**30,467**
Corporate bonds	**-**	**2,222**	**-**	**2,222**
Total gross carrying amount	**-**	**32,689**	**-**	**32,689**
Expected credit loss allowance	**-**	**(69)**	**-**	**(69)**
Total carrying amount	**-**	**32,620**	**-**	**32,620**

	Stage 1	Stage 2	Stage 3	Total
30 September 2023				
Investments at amortised cost				
Government	-	5,796	-	5,796
Corporate bonds	-	16,750	-	16,750
Total gross carrying amount	-	22,546	-	22,546
Expected credit loss allowance	-	(155)	-	(155)
Total carrying amount	-	22,391	-	22,391

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19. Financial investments... continued

Significant concentrations of financial investments are as follows:

	2024	2023
Investments at amortised cost:		
Government of St. Lucia Bonds (unrated)	**1,468**	1,463
Government of St. Lucia Treasury Notes (unrated)	**2,006**	2,007
Government of St. Kitts Fixed Rate Notes (unrated)	**734**	734
First Citizens Investment Services Ltd. (unrated)	**-**	2,730
Government of Grenada Treasury Bills (unrated)	**1,500**	1,499
Eastern Caribbean Home & Mortgage Bank Corporate Note (unrated)	**3,331**	8,184
Ariza Credit Union (unrated)	**-**	3,841
Bank of St Lucia USD Treasury Bills (unrated)	**7,363**	-
CIBC Caribbean Bank Limited Treasury Bills (Unrated)	**16,168**	-
Investments measured at fair value through other comprehensive income:		
CIBC Caribbean Bank Limited (unrated)	**846**	825
Sagicor Financial Corporation (unrated)	**1,288**	1,219

Debt securities carry fixed interest rates ranging from 1.5% to 6.75% (2023 - 1.5% to 6.75%) and maturity dates between 2025 and 2057 (2023 - 2024 and 2057).

No debt securities were past due at the reporting date.

20. Deferred income tax assets/(liabilities)

	2024	2023
Deferred income tax assets (net) - beginning of year	**1,008**	2,263
Acquisition of subsidiary company (note 35)	**521**	-
Deferred income tax charge to other comprehensive income (note 39)	**(1,525)**	(769)
Deferred income tax charge (note 29)	**(3,375)**	(558)
Exchange adjustment	**(109)**	72
Deferred income tax (liabilities)/ assets (net) - end of year	**(3,480)**	1,008

	2024	2023
Represented by:		
Deferred income tax assets	**5,493**	5,990
Deferred income tax liabilities	**(8,973)**	(4,982)
Deferred income tax (liabilities)/ assets (net) - end of year	**(3,480)**	1,008

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20. Deferred income tax assets/(liabilities)... continued

The deferred income tax assets consist of the following components:

	2024	2023
Delayed tax depreciation	**3,516**	2,380
Taxed provisions	**8,736**	7,454
Pension plan assets (net of liabilities)	**673**	(140)
Unutilised tax losses	**10,728**	12,460
Other	**3,313**	5,617
	26,966	27,771
Deferred income tax assets at applicable corporation tax rates	**5,493**	5,990

The deferred income tax liabilities consist of the following components:

	2024	2023
Accelerated tax depreciation	**(20,098)**	(18,263)
Taxed provisions	**(7,070)**	(4,463)
Pension plan assets (net of liabilities)	**(2,445)**	(2,707)
Unutilised tax losses	**28**	830
Revaluation of freehold property	**(4,236)**	(4,389)
Cash flow hedge	**(16,124)**	(6,832)
Other	**101**	(187)
	(49,844)	(36,011)
Deferred income tax liabilities at applicable corporation tax rates	**(8,973)**	(4,982)

	2024	2023
Deferred income tax assets:		
Deferred income tax assets to be recovered after more than 12 months	**2,802**	2,035
Deferred income tax assets to be recovered within 12 months	**2,691**	3,955
	5,493	5,990
Deferred income tax liabilities:		
Deferred income tax liabilities to be settled after more than 12 months	**(8,408)**	(3,747)
Deferred income tax liabilities to be settled within 12 months	**(565)**	(1,235)
	(8,973)	(4,982)

Notes to the Consolidated Financial Statements

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20. Deferred income tax assets/(liabilities)... continued

The Group has not recognised potential deferred income tax assets which consist of the following components:

	2024	2023
Delayed tax depreciation	**2,547**	2,227
Tax provisions	**3**	(78)
Unutilised tax losses	**30,536**	31,926
Other	**475**	5
	33,561	34,080
Deferred income tax assets at applicable corporation tax rates	**4,053**	1,874

21. Pension plans

The Company and certain of its subsidiary companies have established a mixture of defined benefit and defined contribution pension plans. These pension plans are regulated by the relevant legislation in the territories in which they are registered.

The benefits that members receive at retirement under the defined contribution plans depend on their account balances at retirement and the cost of purchasing an annuity. Most of the defined benefit pension plans are non-contributory and allow for additional voluntary contributions with benefits dependent on either the career average salary or the final average salary in the last three years of membership. The defined benefit plans are fully integrated with the benefits provided by any national insurance or social security schemes in the different countries that are covered by the plans. Annual valuations of the defined benefit pension plans are performed by independent actuaries and the companies' contributions are adjusted according to the actuaries' recommendations. The last full actuarial valuations of the plans were performed as at 30 September 2020. Interim actuarial valuations of the plans were performed as at 30 September 2024.

The defined benefit pension plans expose the Company to actuarial risks, such as longevity risk, currency risk, interest rate risk and market risk arising in the relevant sectors.

The parent company, Goddard Enterprises Limited ("GEL"), is responsible for the establishment of the plans and oversight of their administration. GEL's Board of Directors has delegated the responsibility of management and administration of the plans and the investment of the plans' assets to Pension Trustee Committees ("PTCs"). A separate trust fund has been established for each plan to receive and invest contributions and pay benefits due under each plan. All benefits are calculated and paid out in accordance with the rules of the pension plans. Funds are physically held by trustees appointed in accordance with the Trust Deeds. The PTCs' investment strategy includes investing in fixed interest and equity type investments as liabilities are best matched by equity type investments for which prices are somewhat correlated to price inflation. The PTCs decide the level of contributions based on the results of their reviews.

In respect of the defined contribution pension plans operated by the Group, the amounts recognised in the consolidated statement of income are $3,683 (2023 - $3,517).

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21. Pension plans... continued

In respect of the defined benefit pension plans operated by the Group, the amounts recognised in the consolidated statement of financial position are as follows:

Pension plan assets

	2024	2023
Fair value of plan assets	**97,792**	109,950
Present value of funded obligations	**(80,699)**	(91,368)
	17,093	18,582
Additional liability due to IFRIC 14	**(13,199)**	(14,123)
Net assets - end of year	**3,894**	4,459

Pension plan liabilities

	2024	2023
Fair value of plan assets	**23,227**	12,667
Present value of funded obligations	**(25,349)**	(14,279)
Net liabilities - end of year	**(2,122)**	(1,612)
Net pension plan asset	**1,772**	2,847

The movement in the fair value of plan assets over the year is as follows:

	2024	2023
Fair value of plan assets - beginning of year	**122,617**	123,336
Employer contributions	**1,641**	1,668
Employee contributions	**751**	754
Benefits paid	**(9,411)**	(6,279)
Plan administration expenses	**(224)**	(102)
Remeasurements:		
Return on plan assets	**5,645**	3,240
Fair value of plan assets - end of year	**121,019**	122,617

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21. Pension plans... continued

The movement in the present value of funded obligations over the year is as follows:

	2024	2023
Present value of funded obligations - beginning of year	**105,647**	102,566
Current service cost	**1,070**	990
Contributions paid	**751**	754
Interest cost	**8,226**	8,114
Benefits paid	**(9,411)**	(6,279)
Remeasurements:		
Experience gains	**(235)**	(498)
Present value of funded obligations - end of year	**106,048**	105,647

The movement in the net asset recognised in the consolidated statement of financial position is as follows:

	2024	2023
Net asset - beginning of year	**2,847**	5,259
Net pension expense included in the consolidated statement of income	**(1,082)**	(685)
Remeasurements included in the consolidated statement of comprehensive income (note 39)	**(1,634)**	(3,395)
Contributions paid	**1,641**	1,668
Net asset - end of year	**1,772**	2,847

The amounts recognised in the consolidated statement of income are as follows:

	2024	2023
Current service cost	**1,070**	990
Net interest on the net defined benefit asset	**(1,370)**	(1,677)
Plan administration expenses	**224**	102
Interest effect on asset ceiling	**1,158**	1,270
Net amount recognised in the consolidated statement of income	**1,082**	685

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21. Pension plans... continued

The amounts recognised in the consolidated statement of comprehensive income are as follows:

	2024	2023
Remeasurements:		
Loss/(gains) from change in assumptions	**641**	(526)
Experience (gains)/ losses	**(876)**	28
Return on plan assets excluding amounts included in interest expense	**3,952**	6,551
Effect of asset ceiling	**(2,083)**	(2,658)
Net amount recognised in the consolidated statement of comprehensive income	**1,634**	3,395

The principal actuarial assumptions for the Group's plans are influenced significantly by the territories that each plan serves. The specific assumptions used for accounting purposes were as follows:

	2024	2023
Discount rate	**7.5% - 8.3%**	7.5% - 8.3%
Future promotional salary increases	**1.0% - 4.5%**	1.0% - 5.0%
Future inflationary salary increases	**2.0% - 3.8%**	2.0% - 3.8%
Future pension increases	**2.0% - 3.8%**	2.0% - 3.8%
Proportion of employees opting for early retirement	**0.0%**	0.0%
Future changes in NIS ceiling	**2.0% - 5.0%**	2.0% - 5.0%
Mortality	**UPM94**	UPM94

Plan assets are comprised as follows:

	2024	2023
	%	%
Bonds Fund	**9.7**	10.2
Equity Fund	**70.7**	71.2
Balanced Fund	**11.7**	10.9
Other	**7.9**	7.7
Total	**100.0**	100.0

Investments are well diversified, such that failure of any single investment would not have a material impact on the overall level of assets. The largest proportion of assets is invested in equities. The Group believes that equities offer the best returns over the long term with an acceptable level of risk.

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21. Pension plans... continued

The expected return on plan assets is determined by considering the expected returns available on the assets underlying the current investment policy.

Expected contributions to the defined benefit pension plans for the year ending 30 September 2025 are $1,619.

The weighted average duration of the defined benefit obligations within the Group ranges from 7.74 to 21.74 years (2023 – 7.91 to 22.43 years).

The sensitivity of the defined benefit obligation to changes in the weighted principal assumptions is:

	Impact on defined benefit obligation		
	Change in assumption	**Increase in assumption**	**Decrease in assumption**
Discount rate	1.0%	10,519	13,085
Salary growth rate	0.5%	1,865	1,714
Life expectancy	1 year	3,550	-

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated.

When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the year) has been applied as when calculating the pension plan liability recognised within the consolidated statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous year.

The following payments are expected benefit payments to be made in future years out of the defined benefit plan obligations:

	2024	**2023**
Less than 1 year	**5,431**	5,232
Between 1- 2 years	**5,715**	5,666
Between 2 - 5 years	**20,263**	19,617
Over 5 years	**46,816**	46,436
	78,225	76,951

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22. Share capital

Authorised

The Company is authorised to issue:

i) an unlimited number of one class of shares of no par value designated common shares.
ii) 960,000 of one class of shares of no par value designated preference shares.

Common shareholders are entitled to attend and vote at all shareholders' meetings and have one vote for each share owned.

Issued and fully paid

	2024	2023
Common shares	**51,597**	50,686

	2024 Number of shares	$	2023 Number of shares	$
Balance - beginning of year	**228,409,917**	**50,686**	228,106,992	49,906
Shares issued during the year - see a)	**340,604**	**911**	302,925	780
Balance - end of year	**228,750,521**	**51,597**	228,409,917	50,686

Changes during the year were as follows:

a) In December 2023, employees of the Company and its Barbados subsidiary companies were offered shares in part payment of bonus payable in December 2023, as permitted by law. A total of 154,521 shares were issued at a price of $2.68 each. These shares qualified for the 2023 interim dividend paid in February and May 2024. Subsequently, in May 2024, 186,083 shares were allotted under the employee share purchase scheme at $2.67 per share.

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23. Other reserves

	Financial investments reserve	Revaluation surplus	Translation reserve	Share-based payments reserve	Statutory reserve	Hedging Reserve	Total
Balance at 1 October 2022	4,285	134,176	(35,396)	2,924	2,899	(4,871)	104,017
Other comprehensive income/(loss):							
Gains transferred to retained earnings on disposal of financial investments:							
- Group	(3,352)	-	-	-	-	-	(3,352)
Unrealised gains on financial investments at FVOCI:							
- Group	115	-	-	-	-	-	115
Currency translation differences:							
- Group	-	-	1,082	-	-	-	1,082
- Associated companies	-	-	(1,030)	-	-	-	(1,030)
Hyperinflationary revaluations	-	111	-	-	-	-	111
Share of revaluation surplus:							
- Associated companies	-	8,436	-	-	-	-	8,436
Transfers to retained earnings	-	-	-	-	(986)	-	(986)
Hedging activity:							
- Foreign exchange forward contract	-	-	-	-	-	(333)	(333)
- Futures open position on commodity contracts	-	-	-	-	-	12,037	12,037
- Deferred tax related to cash flow hedges	-	-	-	-	-	(1,504)	(1,504)
Other comprehensive income/(loss) for the year	(3,237)	8,547	52	-	(986)	10,200	14,576
Value of employee services:							
- Other share-based plans	-	-	-	100	-	-	100
Balance at 30 September 2023	1,048	142,723	(35,344)	3,024	1,913	5,329	118,693

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
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23. Other reserves... continued

	Financial investments reserve	Revaluation surplus	Translation reserve	Share-based payments reserve	Statutory reserve	Hedging Reserve	Total
Balance at 1 October 2023	1,048	142,723	(35,344)	3,024	1,913	5,329	118,693
Other comprehensive income/(loss):							
Gains transferred to retained earnings on disposal of financial investments:							
- Group	(415)	-	-	-	-	-	(415)
Unrealised gain on financial investments at FVOCI:							
- Group	451	-	-	-	-	-	451
Currency translation differences:							
- Group	-	-	(1,876)	-	-	-	(1,876)
- Associated companies	-	-	(246)	-	-	-	(246)
Hyperinflationary revaluations	-	(259)	-	-	-	-	(259)
Share of revaluation surplus:							
- Associated companies	-	(290)	-	-	-	-	(290)
Hedging activity:							
- Foreign exchange forward contract	-	-	-	-	-	(291)	(291)
- Futures open position on commodity contracts	-	-	-	-	-	9,582	9,582
- Deferred tax related to cash flow hedges	-	-	-	-	-	(2,044)	(2,044)
Other comprehensive income/(loss) for the year	36	(549)	(2,122)	-	-	7,247	4,612
Value of employee services:							
- Other share-based plans	-	-	-	125	-	-	125
Balance at 30 September 2024	1,084	142,174	(37,466)	3,149	1,913	12,576	123,430

Unrealised gains and losses arising on the remeasurement of financial assets are recorded in the financial investments reserve in equity. On disposal of the asset the previously recorded unrealised gain or loss is transferred from the financial investments reserve to retained earnings.

Increases in the carrying amount arising on revaluation of land and buildings are accumulated in revaluation surplus in equity. Decreases that offset previous increases of the same asset reduce the revaluation surplus in equity.

Translation differences on non-monetary financial assets such as equities designated as fair value through other comprehensive income are included in the financial investments reserve in equity.

The results and financial position of all the Group's entities that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

i) assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement of financial position;

ii) income and expenses for each statement of income are translated at average exchange rates; and

iii) all resulting exchange differences are recognised in translation reserve in equity.

Any discounts offered under the bonus share purchase scheme and the employee share purchase scheme are recognised in the share-based payments expense in selling, marketing and administrative expenses and credited to the share-based payments reserve in equity.

Notes to the Consolidated Financial Statements

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23. Other reserves... continued

The hedging reserve is adjusted to the lower of the cumulative gain or loss on the hedging instrument and the cumulative change in fair value of the hedged item.

In certain subsidiaries there is a legal requirement to appropriate towards a statutory reserve based on a specific formula.

In the financial year 2020, the Board approved the closure of its subsidiary in Margarita. As a result, $2 (2023 - $2) of inflation gains were transferred to the consolidated statement of income.

24. Revenue from contracts with customers

a) Disaggregated revenue information

	2024	2023
Segments		
Type of good or service		
Automotive sector	**119,673**	93,952
Building supplies sector	**191,724**	178,581
Shipping sector	**13,376**	13,172
Services		
- Food distribution sector	**60,810**	63,313
- Other sector	**45,347**	50,876
Manufacturing sector	**479,752**	323,740
Catering and ground handling:		
- Catering sector	**364,970**	306,245
- Ground handling sector	**61,248**	58,383
Total revenue from contracts with customers	**1,336,900**	1,088,262

b) Contract balances

	2024	2023
Trade receivables - net	**124,091**	101,480
Contract liabilities (note 13)	**(1,183)**	(513)

Trade receivables are non-interest bearing and are generally on terms of 30 to 90 days. In 2024 $12,030 (2023 - $10,384) was recognised as a provision for expected credit losses on trade receivables.

Contract liabilities include billings to customers for which no revenue was recognised and loyalty points not yet redeemed. The outstanding balances of these accounts decreased during the year due to a net decrease in contracts sold to customers in the automotive sector of $617 (2023 - $121) and a net increase in loyalty points redeemed of $53 (2023 - $43).

Notes to the Consolidated Financial Statements

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24. Revenue from contracts with customers... continued

c) Right of return assets and refund liabilities

	2024	2023
Right of return assets (note 7)	**225**	228
Refund liabilities - Arising from rights of return (note 13)	**(304)**	(315)

d) Performance obligations

Automotive sector

For the sale of motor vehicles and vehicle parts, the performance obligation is satisfied upon delivery of the vehicle or the vehicle parts to the customer. Payment is due upon delivery and is usually completed through a financial institution via a vehicular loan in the case of motor vehicle sales. In the case of credit customers, payment is due within 30 days of delivery. Customers are granted assurance-type warranties that cover manufacturers' defects only.

For vehicle repairs and servicing, the performance obligation is satisfied upon the completion of repairs or servicing, which is usually completed within one day. Payment is due upon delivery of the repaired or serviced vehicle, or within 30 days, in the case of credit customers.

Vehicle servicing packages are also sold to customers. These performance obligations are satisfied over time, with payment being required at the inception of the contract.

Building supplies sector

The performance obligation is satisfied upon delivery of various building supplies products. The terms of payment can be cash, cash on delivery, or credit for a period of 30 days. In one of our subsidiaries, extended credit of up to 365 days is given on select building supplies. The performance obligation is completed upon delivery of the relevant products. For some building supplies products, an assurance-type warranty of one to three years is provided, which covers manufacturers' defects only.

Shipping sector

Performance obligations in this sector typically completed within a day or a few days and therefore are recognised as if they are satisfied at a point in time for simplicity. These performance obligations include the supervision of loading or unloading of containers on a vessel, the co-ordination of all activities relating to the processing of voyages through various ports and the monitoring of the movement of containers. Payment is due within 30 days of completion of the relevant service.

Food Distribution sector

The performance obligation is satisfied upon delivery of various consumer products. The terms of payment can be cash, cash on delivery, or credit for a period up to 30 days. Where there are returns due to damaged or expired products or sales errors, customers are entitled to full refunds. Such returns usually occur within one month of delivery. Companies in this sector have no warranties.

Manufacturing sector

The performance obligation is satisfied upon delivery of manufactured products purchased for resale. The terms of payment are determined by prior approval and can be cash, cash on delivery, or credit ranging from 7 to 45 days. Where there are returns due to damaged or faulty products or sales errors, customers are entitled to full refunds. Such returns usually occur within one month of delivery.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
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24. Revenue from contracts with customers… continued

d) Performance obligations… continued

Catering sector

The performance obligation is satisfied upon delivery of various catering (meals) and services (delivery of meals). The terms of payment can vary customer to customer but usually credit is extended with terms varying between 30 and 90 days. In certain subsidiaries, in the industrial catering sector credit of up to 180 days is given on meals provided. The performance obligation is completed upon delivery of the relevant products (meals) and delivery service. Catering services are either the delivery of meals and other raw materials to the aircraft, or industrial catering to industrial cafeteria-type services.

The Catering division also operates some quick service food outlets (Grab 'n' Go type), in which cash or credit cards are received for the products sold.

Ground handling sector

The performance obligation is satisfied upon delivery of various services to the airlines. These services may include but are not limited to providing baggage handling and loading, aircraft stairs, air conditioning units to the aircraft, push-back tug services and in some locations, passenger check-in services. The terms of payment can vary customer to customer but usually credit is extended with terms varying between 30 and 90 days. The performance obligation is completed upon delivery of the relevant service.

25. Expenses by nature

	2024	2023
Cost of sales	**822,793**	610,231
Selling and marketing expenses	**60,577**	51,684
Administrative expenses	**391,920**	344,139
	452,497	395,823
	1,275,290	1,006,054

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

25. Expenses by nature... continued

	2024	2023
Depreciation (note 15)	**29,816**	27,127
Depreciation on right-of-use assets (note 14)	**12,891**	11,108
Employee benefits expense (note 27)	**278,323**	250,419
Changes in inventories of finished goods and work in progress	**(66,493)**	(17,909)
Raw materials and consumables used	**838,605**	581,177
Transportation	**5,380**	4,894
Advertising costs	**9,224**	8,522
Expected credit losses on financial assets (see below)	**7,304**	1,340
Other expenses	**160,240**	139,376
Total cost of sales and selling, marketing and administrative expenses	**1,275,290**	1,006,054

Expected credit losses on financial assets are as follows:

	2024	2023
Expected credit losses on trade and other receivables	**3,809**	1,374
Expected credit losses on due by associates	**3,581**	15
Expected credit recovery on financial investments	**(86)**	(49)
	7,304	1,340

Notes to the Consolidated Financial Statements

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26. Other gains/(losses) - net

	2024	2023
Gain on disposal of right-of-use assets	**227**	78
Gain on disposal of property, plant and equipment	**4**	457
Interest income	**3,910**	1,918
Rental income	**8,648**	7,443
Dividends from other companies	**97**	101
Amortisation charge (note 17)	**(1,670)**	(1,142)
Recovery of investment in associates (note 18)	**1,238**	5,726
Write down of investment in associates (note 18)	**(550)**	-
Contingent payment on acquisition of subsidiary	**1,146**	-
(Loss)/gain on disposal of associates (note 18)	**(18)**	13
(Loss)/gain on disposal of subsidiaries (note 30)	**(10)**	811
Fair value losses on revaluation of investment property (note 16)	**(257)**	(292)
Insurance claims	**424**	237
Rent concessions due to COVID-19	**34**	219
Impairment of intangible assets (note 17)	**(702)**	-
Gain on remeasurement of previous equity interest in an associate at fair value (note 35)	**418**	-
Hyperinflationary adjustments	**2**	2
	12,941	15,571

27. Employee benefits expense

	2024	2023
Salaries and other employee benefits	**278,198**	250,319
Share-based payments	**125**	100
	278,323	250,419

28. Finance costs

	2024	2023
Interest expense:		
Bank borrowings	**20,751**	16,233
Lease liabilities (note 14)	**2,821**	2,590
Dividend on redeemable preference shares	**-**	729
Other borrowings	**851**	794
	24,423	20,346

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
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29. Taxation

The taxation charge on net income for the year consists of the following:

	2024	2023
Current income tax	**22,293**	17,897
Deferred income tax (note 20)	**3,375**	558
	25,668	18,455

The Group's effective tax rate of 32.8% (2023 – 17.1%) differs from the statutory Barbados tax rate of 9.0% (2023 – 5.5%) as follows:

	2024	2023
Income before taxation	**78,183**	108,306
Taxation calculated at 9.0% (2023 - 5.5%)	**7,037**	5,957
Effect of different tax rates in other countries	**16,029**	12,453
Tax effect of different tax rates on deferred tax assets and liabilities	**1,022**	395
Tax effect of associated companies' results reported net of taxes	**(1,689)**	(1,580)
Income not subject to taxation	**(4,383)**	(2,798)
Expenses not deductible for tax purposes	**5,364**	5,674
Taxation allowances	**(795)**	(2,045)
Increase in deferred tax assets not recognised	**2,787**	1,011
Amounts (over)/under provided in prior years	**(458)**	453
Amounts under/(over) provided in current year	**472**	(713)
Irrecoverable tax on foreign income	**695**	198
Tax effect of change in tax rate	**(570)**	(57)
Losses surrendered under Group relief	**-**	(11)
Losses utilised from Group Companies	**-**	(486)
Effect of losses expired	**157**	4
	25,668	18,455

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
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29. Taxation... continued

Tax Losses

Tax losses which are available for set off against future taxable income for income and corporation tax purposes are as follows:

Year of income	Amount	Year of expiry
2018	2,399	2025
2019	393	2025
2019	3,619	2026
2020	185	2025
2020	205	2026
2020	1,611	2027
2021	296	2027
2021	4,553	2028
2022	1,571	2028
2022	2,008	2029
2023	2,669	2029
2023	16,324	2030
2024	1,958	2030
2024	3,501	2031
	41,292	

These losses are as computed by the Company and its subsidiary companies in their income and corporation tax returns and have to date neither been confirmed nor disputed by the revenue authorities in the relevant jurisdictions.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
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30. Discontinued operations

During the year, the Group disposed of Airport Restaurants (1992) Ltd. which resulted in a loss on disposal of $10. This loss is included in other gains/(losses) - net in the consolidated statement of income (note 26).

In the prior year, M&C General Insurance Limited, a wholly owned subsidiary of the Company was sold on August 31, 2023 for $14,803. This resulted in a gain of $811 (note 26).

The results of M&C General Insurance Limited for the prior year are presented below:

	2023
Underwriting income	2,832
Selling and administrative expenses (see below)	(2,034)
Profit from operations before the following	798
Other gains/(losses) – net (see below)	195
Income before tax from discontinued operations	993
Taxation	(310)
Net income after tax from discontinued operations	683

Selling and administrative expenses consist of the below:

	2023
Depreciation	40
Employee benefits expense	899
Advertising costs	35
Other expenses	1,060
	2,034

Notes to the Consolidated Financial Statements

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30. Discontinued operations... continued

Other gains/(losses) – net consist of the following:

	2023
Amortisation charge	(63)
Interest income	258
	195

The net cash flows incurred by M&C General Insurance Limited are, as follows:

	2023
Operating	(99)
Investing	12
Financing	(107)
Net cash outflow	(194)

31. Earnings per share

Basic

Basic earnings per share is calculated by dividing the net income attributable to equity holders of the Company for the year by the weighted average number of common shares in issue during the year.

	2024	**2023**
Net income for the year attributable to equity holders of the Company	**30,402**	67,902
Weighted average number of common shares in issue (thousands)	**228,575**	228,255
Basic earnings per share	**13.3¢**	29.7¢

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
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32. Dividends per share

The dividends paid in 2024 and 2023 were $18,286 ($0.02 per share – second interim for 2023; $0.02 per share – third interim for 2023; $0.02 per share – final for 2023; $0.02 per share – first interim for 2024) and $14,860 ($0.015 per share – second interim for 2022; $0.015 per share – third interim for 2022; $0.015 per share – final for 2022; $0.02 per share – first interim for 2023).

At the Directors' meeting of 7 October 2024, the second interim dividend in respect of the 2024 financial year of $0.02 per share was declared. These financial statements do not reflect the dividend payable which will be accounted for in equity as an appropriation of retained earnings in the next financial year.

33. Contingent liabilities

a) Certain subsidiaries have bonds of $28,111 (2023 - $27,771) in favour of the Comptroller of Customs covering delivery of goods prior to payment of duty.

b) By written agreement between a certain subsidiary of the Company and the Government, the subsidiary has been granted a waiver on all duties payable on building materials and capital required for the development of business on its property. At year end the Inland Revenue Department owed the subsidiary a sum of $2,168 (2023 - $2,190) which is recorded as Income tax refundable in the consolidated statement of financial position. This amount will be offset against future real estate developments.

c) Certain subsidiaries became defendants in various legal claims and proceedings during the ordinary course of business. Provisions have been established where necessary based on the professional advice received.

34. Commitments

Capital commitments

Approvals for capital expenditure to be incurred over the next year, for which no provision has been made in these consolidated financial statements, amounted to $149,271 (2023 - $127,227) at the year-end date.

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35. Business combinations

Goddard Catering Group Colombia S.A.S (formerly IMC Airport Shoppes S.A.S)

Inflite Holdings (Cayman) Limited, a subsidiary of the Group, acquired 100% of the shares in IMC Airport Shoppes S.A.S for $28,844. This resulted in goodwill of $6,986. Goddard Catering Group Colombia S.A.S, located in Medellín, Antioquia, Colombia, operates an inflight catering and airport restaurant company with operations in seven airports across Colombia.

The fair values of the assets acquired were as follows:

	Carrying value	Fair value
Current assets		
Cash	889	889
Trade and other receivables	3,774	3,774
Prepaid expenses	486	486
Current income tax assets	1,458	1,458
Inventories	682	682
	7,289	7,289
Current liabilities		
Lease liabilities (note 14)	1,934	1,934
Trade and other payables	2,928	2,928
Current income tax liabilities	181	181
	5,043	5,043
Working capital	2,246	2,246
Property, plant and equipment (note 15)	1,404	6,175
Right-of-use assets (note 14)	2,744	2,744
Intangibles	9,766	-
Deferred income tax asset (note 20)	-	521
Lease liabilities (note 14)	(1,162)	(1,162)
Deferred income tax liability	(2,549)	-
	12,449	10,524

Notes to the Consolidated Financial Statements

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35. Business combinations... continued

The cash outflow arising on this acquisition was as follows:

	Fair value
Fair value of net assets	10,524
Fair value of intangibles acquired (note 17)	11,334
Goodwill arising on acquisition (note 17)	6,986
Purchase consideration paid	28,844
Less: Cash and cash equivalents assumed on acquisition	(889)
Net outflow on acquisition	**27,955**

BGI Concessions Holdings Limited (formerly Island Grill (Holdings) St. Lucia Limited)

On 19 August 2024, Inflite Holdings (St. Lucia) Ltd. acquired the remaining 30% in Island Grill (Holdings) St. Lucia Limited, a holding company who owns 100% of the shares of Island Grill (Barbados) Limited, a concessions operator. BGI Concessions Holdings Limited which was previously accounted for as an associate became a 51% subsidiary of the Group. This resulted in goodwill of $1,677. The Group also recognised a gain of $418 as a result of remeasuring to fair value the 35.6% equity interest it held in BGI Concessions Holdings Limited prior to the business combination. This gain is included in other gains/(losses) – net in the consolidated statement of income. Subsequent to year end Island Grill (Barbados) Limited changed its name to BGI Concessions Ltd.

Notes to the Consolidated Financial Statements

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35. Business combinations... continued

The fair values of the assets and liabilities of BGI Concessions Holdings Limited at acquisition were as follows:

	Carrying value	Fair value
Current assets		
Cash	1,073	1,073
Trade and other receivables	323	323
Prepaid expenses	22	22
Inventories	15	15
	1,433	1,433
Current liabilities		
Lease liabilities (note 14)	47	47
Trade and other payables	349	349
Current income tax liabilities	23	23
	419	419
Working capital	1,014	1,014
Right-of-use assets (note 14)	35	35
	1,049	1,049

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35. Business combinations... continued

The cash outflow arising on this acquisition was as follows:

	Fair value
Fair value of net assets	1,049
Fair value of net assets acquired from associated company on transfer to subsidiary company status	(262)
Gain on remeasurement of previously held equity interest (note 26)	(418)
Goodwill arising on acquisition (note 17)	1,677
Purchase consideration	2,046
Less: Cash and cash equivalents assumed on acquisition	(1,073)
Net outflow on acquisition	**973**

The revenue and net loss included in the consolidated statement of income since 1 August 2024 contributed by BGI Concessions Holdings Limited was $349 and $82 respectively.

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35. Business combinations... continued

GCG Concessions Holdings Corp. (formerly IMC Caribbean Holdings Corp.)

In the prior year, Inflite Holdings (Cayman) Limited, a subsidiary of the Group, acquired 100% of the shares in IMC Caribbean Holdings Corp. (Concessions Holdings) who owned 100% of the shares in GCG Concessions Inc. (formerly International Meal Company Panama, S.A.) for $70,747. This resulted in goodwill of $69,627. Concessions Holdings is located in Puerto Rico, and its subsidiary, GCG Concessions Inc., operates the food and beverage concessions in Terminals 1 & 2 of the Tocumen International Airport, Panama City in the Republic of Panama.

The fair values of the assets acquired were as follows:

	Carrying value	Fair value
Current assets		
Cash	1,740	1,740
Trade and other receivables	3,068	3,068
Prepaid expenses	3,982	3,982
Inventories	406	406
	9,196	9,196
Current liabilities		
Borrowings (note 12)	11,000	11,000
Lease liabilities (note 14)	13,238	13,238
Trade and other payables	4,117	4,117
	28,355	28,355
Working capital	(19,159)	(19,159)
Property, plant and equipment (note 15)	8,411	8,411
Right-of-use assets (note 14)	11,868	11,868
	1,120	1,120

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35. Business combinations... continued

The cash outflow arising on this acquisition was as follows:

	Fair value
Fair value of net assets	1,120
Goodwill arising on acquisition (note 17)	69,627
Purchase consideration paid	70,747
Less: Cash and cash equivalents assumed on acquisition	(1,740)
Net outflow on acquisition	69,007

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36. Related party disclosures

a) The consolidated financial statements include the financial statements of Goddard Enterprises Limited, which is the ultimate parent company, and its subsidiaries listed below:

Company	Principal Place of Business	Effective Shareholder's Interests	Effective Non-Controlling Interests
Admiral Shipping Limited	St. Lucia	100%	-
Caribbean Label Crafts Ltd. which holds 51% interest in the following subsidiary:	Barbados	51%	49%
Caribbean Label Crafts Dominicana S.R.L.	Dominican Republic	26%	74%
Corea & Co. (1988) Limited	St. Vincent	100%	-
Coreas Auto Supplies Ltd.	St. Vincent	100%	-
Coreas Building Supplies Ltd.	St. Vincent	100%	-
Coreas Hazells Inc.	St. Vincent	100%	-
Courtesy Garage Limited	Barbados	100%	-
Courtesy Rent-a-Car Inc.	Guyana	100%	-
Ecuakao Group Ltd.	Cayman Islands	100%	-
Ecuador Ecuakao Kakao Processing Proecuakao S.A.	Ecuador	100%	-
Ecuakao Trading Company S.A.	Uruguay	100%	-
Fidelity Motors Limited	Jamaica	100%	-
GEL Holdings (St. Lucia) Ltd.	St. Lucia	100%	-
GEL Manufacturing Holding Company Limited	Barbados	100%	-
GEL Manufacturing (St. Lucia) Ltd.	St. Lucia	100%	-
GEL Tech (Barbados) Ltd.	Barbados	100%	-
GEL Tech (Canada) Ltd.	Canada	100%	-
GET International Inc.	Barbados	100%	-
Goddard Catering Group Inc.	Cayman Islands	100%	-
Goddard Ecuador Holdings (Cayman) Ltd.	Cayman Islands	100%	-
Goddard Enterprises (St. Lucia) Ltd.	St. Lucia	100%	-
Goddard Flite Kitchens (Cayman) Limited	Cayman Islands	100%	-
Goddard Flite Kitchens (St. Lucia) Ltd.	St. Lucia	100%	-
Goddard Property Holdings Limited	Barbados	100%	-
Goddard Shipping (Barbados) Limited	Barbados	100%	-
Grenadian General Insurance Limited	Grenada	52%	48%
Haggatt Hall Holdings Limited	Barbados	67%	33%
Hanschell Inniss Holdings (Curaçao) N.V.	Curaçao	100%	-
Hipac Limited	Barbados	100%	-
Hutchinson Investments Limited	Antigua	100%	-

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36. Related party disclosures... continued

Company	Principal Place of Business	Effective Shareholder's Interests	Effective Non-Controlling Interests
Inflite Holdings (Cayman) Limited which holds 100% interest in the following subsidiaries:	Cayman Islands	51%	49%
AGO Security de Costa Rica, S.A.	Costa Rica		
AGO Security Sociedad Anonima de Capital Variable	El Salvador		
Calloway Corporation N.V.	Aruba		
Fontana Project S.A.	Uruguay		
GCG Events Curaçao N.V.	Curaçao		
GCG Concessions Holdings Corp.	Puerto Rico		
GCG Concessions Inc.	Panama		
GCG Food, S.A. de C.V.	El Salvador		
GCG Food Honduras, S.A.	Honduras		
GCG Ground Honduras S.A.	Honduras		
GCG Ground Services, LLC	St. Thomas		
GCG Services B.V.	St. Maarten		
GODCA S.A.	El Salvador		
Goddard Catering Group (Guatemala) S.A.	Guatemala		
Goddard Catering Group Bogota S.A.S	Colombia		
Goddard Catering Group Bonaire N.V.	Bonaire		
Goddard Catering Group Caracas S.A.	Venezuela		
Goddard Catering Group Colombia S.A.S	Colombia		
Goddard Catering Group Curaçao, N.V.	Curaçao		
Goddard Catering Group El Salvador,S.A. de C.V.	El Salvador		
Goddard Catering Group GCM Ltd.	Cayman Islands		
Goddard Catering Group Guayaquil S.A.	Ecuador		
Goddard Catering Group Honduras, S.A.	Honduras		
Goddard Catering Group Margarita, C.A.	Margarita		
Goddard Catering Group St. Maarten N.V.	St. Maarten		
Goddard Catering Group Uruguay S.A.	Uruguay		
Inflite Holdings (St. Lucia) Ltd. which holds 100% interest in the following subsidiaries:	St. Lucia	51%	49%
Airport Restaurants (1996) Limited	Barbados		
BGI Concessions Holdings Limited	St. Lucia		
Caribbean Dispatch Services Limited	St. Lucia		
GCG (Guyana) Holdings Limited	Guyana		
GCG Group Guyana (St. Lucia) Limited	St. Lucia		
GCG Ground Services (Barbados) Limited	Barbados		
Goddard Catering Group (Antigua) Limited	Antigua		

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

36. Related party disclosures... continued

Company	Principal Place of Business	Effective Shareholder's Interest	Effective Non-Controlling Interest
Inflite Holdings (St. Lucia) Ltd. which holds 100% interest in the following subsidiaries:... continued	St. Lucia	51%	49%
Goddard Catering Group (Barbados) Limited	Barbados		
Goddard Catering Group (Grenada) Limited	Grenada		
Goddard Catering Group (Jamaica) Limited	Jamaica		
Goddard Catering Group (St. Lucia) Ltd.	St. Lucia		
GCG Ground Services (Jamaica) Limited	Jamaica		
Inflite Management (Barbados) Ltd.	Barbados		
Island Grill (Barbados) Limited	Barbados		
Jonas Browne and Hubbard (Grenada) Limited	Grenada	52%	48%
Label Crafts Jamaica Ltd.	Jamaica	51%	49%
M & C Drugstore Limited	St. Lucia	100%	-
M & C Home Depot Limited	St. Lucia	100%	-
Marshall Trading Limited	Barbados	100%	-
McBride (Caribbean) Limited	Barbados	100%	-
McBride (Caribbean) Limited Branch – a division of McBride (Caribbean) Limited	Dominican Republic	-	-
McBride USA, LLP	United States of America	100%	-
Minvielle & Chastanet Insurance Brokers (Barbados) Limited	Barbados	100%	-
Minvielle & Chastanet Insurance Brokers Limited	St. Lucia	100%	-
Minvielle & Chastanet Limited	St. Lucia	100%	-
Order Up and Go Ltd.	Barbados	100%	-
PBH Limited	Barbados	100%	-
Penrith Development Limited	Barbados	100%	-
Peter's Holdings Limited	St. Lucia	100%	-
Precision Packaging Inc.	Barbados	100%	-
Purity Bakeries Ltd.	Barbados	100%	-
Sea Freight Agencies & Stevedoring Limited	Barbados	100%	-
Sunbilt Limited	St. Lucia	100%	-
W B Hutchinson & Co. (St. Lucia) Limited	St. Lucia	100%	-
Wonder Bakery Limited	St. Lucia	70%	30%
Xpress Freight Services Inc.	United States of America	100%	-

All subsidiary undertakings are included in the consolidation. The total non-controlling interest for the year is $157,220 (2023 - $137,507) of which $95,825 (2023 - $77,320) is for group companies in the catering and ground handling division, $46,760 (2023 - $44,482) for group companies in the automotive, building supplies, shipping and services divisions $9,727 (2023 - $10,351) for group companies in the manufacturing division. The remaining non-controlling interest in respect of the remaining group companies, is not considered to be material. See the consolidated statement of changes in equity for transactions with non-controlling interests.

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

36. Related party disclosures... continued

b) The Group's significant associates at 30 September 2024 were as follows:

Company	Country of Incorporation	Effective Shareholder's Interests
Caribbean Distribution Partners Limited which holds the following associates:	Trinidad and Tobago	50%
Bryden and Partners Limited – 100%	St. Lucia	
Coreas Distribution Limited – 100%	St. Vincent	
Chinook Trading Canada Limited – 80%	Canada	
Facey Trading Limited – 100%	Barbados	
CDP Trinidad Limited – 100%	Trinidad and Tobago	
Hand Arnold – a division of CDP Trinidad Limited	Trinidad and Tobago	
Hanschell Inniss Limited – 100%	Barbados	
Vemco – a division of CDP Trinidad Limited	Trinidad and Tobago	
Vembev – a division of CDP Trinidad Limited	Trinidad and Tobago	
Hilbe Investments Limited – 100%	Barbados	
Independence Agencies Limited – 58%	Grenada	
Orange Wood Distributors Limited – 100%	St. Lucia	
Peter & Company Limited – 100%	St. Lucia	
DeSinco Limited – 51%	Guyana	
Various interests held ultimately by Goddard Enterprises Limited	Various Caribbean and Latin American countries, Canada and Barbados	20% - 50%

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

36. Related party disclosures... continued

c) The following transactions were carried out by the Group with related parties during the year:

	2024	2023
i) Sales of goods and services	**67,692**	63,145
ii) Purchases of goods and services	**1,736**	3,540
iii) Management fee income	**1,051**	1,125
iv) Rental income	**1,653**	1,736
v) Dividend income (note 18)	**13,631**	12,124

The sales to and purchases from related parties are made on terms equivalent to those that prevail in arm's length transactions. Outstanding balances at the year-end are unsecured, interest-free and settlement occurs in cash. There have been no guarantees provided or received for any related party receivables or payables. This assessment is undertaken each financial year through examining the financial position of the related party and the market in which the related party operates.

d) Key management comprises of directors, divisional management and other senior Group personnel. Compensation to these individuals was as follows:

	2024	2023
Compensation		
Salaries and other short-term employee benefits	**8,956**	9,925
Post-employment benefits	**561**	464
Share-based payments	**69**	62
	9,586	10,451

There were no loans to key management in 2024 and 2023.

37. Cash Flows

The net change in non-cash working capital balances related to operations is as follows:

	2024	2023
Increase in trade and other receivables	**(52,452)**	(20,943)
Decrease/(increase) in prepaid expenses	**2,210**	(6,894)
Increase in due by associated companies	**(2,962)**	(1,598)
Increase in inventories	**(80,774)**	(20,143)
Increase in trade and other payables	**111,080**	16,481
Increase/(decrease) in due to associated companies	**805**	(64)
	(22,093)	(33,161)

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

38. Material partly-owned subsidiaries

Financial information of subsidiaries that have material non-controlling interests is provided below:

Proportion of equity interest held by material non-controlling interests.

Company	Country of Incorporation	% interest 2024	% interest 2023
Inflite Holdings (Cayman) Limited	Cayman Islands	49%	49%
Inflite Holdings (St. Lucia) Ltd.	St. Lucia	49%	49%
Jonas Browne and Hubbard (Grenada) Limited	Grenada	48%	48%

Summarised statement of financial position:

	Inflite Holdings (Cayman) Limited	Inflite Holdings (St. Lucia) Ltd.	Jonas Browne and Hubbard (Grenada) Limited
2024			
Assets			
Current assets	**114,296**	**79,894**	**75,898**
Non-current assets	**177,601**	**51,005**	**70,564**
	291,897	**130,899**	**146,462**
Liabilities			
Current liabilities	**105,386**	**33,190**	**44,335**
Non-current liabilities	**75,262**	**13,393**	**3,935**
	180,648	**46,583**	**48,270**
Net assets	**111,249**	**84,316**	**98,192**
Attributable to non-controlling interests	**54,512**	**41,313**	**46,760**

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

38. Material partly-owned subsidiaries... continued

Summarised statement of financial position:... continued

	Inflite Holdings (Cayman) Limited	Inflite Holdings (St. Lucia) Ltd.	Jonas Browne and Hubbard (Grenada) Limited
2023			
Assets			
Current assets	94,501	68,690	46,894
Non-current assets	148,157	39,711	76,640
	242,658	108,401	123,534
Liabilities			
Current liabilities	65,162	30,378	25,461
Non-current liabilities	77,900	19,822	4,667
	143,062	50,200	30,128
Net assets	99,596	58,201	93,406
Attributable to non-controlling interests	48,802	28,518	44,482

Summarised statement of total comprehensive income:

	Inflite Holdings (Cayman) Limited	Inflite Holdings (St. Lucia) Ltd.	Jonas Browne and Hubbard (Grenada) Limited
2024			
Revenue	**273,222**	**152,996**	**125,947**
Net income for the year	**12,829**	**20,655**	**6,948**
Other comprehensive loss	**(2,361)**	**(228)**	**-**
Total comprehensive income	**10,468**	**20,427**	**6,948**
Attributable to non-controlling interests	**5,129**	**10,009**	**3,309**

Notes to the Consolidated Financial Statements

For the year ended 30 September 2024
(Expressed in thousands of Barbados dollars)

38. Material partly-owned subsidiaries... continued

Summarised statement of total comprehensive income:... continued

	Inflite Holdings (Cayman) Limited	Inflite Holdings (St. Lucia) Ltd.	Jonas Browne and Hubbard (Grenada) Limited
2023			
Revenue	229,618	135,010	119,739
Net income for the year	20,134	19,593	5,970
Other comprehensive income/(loss)	5,366	(760)	-
Total comprehensive income	25,500	18,833	5,970
Attributable to non-controlling interests	12,495	9,227	2,845

39. Income tax effects relating to other comprehensive income/(loss)

	Gross	Tax	Net of Tax
2024			
Remeasurement of employee benefits:			
- Group	**(1,634)**	**519**	**(1,115)**
- Associated companies	**(75)**	**-**	**(75)**
Revaluation surplus – Associated companies	**(290)**	**-**	**(290)**
Cash flow hedge - Group	**9,291**	**(2,044)**	**7,247**
All other components of other comprehensive income	**(3,372)**	**-**	**(3,372)**
Other comprehensive income for the year	**3,920**	**(1,525)**	**2,395**

	Gross	Tax	Net of Tax
2023			
Remeasurement of employee benefits:			
- Group	(3,395)	735	(2,660)
- Associated companies	226	-	226
Revaluation surplus – Associated companies	8,436	-	8,436
Cash flow hedge - Group	11,704	(1,504)	10,200
All other components of other comprehensive income	1,481	-	1,481
Other comprehensive income for the year	18,452	(769)	17,683

Appendix A

Board and Committee Meeting Attendance for 1 October 2023-30 September 2024

NAME OF DIRECTOR	BOARD MEETINGS ATTENDED FOR THE YEAR	COMMITTEE MEETINGS ATTENDED FOR THE YEAR	TOTAL	OVERALL PERCENTAGE
Dr. José S. López Alarcon	5 of 5	15 of 15	20 of 20	100%
Mr. Anthony H. Ali	5 of 5	13 of 15	18 of 20	90%
Ms. Marla R. K. Dukharan	5 of 5	8 of 8	13 of 13	100%
Mr. Daniel W. Farmer	5 of 5	5 of 5	10 of 10	100%
Mr. A. Charles Herbert	5 of 5	3 of 3	8 of 8	100%
Mr. William P. Putnam	5 of 5	5 of 5	10 of 10	100%
Mr. Ryle L. Weekes	5 of 5	10 of 10	15 of 15	100%

Management Proxy Circular

Company No. 1330

Management is required by the Companies Act, Chapter 308 of the Laws of Barbados (the "Companies Act") to send forms of proxy with the notice convening the meeting. In complying with those provisions, management is deemed to be soliciting proxies within the meaning of the Companies Act.

This Management Proxy Circular accompanies the notice of the eighty-sixth annual meeting of the shareholders of Goddard Enterprises Limited (the "Company") to be held on Friday, 31 January 2025, at 5:30p.m at the Walcott Warner Theatre, Errol Barrow Centre for Creative Imagination, The University of the West Indies, Cave Hill, St. Michael in Barbados (the "meeting") and is furnished in connection with the solicitation by the management of the Company of proxies for use at the meeting, or any adjournment thereof. It is expected that the solicitation will be primarily by mail. The cost of the solicitation will be borne by the Company.

APPOINTMENT AND REVOCATION OF PROXIES

A shareholder who is entitled to vote at the meeting has the right by means of the enclosed form of proxy to appoint a person to represent him at the meeting and may do so by inserting the name of such person in the space indicated on the form. The completed proxy form must be returned to the Company no later than 4:30 p.m. on Thursday, 30 January 2025.

A proxy given by a shareholder for use at the meeting may be revoked by the shareholder at any time prior to its use. A proxy may be revoked in any manner permitted by law, including by an instrument in writing executed by the shareholder or his attorney in writing. If the shareholder is a company, the written instrument of revocation must be executed under its corporate seal or by any duly authorised officer or attorney of the company. The instrument of revocation must be deposited at the office of the Company, Top Floor, The Goddard Building, Haggatt Hall, St. Michael, Barbados at any time up to and including the last business day preceding the day of the meeting, or any adjournment thereof, at which the proxy is to be used, or with the Chairman of the meeting on the day of the meeting, or adjournment thereof. Upon deposit in either manner, the proxy is revoked.

RECORD DATE AND VOTING SHARES

The Directors of the Company have not fixed a record date for determining the shareholders who are entitled to receive notice of the meeting. Therefore, in accordance with the Companies Act, the statutory record date applies. Accordingly, only shareholders of record at the close of business on the day immediately preceding the day on which the notice of the meeting is given will be entitled to receive notice of the meeting. Only such registered holders of shares of the Company will be entitled to vote at the meeting. In the event of a poll, each shareholder is entitled to one vote for each share held. As at the date hereof, there are 228,750,521 common shares of the Company issued and outstanding.

ADOPTION OF THE CONSOLIDATED FINANCIAL STATEMENTS AND THE AUDITOR'S REPORT

The Consolidated Financial Statements of the Company for the year ended 30 September 2024 and the Auditor's Report thereon are included in the 2024 Annual Report.

ELECTION OF DIRECTORS

The Company's By-Laws provide that there shall be a minimum of seven and a maximum of eleven Directors of the Company. The Managing Director shall be an ex officio member of the Board of Directors. The Company's Directors hold office from the date on which they are elected until the close of the first annual meeting of the shareholders of the Company following their election.

As at 9 December 2024, the board of directors of the Company comprises seven Members, including the ex officio Member.

Six Directors retire by rotation at the end of the eighty-sixth annual meeting in keeping with the Company's By-Laws. It is proposed that seven directors be elected at the meeting. The persons forming the proposed slate of directors, identified in the section below headed "Nominees for Election as Directors of the Company" will be nominated for election at the meeting. Six of the seven nominees are currently Directors of the Company and the other nominee is a new nominee. Mr. Matthew D. Goddard is the new nominee.

Mr. Goddard was born in Barbados and resides in Canada. He is a Managing Director and Global Head of ETF and Futures Trading, Head of Crypto and Digital Currency Opportunities at BMO Capital Markets. Mr. Goddard is a leader in capital markets with close to two decades of global trading experience. His primary expertise is in ETFs, futures, equity derivatives, and emerging asset classes such as digital currencies. BMO is positioned as the preeminent ETF Market Maker in Canada, trading across multiple exchanges globally. Mr. Goddard's track record includes leading transformative advancements in ultra-low latency trading technology and data science. His expertise in algorithmic trading and risk management is complemented by his work in machine learning and AI through BMO's Data Cognition Team, which he initiated. Prior to BMO, Matthew co-founded and was Head of Trading for an offshore high-frequency trading firm in Barbados. He began his career as an equity derivatives trader at National Bank of Canada. Mr. Goddard holds a Bachelor of Commerce from Queen's University and is a CFA Charterholder.

The names of the persons proposed as nominees for election as directors of the Company, and for whom it is intended that votes will be cast for their election as directors pursuant to the form of proxy herewith enclosed, are as follows:

Nominees for Election as Directors of the Company

Dr. José S. López Alarcon	Ms. Marla R. K. Dukharan
Mr. Daniel W. Farmer	Mr. Matthew D. Goddard
Mr. A. Charles Herbert	Mr. William P. Putnam
Mr. Ryle L. Weekes	

It is proposed that the term of office for each of the above-named nominees will expire at the close of the annual meeting of shareholders following his or her election or until his or her successor is elected or appointed.

It is further proposed that the above-named nominees along with Mr. Anthony H. Ali, ex officio Board Member, constitute the Board of Directors of the Company from the close of the eighty-sixth annual meeting until the close of the next annual meeting of shareholders.

The management of the Company does not contemplate that any of the persons named above will, for any reason, become unable or unwilling to serve as a director.

A simple majority of votes cast by Shareholders present and voting at the meeting, whether in person or by proxy, is required to elect the above-named nominees.

The Directors recommend that Shareholders vote for the election of the above-named nominees.

APPOINTMENT OF AUDITOR

It is proposed to nominate the firm of Ernst & Young Ltd, the incumbent Auditor of the consolidated financial statements of the Company, to hold office until the next annual meeting of shareholders.

A simple majority of votes cast by Shareholders present and voting at the meeting, whether in person or by proxy, is required to re-appoint the incumbent Auditor and to authorise Directors to fix the Auditor's remuneration.

The Directors recommend that Shareholders vote for the re-appointment of Ernst & Young Ltd and the authorisation of Directors to fix the Auditor's remuneration.

DISCRETIONARY AUTHORITY

Management knows of no matter to come before the meeting other than the matters referred to in the Notice of Meeting enclosed herewith. However, if any other matter which is not now known to management should properly come before the meeting or any adjournment thereof, the shares represented by proxies in favour of management nominees will be voted on any such matter in accordance with the best judgment of the proxy holders.

Similar discretionary authority is deemed to be conferred with respect to any amendment to any matter identified in the Notice of Meeting.

The contents of this Management Proxy Circular and the sending thereof to all the holders of shares of the Company have been approved by the Directors of the Company.

No director's statement is submitted pursuant to section 71(2) of the Companies Act.

No auditor's statement is submitted pursuant to section 163 (1) of the Companies Act.

No shareholder's statement is submitted pursuant to sections 112 (a) and 113 (2) of the Companies Act.

9 December 2024

Kathy-Ann Scantlebury

Kathy-Ann L. Scantlebury

Corporate Secretary

FORM OF PROXY

COMPANY NO. 1330

The undersigned shareholder(s) of Goddard Enterprises Limited (the "Company") hereby appoint(s)

____

of ____

or failing him ____

of ____

as the nominee of the undersigned to attend and act for the undersigned and on behalf of the undersigned at the 86th annual meeting of the shareholders of the Company to be held on 31 January 2025 and at any adjournment or adjournments thereof in the same manner, to the same extent and with the same powers as if the undersigned were present at the said meeting or such adjournment or adjournments thereof.

____________________________	____________________________
Name of Shareholder(s)	Signature of Shareholder(s)

____

Date (DD/MM/YYYY)

Notes

1. (a) A shareholder who is entitled to vote at a meeting of shareholders may by means of a proxy appoint a proxy holder, or one or more alternate proxy holders, none of whom need be shareholders, to attend and act at the meeting in the manner and to the extent authorised by the proxy and with the authority conferred by the proxy.

   (b) In the case of a shareholder who is a body corporate or association, votes at meetings of shareholders may be given by an individual authorised by a resolution of the directors or governing body of that body corporate or association to represent it at meetings of shareholders of the Company.

2. A proxy must be executed in writing by the shareholder or his attorney authorised in writing.

3. Proxy appointments are required to be deposited at the registered office of the Company, Top Floor, The Goddard Building, Haggatt Hall, St. Michael, Barbados or emailed to gelinfo@thegelgroup.com no later than 4:30 p.m. on Thursday, 30 January 2025.

NOTES

HEDGING FOR THE FUTURE

GODDARD ENTERPRISES LIMITED

goddardenterprisesltd.com