CARIBBEAN FLAVOURS & FRAGRANCES LIMITED

2023 ANNUAL REPORT

Caribbean Flavours and Fragrances is the premier supplier of quality flavours and fragrances for beverage, baking, confectionary and ice cream manufacturers across the Caribbean.

Mission Statement

Caribbean Flavours and Fragrances Limited is dedicated to providing its customers with Flavours & Fragrances of the highest Quality and Functionality. We will maintain consistency in our batches through internal and external quality systems. We endeavour to ensure that our customers, employees and stakeholders are satisfied by our daily efforts to **"TEASE THE SENSES"**.

Our Vision

Through God's guidance, to become a major company with world-class performance standards, demonstrating the highest levels of integrity in all business practices and interactions with customers, suppliers, employees, and the society at large.

Our Values

- Our Word is our bond.
- We go the Extra Mile for all our stakeholders with a spirit of Love.
- We are always Transparent.
- We work Together to achieve our goals.
- We accept Responsibility.
- We display the highest Ethical Standards at all times.
- We strive for Excellence in all that we do. We understand that actions speak louder than words.

Therefore, at Caribbean Flavours and Fragrances Limited:

- We inspire trust.
- We keep it simple.
- We are open and inclusive.
- We tell it like it is.
- We lead from the head and the heart.
- We discuss. We decide. We deliver.

Contents

Chairman's Statement

My Fellow Shareholders

The dedicated efforts of the entire team at CFF, along with collaborations with our stakeholders, have led to significant product innovations for our valued customers. In 2023, we focused on forging partnerships with new business allies while enhancing relationships with our current partners, thereby expanding our product offerings. These strategies enabled us to respond promptly to customer needs while reducing the risk of stockouts of major raw materials.

The Board takes great pride in the new portfolio of bakery and savoury solutions introduced to the baking industry, along with the training and exposure provided to both our staff and customers. We remain committed to continuous innovation and training to drive growth and excellence in our operations.

As we celebrate our tenth year of being listed on the Junior Market, CFF's performance continues to excel. We achieved a revenue of $900.81 million, marking an impressive improvement of 16.65% compared to 2022. Additionally, our gross profit increased by 41.82% to $324.79 million, despite challenges such as supplier price increases, heightened security costs, and logistics issues.

Our net profit before taxes reached J$155.80 million, a remarkable 120.27% increase from the previous year. In recognition of this achievement, the Board declared and authorized a dividend of $0.050 cents per share to all shareholders, doubling the dividend paid in the 2022 financial year.

We are pleased to announce the successful recertification of our Safe Quality Food (SQF) status, which is integral to our product and partnership strategies. Looking ahead, we are committed to expanding our export market, with the goal of deriving 20% of our revenue from exports. Active research, innovation, and training will remain central to our operations as we penetrate new markets beyond Jamaica.

Investments in training, collaboration with supplier partners and customers, and ongoing innovation in our laboratory will ensure that we continue to provide exciting options in flavours, fragrances, and ingredients to the market.

The Board continues to oversee development and implementation of new policies that inure to improved corporate governance oversight and management of all risks. We are especially engaged with policies that inform the cybersecurity posture and data protection compliance.

The Board extends its gratitude to our loyal customers, dedicated management team and staff, shareholders, and key stakeholders. As we look to the future, we are confident that with your continued support, we will establish ourselves as a local company with a global presence in the wider world market. Thank you for your ongoing support as we navigate this journey together.

Howard Mitchell
Chairman

Notice of AGM

NOTICE IS HEREBY GIVEN THAT the 2024 Annual General Meeting of CARIBBEAN FLAVOURS AND FRAGRANCES LIMITED (the "Company") will be held at Terra Nova Hotel ,17 Waterloo Road, Kingston on September 11, 2024 at 1pm "in-person" or via facebook.com/derimontrading accessible from our website at **www.caribbeanflavoursjm.com** to consider and, if thought fit, to pass the following resolutions:

1. **Audited Accounts**

   Resolution No. 1 – Directors' Report, Auditors Reports and Audited Financial Statements for the year ended December 31. 2023

   "**THAT** the Audited Accounts for the year ended December 31, 2023 and the Reports of the Directors and Auditors, circulated with the Notice convening the Meeting, be and are hereby received and adopted."

2. **Dividend**

   Resolution No. 2 – To ratify that the Ordinary dividend paid on October 13, 2023 as final for the year ended December 31, 2023.

   "**THAT** as recommended by the Directors, the interim dividend of $0.050¢ per stock as Ordinary Dividend, paid on October 13, 2023 be and are hereby ratified and declared as final and no further dividend be paid with respect to the year ended December 31, 2023."

3. **Re-election of Directors**
   Article 97 of the Company's Article of Incorporation provides that at every Annual General Meeting one-third of the Directors are subject to retirement for the time being, or, if their number is not three or a multiple of three, then the number nearest to one-third, shall retire from office. The Directors to retire by rotation pursuant to this Article are Mr. Wilford Heaven, Mr. Ian Kelly and Mr. Carlton Samuels, who all being eligible, offer themselves for re-election.

   Resolution No. 3 – Re-election of Directors

   Resolution No. 3a
   "**THAT** Mr. Wilford Heaven be and is hereby re-elected as a Director of the Company."

   Resolution No. 3b
   "**THAT** Mr. Ian Kelly be and is hereby re-elected as a Director of the Company."

   Resolution No. 3c
   "**THAT** Mr. Carlton Samuels be and is hereby re-elected as a Director of the Company."

4. **Directors' Remuneration**

   Resolution No. 4 – Directors' Remuneration

   "**THAT** the amount shown in the Audited Accounts of the Company for the year ended December 31, 2023 as remuneration paid to the Directors for their services as Directors be and is hereby approved."

5. **Appointment of Auditors and their Remuneration**

   Resolution No. 5 – Appointment of Auditors and their Remuneration

   "**THAT** the Auditing firm of Baker Tilly, 9 Cargill Avenue, Kingston 10, Jamaica, having signified their willingness to serve, continue in office as Auditors of the Company, until the conclusion of the next Annual General Meeting, at a remuneration to be agreed by the Directors."

By order of the board

Ian Kelly
Company Secretary

Dated June 3, 2024

NOTES:
1. A member eligible to attend and vote at a General Meeting is entitled to appoint another person as his/her proxy to attend and vote instead of him/her. A proxy, so appointed, need not be a member of the Company.
2. All members are entitled to attend and vote at the meeting.
3. Enclosed is a form of proxy which must be deposited with the Secretary, at the Registered Office of the Company or the Registrar, Jamaica Central Securities Depository ("JCSD"), 40 Harbour Street, Kingston, not less than forty-eight (48) hours before the time appointed for holding the meeting.

5 Year Statistical Review

Income Statement	2019 (J$ '000)	2020 (J$ '000)	2021 (J$ '000)	2022 (J$ '000)	2023 (J$ '000)
Revenues	462,462	593,753	673,714	772,229	900,805
Gross Profit	139,160	190,581	195,901	229,012	324,788
Total Operating Expenses	111,060	121,134	130,394	162,777	190,168
Profit before Taxation	36,807	96,512	88,498	70,730	155,804
Net Profit	31,500	82,299	79,575	61,698	132,819

Balance Sheet	2019	2020	2021	2022	2023
Average Total Assets	518,545	599,119	680,162	741,379	826,634
Average Working Capital	460,189	416,331	477,799	489,854	535,897
Total Assets less Current Liabilities	512,341	547,954	626,194	655,900	626,194

Important Ratios	2019	2020	2021	2022	2023
Gross Profit Margin	30.09%	32.10%	29.08%	29.66%	36.06%
EBITDA Margin	9.47%	14.53%	15.97%	12.20%	19.85%
Profit before Taxation Margin	7.96%	16.25%	13.14%	9.16%	17.30%
Current Ratio	9.11	9.13	5.89	5.88	4.59
Quick Ratio	5.83	6.53	4.02	4.11	3.89
Debt-to-Equity	0.31	0.30	0.38	0.34	0.37

Corporate Data

CFF REGISTERED OFFICE

226 Spanish Town Road
Kingston 11, Jamaica
1 (876) 923-5111
1 (876) 923-8777
1 (876) 937-0356
info@cffjamaica.com
caribbeanflavoursjm.com

ATTORNEYS-AT-LAW

Alexander Williams & Co
Unit 61A Seymore Park
2 Seymore Avenue
Kingston 6, Jamaica

AUDITORS

Baker Tilly
9 Cargill Avenue
Kingston 10, Jamaica

INVESTMENTS

Scotia Investments Jamaica Limited
Duke Street
Kingston, Jamaica

Jamaica Money Market Brokers Limited
Shop Number 40-42
New Kingston Business Centre
Kingston 5, Jamaica

National Commercial Bank Jamaica Limited
32 Trafalgar Road
Kingston 10, Jamaica.

Dolla Financial Services Limited
Unit Number 1
Barbican Business Centre
Kingston 6, Jamaica

BANKERS

National Commercial Bank Jamaica Limited
32 Trafalgar Road
Kingston 10, Jamaica

Sagicor Bank Jamaica Limited
17 Dominica Drive
Kingston 5, Jamaica

First Global Bank Jamaica Limited
24-48 Barbados Avenue
Kingston 5, Jamaica

REGISTRAR

Jamaica Central Securities Depositary Limited
40 Duke Street
Kingston

Directors' Report

The Directors of Caribbean Flavours and Fragrances Limited present their report for the twelve (12) month period ended December 31, 2023, to all our shareholders. This year, marks the end of our tenth (10th) year of being listed on the Junior Market of the Jamaica Stock Exchange and as such the final 50% of the tax benefits has been completed. This report outlines many of the major accomplishments and achievements of this Company during this financial year.

Our Company remains extremely proud that despite the many global and economic challenges, the outcome from planning and execution has resulted in record financial performance, record dividend payment, record breaking product innovations, and improvement in business efficiencies. We have successfully renewed our Safe Quality Foods Certification, experienced significant improvement in our plant output, and installed a new filling line thereby allowing the company to attract new customers

With the Jamaican economy seeing some level of normalcy, we continued to realign our growth plans and budgets for aggressive growth in 2024. Our focus, priorities and strategies were geared at new product development, positioning the company for growth in new markets and working closely with new and small customers. Our financial and operational results is a testament that we did well albeit under trying circumstances.

Our mantra of service and continuous product development and the exposure of our people to new trends were also realized. We have taken a more direct and focused approach to our export business as part of our catalyst for growth as we diversify our revenue streams whilst providing downward protection from any associated future fallout in the local market industries in which we serve.

The Statement of Comprehensive Income shows record revenue of $$900.81 million, Gross profit of $324.79 million and profit after tax of $132.82 million. Given that the Company is in its final year of the last five years of the Junior Market tax incentive programme, current taxation of $21.59 million was charged on profits reported for this reporting period. Dividends totaling J$44.96 million were also paid out to shareholders during this reporting period.

During this financial period, we accomplished the following:

- Achieved the recertification of the Safe Quality Foods Certification (SQF) and implemented many new best practices.
- Re-tooling of the factory and the implementation of a new filling line to facilitate the increased customer demands.
- New product development and acceptance of these products by many of our new overseas business partners.
- Availing raw materials to our customers despite the global logistics and supply chain issues.
- Providing new solutions to the Jamaican bakery and savoury market which provides tremendous benefits to this sector.

Our focus for the next reporting period will be geared at:

- Achieving targeted revenue from the export portfolio representing 20% of total revenue.
- Ensuring that our customers are provided with raw materials and finished good within the quantities requested.

- Continuous improvement to our physical operating plant as well as policies as per the requirement of the Safe Quality Foods Standards and re-certification requirement.
- Improving our processes and risk management frameworks as per the needs of the present operating environment.
- Full roll out of our bakery and savoury solution to the Jamaican and regional markets.
- Continuous training of our technical teams and exposing them to the new solutions that are available based on world trends.
- Ensuring that the Board Committees operate and provide the necessary oversight as mandated by the Board's policies and procedures.

Our customers continued to be the centre of our operations and as such the Board's mandate of ensuring that adequate quantities of raw materials and finished good are actioned on a real time basis by our management team. These actions and the attention given at each stage of our procurement and logistics cycle ensured that our ability to respond to many of our customers requests and orders were realized. We continued to work with our customers within the local and regional market and have seen growth in markets such as Suriname, Dominican Republic, and Trinidad and Tobago given that we have earned the confidence of our various partners.

Our expenditure in the area of research and development, training and exposure of our team and the capital improvement in our physical plant continues to drive our ethos of being a Company that is able to respond on a timely manner to technological innovations and trends in global markets. This is our commitment and we will continue to engage our customers and keep them abreast of the new market developments and trends as we work together and with our various partners to continue to offer new trendy solutions.

We continued to evolve and improve our Research and Development capabilities thereby moving from being an order-taking institution to one that provides solutions to the market and that is our commitment. The Board will continue to provide the desired policy directions and oversight thereby ensuring that we deliver what we promise to our customers. Our customers and suppliers are assured that we will not only meet, but also exceed their expectations, as we continue on our journey to provide quality products to new and existing customers.

Directors
The Directors of the Company as at December 31, 2023 are Messrs.

- Howard Mitchell
- Anand James
- Clive Nicholas
- W. "Billy" Heaven
- Carlton Samuels
- Derrick Cotterell
- Ian Kelly

The mentor of the Company continues to be Mrs. Tania Waldron-Gooden.

Auditors
The Auditors of the Company, Baker Tilly of 9 Cargill Avenue, Kingston 10, Jamaica.

We acknowledge and extend our sincerest appreciation for the dedication, commitment and hard work of the members of staff and thank our customers, suppliers and all stakeholders for their support during the past year. We remain committed to providing the best products and customer service to our customers and look forward to their continued support for the foreseeable future.

FOR AND ON BEHALF OF THE BOARD

....
Howard Mitchell

Board of Directors

Howard Mitchell CD, JP

Board Chairman

A lawyer by profession, Mr. Howard Mitchell maintained a successful Commercial Law Practice for thirty-five (35) years, with concentrations in Mining Law and Taxation, before retiring in 2010.

Mr. Mitchell has demonstrated a strong commitment to Public Service for decades and was appointed to the Board of the National Housing Trust (NHT) in 1987 and again served as Chairman from February 2008 to June 2012. He serves as a Justice of the Peace (JP) and in 2017 was awarded the Order of Distinction (Commander Class) for outstanding service to Business and the Public Sector as well as being elevated to the Hall of Fame of the Private Sector Organization of Jamaica in 2023

He is a past Chairman of the Council of the Institute of Jamaica and the Jamaica Accountability Meter Portal and has also served as Chairman on numerous statutory boards across a wide range of government ministries over the past twenty years (including the Coffee Industry Board). Mr. Mitchell has also negotiated a number of mining agreements on behalf of the Government of Jamaica.

Currently he is:

- Director of Issa Trust Foundation (Couples Hotels)
- Director of the Bank of Jamaica (BOJ)
- Director of Jamaica Packaging Industries Limited
- Director of SCL (Jamaica) Ltd.
- Director of Mustard Seed Communities
- Chairman of Caribbean Flavours and Fragrances
- Chairman of Chicken Mistress Ltd (Trading as Island Grill)
- Chairman of Menzies AJAS Limited
- Chairman of TM Traders Ltd
- Chairman of Sagicor X Fund Limited
- Director of House of Issa Limited (Issa Hotels)
- Director of Derrimon Trading Limited

His contribution to Private Enterprise also includes the resuscitation of the Sports Development Agency (SDA) to become the Jamaica Lottery Company Limited (operators of Jamaica's first successful private lottery) and the co-founder of the Sports Development Foundation (SDF) (which was the forerunner of the CHASE Fund), as well as the establishment of Jamaica's largest packaging manufacturing plant, Corrpak Jamaica Ltd., before selling that company in 2016.

Mr. Mitchell is the immediate past President of the Private Sector Organization of Jamaica (PSOJ) and a former Vice President of the Jamaica Manufacturers and Exporters Association.

Mr. Mitchell's philanthropic activities include his financial support of numerous charities and his membership on the Boards of Mustard Seed Foundation, the Issa Trust Foundation and his former Chairmanship of St. Patrick's Foundation.

His interests include fishing and traveling. He has been married for over 44 years and has 2 daughters.

Derrick Cotterell MBA, BSc
Executive Director

As Chairman and Group Chief Executive Officer of Derrimon Trading Company Ltd, Derrick has been responsible for the strategic direction and growth of the company since its inception in 1998. He also has significant experience in General Management, Sales, Marketing, and Procurement. Derrick also holds the position of Managing Director of Caribbean Flavours and Fragrances Limited, Woodcats International Limited, Marnock LLC and Marnock Retail.

He is a member of the Board of Directors for all the subsidiaries of Derrimon, Dupont Primary School, the Governor General of Jamaica's "I Believe Initiative", and the Chairman of My Ocean Limited. He also serves as a Deacon at his Church and is always seeking out opportunities to impact the lives of young people.

Derrick is a graduate of the University of the West Indies and Florida International University, where he attained a Bachelor of Science in Management Studies and a Master of Business Administration, respectively..

Clive Nicholas CD, FCA
Non-Executive Director

Mr. Clive Nicholas is a Tax Consultant and Chartered Accountant who retired as the Director General for Tax Administration after over forty (40) years of combined service to the Income Tax Department, the Revenue Board, the General Consumption Tax Department and the Ministry of Finance and Planning. He is also a graduate of Harvard Law School and was awarded the Order of Distinction (Commander Class) for his services to Jamaica.

Mr. Nicholas is the Chairman of the Land Taxation Relief Board, a Director of the Financial Sector Adjustment Company Limited, Financial Institutions Services Limited, Kingston College Development Trust Fund, Caribbean Flavours and Fragrances Ltd, Public Accountancy Board, Marjoblac Limited, and a trustee of the Jamaica Church Pension Scheme. He has also served as a Director of Container Services Limited and a Commissioner of the Betting Gaming and Lotteries Commission..

Anand James BA, MA, JP
Executive Director

Mr. James is a founding Shareholder and Director of Caribbean Flavours and Fragrances Limited . He has over thirty years of experience in the Flavours and Fragrances field, having started his career in 1989 with Bush Boake and Allen Jamaica Limited. He also served as the Regional Safety Manager of the later Company with operations in Brazil, Argentina, Chile, Colombia and Mexico. Mr. James also worked in the BBA subsidiary Jamaica Extracts Limited extracting Ginger oils and Oleoresin and also Pimento leaf oil.

Mr. James spearheaded the Initial Public Offering of CFF in 2013 and now serves as Consultant Director of the Company. He is also a founder and Director of Spurtree Spices Jamaica Limited as well as A M J Agro processors Guyana Inc.

Mr. James is a graduate of the University of the Guyana and gained a BA at that institution, he is also a graduate of the West Indies and gained an MA. From that institution.

Board of Directors (continued)

Ian Kelly CPA, MSc (Hons), BSc (Hons)

Executive Director / Company Secretary

Ian is adept at finance and risk management with over 25 years of senior level experience in treasury, asset management, correspondent banking, mergers and acquisitions, corporate finance and securities trading. He serves as the Group Chief Financial Officer for Derrimon Trading Company Limited and the Divisional Director for Sampars. He is responsible for the financial reporting and stewardship of the company to internal and regulatory stakeholders, monitoring of subsidiary companies, as well as the execution of the expansion strategy of the Company.

Ian is also the Chief Financial Officer and Company Secretary for Caribbean Flavours and Fragrances Limited, Woodcats International Limited, Marnock LLC and Marnock Retail LLC.

He is a Certified Public Accountant (CPA) and holds both a Bachelor and Master of Science degree in Accounting from The University of the West Indies. Ian also completed the Executive Development Program at Wharton Business School, the University of Pennsylvania.

Ian serves on several Boards of which he is the Chairman of The Governor-General Jamaica Trust, TyDixon Primary School, Focused Opthalmics and Reggae Marathon. He also holds Director positions at Caribbean Flavours and Fragrances Limited, Woodcats International Limited, Marnock LLC, Marnock Retail, FosRich Group of Companies, Unibev Limited, FirstRock Private Equity and Dolla Guyana.

Carlton Samuels, BSc (Hons), MS Dip(ES)

Non-Executive Director

Mr. Samuels is an international consultant with an extensive body of work in areas of strategy and governance with a focus on ICT4D and technology in education. He is also actively involved in defining telecommunications policy and regulation and Internet policy via the policy development process of the Internet's Domain Name System. He is an adjunct in Information Science in the Department of Library and Information Studies in the Faculty of Humanities and Education at The University of the West Indies, Mona.

Carlton has served on several high-level international panels of strategic importance such as the Strategy Panel reviewing ICANN's role in the Internet Governance Ecosystem and the Expert Working Group, Panel for Next Generation Registration Data Directory Services for the Internet (EWG), and Panel on Competition, Consumer Confidence and Trust in the Domain Name System Review Team (CCT RT). He was formerly a Vice-Chair of ICANN's At-Large Advisory Committee (ALAC) and a founding Director of the Caribbean Internet Forum. He has held several senior executive positions in private sector and academic environments, most recently as CIO and University Director of IT at The University of the West Indies.

He serves on several Boards and Committees related to education, library and information. These include HEART/ NTA, JAMLIN, Kingston High School and Tivoli Gardens High School. He is a past Chair of the National ICT Advisory Council of Jamaica, and serves on the ICT Council for Public Sector ICT Governance and Operations.

W. Bill Heaven OD, JP

Non-Executive Director

W. Billy Heaven is the Chief Executive Officer of the CHASE Fund, a post he assumed in 2003. Prior to this, he served as a Small Medium-sized Enterprise (SME) Consultant and Executive Director of the National Development Foundation of Jamaica.

An experienced senior executive, Mr. Heaven has a wealth of knowledge in the areas of management, corporate restructuring, finance and strategic planning. Regarding his private secto? Experience, Mr. Heaven has worked as an accountant, Management accountant and financial controller with local and multinational corporations.

Besides his vast experience in the business sector, Mr. Heaven is an educator, having served the teaching profession for many years after graduating with distinction in teaching from Mico University College. A graduate of the University of the West Indies, he holds a BSc. Accounting (Hons.) and a MBA from that institution. He also holds post-graduate diplomas for senior executives and has been exposed to extensive executive training at the Development Bank of Canada and the financial sector in Ireland. Mr. Heaven was the recipient of the Government of Jamaica Scholarship to pursue the Senior Management Executive programme, and the Canadian International Development Agency (CIDA) Scholarship to pursue the MBA programme. Mr. Heaven is the recipient of many awards, including the prestigious Carmen Latty Cup for the most resourceful teacher.

Tania Waldron-Gooden MBA, BSc

Mentor

Effective January 1, 2022, Tania Waldron-Gooden was appointed Chief Executive Officer of Caribbean Assurance Brokers Limited.

Mrs. Waldron-Gooden served in the capacity of Deputy CEO of Caribbean Assurance Brokers Limited from October 1, 2020, to D1ecember 31, 2021, and has been a member of the Company's Board of Directors since November 2017.

She brings to the organization seventeen years of experience in areas of Investment Banking, Research, New Product Development, Pension Fund and Portfolio Management.

Tania is a Director of Chicken Mistress Limited, Island Grill Holdings Limited, AJAS Limited, First Rock PE and Margaritaville Caribbean Group Limited. She is the Mentor and Director of Main Event Entertainment Group, Express Catering Limited and Derrimon Trading Company Limited. She is the Mentor to Spur Tree Spices Jamaica, Caribbean Flavors & Fragrances Limited, EduFocal Limited and Dolla Financial Services. She is also a co-opted committee member of the Finance & Audit Committee of the National Health Fund.

As the Mentor to various companies, she is responsible for providing the Board with support in establishing proper procedures, systems, and controls for its compliance with the Jamaica Stock Exchange Rule requirements for financial reporting, good corporate governance, and the making of timely announcements.

Mrs. Waldron-Gooden holds a Bachelor of Science degree (BSc. - Hons.) in Geology from the University of the West Indies, a Master of Business Administration degree (M.B.A) from the University of Sunderland in the U.K and has completed the Jamaica Securities Course as well as the Canadian Securities Course administered by the Canadian Securities Institute. Additionally, she holds a post graduate diploma in Paralegal Studies; and is registered/licensed as an Individual Investment Adviser as well as to sell and give advice on Life Insurance business and Sickness & Health Insurance business.

Disclosure of Shareholdings

Top 10 Shareholders

As at December 31, 2023

Primary Account Holder	Volume	Percentage
Derrimon Trading Company Limited	584,653,270	65.02%
Digipoint Limited	69,220,000	7.70%
JCSD Trustee Services Limited A/C Barita Unit Trust Capital Growth Fund	61,202,288	6.81%
Ideal Global Investments Limited	30,968,610	3.44%
Nigel O. Coke	23,556,079	2.62%
Ian C. Kelly	23,228,140	2.58%
Tropical Battery Company Ltd Contributory Pension Scheme	10,190,987	1.13%
Mayberry Investments Ltd Pension Scheme	9,729,450	1.08%
Sagicor Select Fund Ltd ('Class C' Shares) Manufacturing & Distribution	7,212,860	0.80%
Konrad Berry	6,951,663	0.77%

Directors' Holdings

As at December 31, 2023

Directors	Direct	Connected Parties	Total	Percentage
Derrick Cotterell [1]	0	584,653,270	584,653,270	65.02%
Anand James	0	0	0	0%
Ian C. Kelly [1]	23,228,140	0	23,228,140	2.58%
Howard Mitchell	1,450,000	0	1,450,000	0.16%
Clive C. Nicholas	329,756	0	329,756	0.04%
Carlton E. Samuels	250,000	0	250,000	0.03%
Wilford Heaven	0	0	0	0%
Tania Waldron-Gooden	0	0	0	0%

1. Executive Directors of Derrimon Trading Company Limited.

Management Team

Derrick Cotterell
Managing Director

Ian Kelly
Chief Financial Officer

Anand James
Consultant

Janice Lee
General Manager

Christopher Carless
Chief Accountant

Rechal Turner
Operations Manager

Rhonde-Gaye McPherson
Quality Assurance Manager

Management Discussion & Analysis

The Board of Directors of Caribbean Flavours and Fragrances Limited (CFF), is pleased to present this analysis for the Year ended December 31, 2023 and to report on the performance of the Company. The Board of Directors and Management is responsible for the integrity and presentation of the Management Discussion and Analysis (MD&A). We further encourage the reading of the audited financial statements for the period ended December 31, 2023 in conjunction with the MD&A to gain further clarity of CFF's results. The financial information discussed below is in Jamaican Dollars (JMD), the functional currency of the company, covering the reporting period January 1 – December 31, 2023. The financial statements were prepared in accordance with the International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB)

2023 Recap

2023 represented the tenth year that Caribbean Flavours and Fragrances Limited was listed on the Junior Market of the Jamaica Stock Exchange and the sixth year as a subsidiary of Derrimon Trading Company Limited. The organisation has evolved into a fundamentally different company over the last decade as revenue exceeded $900 million for the first time with net profit also exceeding the $100 million mark in the year under review. The financial and other operating metrics of CFF has demonstrated the growth in operations and capabilities of being the premier supplier to several Caribbean based companies and Jamaica's largest manufacturers.

Apart from hosting regular open days to the public, 'Discount Wednesdays' and promotion 'On the Lawn' events, CFF was a featured business at the JMEA (Jamaica Manufacturers and Exporters Association) Expo at the National Indoor Sports Centre between April 27 – 30. This event showcased our capabilities to the manufacturing public and saw numerous attendees becoming more acquainted with CFF and our operation, as well as was provided with deeper insight and understanding of our quintessential company.

We hosted our annual general meeting (AGM) on September 27 at the Terra Nova Hotel where our shareholders got the opportunity to learn more about the company's operations and its future prospects. We continue to reiterate our push to grow our exports to other Caribbean markets while deepening our presence locally as we develop a wider range of products that will benefit the everyday consumers in the markets that we serve.

CFF over the Decade

	June 2013 $'000	June 2014 $'000	December 2023 $'000
Revenue	229,892	255,362	900,805
Gross Profit	92,283	101,635	324,788
Gross Profit Margin	40.14%	39.80%	36.06%
Operating Profit	47,791	45,440	134,620
Profit before tax	50,388	51,188	155,804
Net Profit	38,832	50,547	132,819
Total Assets	95,538	178,227	895,819
Return on Average Assets	35.96%	36.93%	16.07%
Total Equity	64,576	156,710	651,709
Return on Average Equity	85.99%	45.68%	21.85%

CFF changed its financial year in June 2018 from June 30 to December 31 to align with that of its parent company. As such, the information referenced in the 2013 and 2014 periods were recorded under a different reporting period.

Year in Review

2023 was a year of stability for the business given that some of the major disruptions associated with the COVID-19 pandemic began to subside. Inflation trended downwards which was a positive for our business, there were also some levels of stability within the foreign exchange market, however continued disruptions in the supply chain and logistics continued to hamper our business. Despite the many challenges, the general positive business operating environment paved the way for our business to benefit from many levels of normalisation which meant that our customers had more certainty in planning their purchases and businesses.

The company incurred increased costs given the government increase in the minimum wage and security based salaries on June 1. This was significant as security costs went up by more than 38% due to the reclassification of the security guards from independent contractors to employees of their respective firms. There were additional fiscal moves by the government to drive commerce in different sectors through reduced fees or taxes.

NET PROFIT

$132.8M

2023 saw a return to improvement in the delivery times over that which was experienced in financial years 2021 and 2022, but not to the 2019/20 levels. This ensured that there was some level of certainty in our inventory scheduling and also facilitated a reduction in the amount of cash that was tied up for extended periods of time in inventory. This was a positive for CFF since the company could more effectively meet the needs of our largest customers who spent more than USD$70 million in upgrading their operations and expanding their capacity for both the domestic and export markets. Despite this win on the domestic front, some of the customers we gained in Trinidad & Tobago had reduced production timelines which affected their ability to bring new products to market, which in turn meant that we could not realize some levels of budgeted sales during the period under review.

The addition of a Product Development Officer to focus on the enhancement of our research and development (R&D) capabilities saw the company producing many new products and offering new flavours as demanded by our different customers. The continued development of our technical team and training of our staff was a high priority during the year as we sought to ensure that we continue to produce and offer the best product solutions for our customers.

CFF hosted a Fragrance Open Day in March 2023 where we had approximately 30 small businesses in attendance. During the workshop, participants were exposed to new products, a demonstration of application from our technical team, as well as insights from both the Jamaica Customs Agency and The Small Business Association of Jamaica. Apart from learning about how to make specific products within the personal care space, they were also exposed to liquid colour products from the company's array of offerings. These integration initiatives not only assist with the manufacturing process but help in providing our customers with some insight into our products and technical development for their own products. By showing the range of applications of our flavours and fragrances, it allows them to understand the opportunities they can tap into from these range of products.

We launched our new ingredients portfolio at our Ingredient seminar on September 20 at the Jamaica Pegasus Hotel to a wide range of interests in the baking industry. This seminar allowed us to show the benefits of CFF's new emulsifiers and enzymes and how they can improve the texture and shelf life while preserving the value of the products. Presentations were made by both our internal experts as well as our international partners International Flavours and Fragrances (IFF).

Jamaica is seeing continued levels of investment with numerous businesses seeking to grow their export profile and benefit from improved capacity to deliver services. CFF will be placing greater emphasis on exports and working with Derrimon to improve our product range during 2024. We are also looking forward to seeing the effort of our continued work being manifested in the form of increased earnings which will benefit our shareholders.

	DEC 2023 $'000	DEC 2022 $'000	% Change
Revenue	900,805	772,229	**16.65**
Gross Profit	324,788	229,012	**41.82**
Gross Profit Margin	36.06%	29.66%	**21.58**
Operating Profit	134,620	64,545	**108.57**
Profit Before Tax	155,804	70,730	**121.38**
Net Profit	132,819	61,698	**115.27**
Earnings Per Share	0.15	0.07	**114.28**

Macroeconomic Environment

Preliminary estimates by the Statistical Institute of Jamaica showed the country's Gross Domestic Product (GDP) increasing by 2.6% compared to the 5.2% in 2022. This continued economic recovery put us in the path of surpassing pre-COVID levels of GDP. The growth projections for the country were above the revised 2.0% prediction by the International Monetary Fund (IMF) and other projections set by other statutory bodies. While the IMF is projecting a 1.8% rise in GDP for 2024, any significant global macroeconomic event can disrupt those projections.

Mining and quarrying was the strongest performing sector of the goods producing industries segment of the economy as it rose by 21.5% in the fourth quarter. Agriculture, forestry and fishing and manufacturing increased 2.6% and 0.3%, respectively, as output increased for both sectors during the fourth quarter. Construction declined 3.8% during the fourth quarter and was the only declining sector of the goods producing industries. All service industry sectors excluding producers of government services saw an improvement in performance with the hotels and restaurants segment recording an 8.3% rise in the fourth quarter.

The country recorded its lowest unemployment rate to date in October 2023 at 4.2% compared to July 2022's unemployment rate at 6.6%, the last prior period of published unemployment data in 2022. The employed labour force was 1,320,400 in October 2023 which is above the 1,269,100 persons in January 2020 when the unemployment rate was 7.3%. Point-to-point inflation peaked in January at 8.1% before ending 2023 at 6.9%. Calendar year inflation was 7.5% compared to the 6.2% in 2022. The Jamaican Dollar depreciated by 1.91% from $152.05 to $154.95 at the end of 2023.

The Bank of Jamaica (BOJ) continued to maintain its monetary policy as policy rate remain unchanged at 7.0%, with the last hike in November 2022. The BOJ has sought to maintain tight Jamaican Dollar liquidity and use different facilities like its certificate of deposit (CD) offering to influence interest rates in the financial system. The country's net international reserves increased from US$3.98 billion US $4.60 billion or 36.48 weeks of good imports. Total remittance inflows marginally declined from US$3.44 billion in 2022 to US$3.37 billion, a figure which is well above 2020 levels. The Sangster International Airport had a 20 per cent improvement in passenger traffic to 5,211,900 passengers which was the highest passenger count to date. The Norman Manley International Airport saw air traffic surpassing 1,748,100 passengers for 2023, an 12% improvement over 2022. Jamaica was upgraded by S&P Global Ratings and Moody's to BB– and B1, respectively as Jamaica continues reducing its debt to GDP ratio. Fitch maintained its credit rating at B+.

GROSS PROFIT

$324.8M

Financial Performance Highlights

Caribbean Flavours and Fragrances is a business which provides key components needed to produce goods for major manufacturing and service-based businesses. This is seen from the company's main customers who provide goods consumed daily across the various markets that we serve and provide the fragrances which are used in personal care and household products. As a research-driven company led by the principles of science, CFF serves an increasing local market share of more than 60% that continues to benefit from our expanded portfolio of products. Apart from bulk and small container products sold to small customers, CFF also produces 1,000 litre IBC Totes and other specialized volumes for our largest customers. Our current operating facility has the capacity to supply the local market as well as to increase our exports demands. Despite our business being smaller than your typical medium sized company from our staff compliment, we form a very critical part to the landscape of the local beverage market which can be seen from our revenue base achieving above the $901 million mark. CFF is the largest distributor in the region for our affiliate International Flavours and Fragrances which also sees us acting as the regional company in the global representative space. This has been supported by CFF's Safe Quality Foods (SQF) Certification which enables the company to export anywhere in the world and continues to be regulated and monitored by the Bureau of Standards Jamaica (BSJ) and Ministry of Health (MOH).

The product range includes flavours from those used in beverages, baking, dairy and confectionary products plus savoury ones for a unique meal. We also supply fragrance that are used in all-purpose cleaners, liquid soaps and detergents, bath, body and shampoo, fabric softeners, solvents and colours. Our cordials and encapsulated fragrances are some of the other products we produce in the flavours and fragrances line.

CFF had numerous victories in 2023 which included the renewal of our SQF certification where we were rated Excellent by the Global Food Safety Initiative (GSFI). As a business focused on growing our external market space, this renewal proved that CFF is a competent firm in following globally recognized best practices. CFF will continue to be an outlier as we remain one of the few local food-based businesses which has taken the necessary steps to compete on a larger international stage. We introduced Fruit Punch and Orange cordials to our cordial line while producing new products for our related companies. We continue to attract new customers with the introduction of our ingredients portfolio for baked goods which saw us introducing it to the market through the hosting of a seminar on September 20 with guests from IFF and the local baking industry.

The company expanded its exports to countries such as Barbados, St. Kitts & Nevis, Trinidad and Tobago, Puerto Rico, Dominica, USA, the United Kingdom, Grenada, and Suriname in 2023. New market opportunities are being explored and we hope to deepen our existing relationship in Trinidad, Guyana, Suriname, the Dominican Republic, and Puerto Rico for the 2024 fiscal year.

We continue to take a disciplined approach to our operating model and the implementation of our strategic plan. Our internal controls continue to be our guide as we deliver quality products in improved response time to our customers. The Board and management remain focused on innovation and new product development, implementation of new strategies geared at customer satisfaction and retention, revenue enhancement, new market penetration and strategic alliances which have created synergies and value. The Company continues to experience stronger revenue growth in various segments of our business due to deliberate and focussed strategic initiatives that we implement.

Revenue

CFF's revenue for the 2023 Financial Year (FY) grew by 16.65% to $900.805 million, our highest revenue outturn in our 22-year history. Our export sales grew by 42% and now represent over a tenth of our total revenue as we leveraged our relationships in the Caribbean footprint and other select markets. Our largest customers also demanded more of our products due to increased customer demand fuelled by their own expansion efforts to grow their sales. SME clients continue to play an important role for the company as we continue to develop new offerings in both the flavours and fragrance categories.

REVENUE

$900.8M

Gross Profit

Gross profit grew by 41.82% to $324.788 million with the gross profit margin increasing from 29.66% to 36.06% given the procurement and logistics strategies implemented during the ensuing period. During 2022, the Company continued to operate within a high inflationary environment and continued supply chain hurdles challenges were features of the operating environment. Compressed margins on our different offerings were experienced. Inventory write-offs declined from $5.70 million to $1.18 million which can be attributed to greater inventory management and rising demand by customers. CFF has been more circumspect in inventory management following the experience garnered over the last four years of unprecedented developments. Given the present operating environment, we remain optimistic that our operations can generate the present levels of gross profit margin which translates to higher gross profit on improving revenue.

Operating Expenses

Total expenses for the 2023 FY grew by 16.83% to $190.168 million compared to the $162.777 million in the prior year. Depreciation charges on our assets remained steady at $9.442 million while amortization on right of use assets remained flat at $6.491 million. The largest expense was in relation to our staff costs which increased by 20.54% due to a combination of increased business activity and higher wages as a result of the public sector compensation adjustment and the need to attract new talent. Insurance, legal and professional fees, utilities and security costs were the other notable increases for 2023 which were influenced by different market events. Selling and distribution expenses increased by 19.13% to $10.880 million as selling, advertising, promotion and distribution costs grew with our increased commercial activity while transportation costs marginally increased.

Despite the increase in operating expenses, operating profit improved by 108.57% from $64.545 million to $134.620 million. This means our operating profit margins moved from 8.36% to 14.94% and EBITDA (Earnings before interest, tax, depreciation and amortisation) rising from $81.867 million to $150.553 million.

Finance Income and Taxes

Net finance income increased by 242.51% to $21.18 million as we recorded higher foreign exchange gains and a substantial increase in our interest income from our investment portfolio. CFF's income tax charge increased by 154.48% to $22.985 million as our Junior Market tax remission fully expired in October 2023. As a result, we were subjected to the normal tax rate of 25% on profit before taxation in Q4 relative to the 12.5% in the prior periods. The company will now be taxed at the 25% rate going forward.

Net Profit

Net profit grew significantly by 115.27% from $61.698 million to $132.819 million, representing the first-time normalized net profit surpassed the $100 million mark. CFF's 2018 net profit of $115.881 million was for an 18-month period due to the change in our reporting period. While 2023 started off on a steady pace in Q1, the third and fourth quarter saw triple digit growth in net profit from our increased sales and cost management. The company's earnings per share moved from $0.07 to $0.15.

Balance Sheet Management

CFF's asset base grew 18.27% to $895.819 million as our current asset base expanded by 23.50% to $737.040 million while non-current assets marginally declined to $158.779 million for the 2023 FY. We spent an additional $16.550 million on property, plant and equipment (PP&E) with the bulk of that going into a new automated filling line which will allow us to do 1,500 gallons per hour and improve our efficiency by more than 100%. The net book value of PP&E increased 15.27% to $45.289 million as we also disposed of older equipment during the year.

Our inventory balance increased by 20.98% to $216.985 million, with our goods-in-transit balance moving 186.81% from $22.866 million to $65.582 million which was driven by strategic procurement raw materials necessary to fuel our growing operations. Receivables moved up 26.98% to $164.292 million as we have diversified our customer base being driven by the new ingredients portfolio along with increased business from existing customers.

Total liabilities increased by 27.64% to $247.110 million due to our current liabilities rising to $160.479 million. Although payables moved up 58.85% to $139.784 million, this was under normal trade terms with the business having sufficient cash to satisfy its overall working capital needs. Apart from taxation, other current items decreased during the period. Non-current liabilities declined by 9.15% to $83.631 million as our long-term loan continues to amortise under the normal schedule and our lease liability decreased during the year.

Shareholders' equity increased by 15.58% to $651.709 million as our retained earnings grew further to $595.509 million. Dividend payment of $44.960 million meant that shareholders saw a greater return on their capital. CFF's balance sheet continues to operate on low debt, high current assets and strong equity retention reflects the simplicity but effectiveness of a well-run business with larger global ambitions.

Stock Price & Dividends

The Junior Market Index held up very well compared to the other market indices, but most securities across the entire market declined. The Junior Market alone had 31 ordinary stocks declining and 14 winners during the year. The value traded also declined 41.27% which reflected the retreat observed during the year, a sharp contrast to the record values observed in 2022. The top 10 shareholders increased their interest in CFF from 91.08% to 91.96% in 2023 with the Barita Capital Growth Fund's interest increasing from 5.45% to 6.81%.

DEC 2023	DEC 2022	Change
JSE Index		
325,699.79	355,896.64	**-8.48%**
Junior Market Index		
3,848.33	3,986.44	**-3.46%**
JSE Combined Index		
339,158.12	368,591.98	**-7.99%**
M&D Index		
102.94	97.42	**5.67%**
CFF Stock Price		
1.80	1.82	**-1.10%**

CFF's stock price experienced a minimal decline in comparison to the Junior Market Index. However, it should be noted that most indices had a decline with the JSE Index trending further back and the Manufacturing and Distribution Index improving above its original base mark of 100 points. CFF's stock price peaked at $1.85 in the first quarter and had its lows of $1.03 in the Q1 and Q4. CFF had 28 days of no trading in 2023 compared to 15 days of no trading in 2022. Although this is a relative increase, CFF's stock had significant volumes and value traded as investors reacted to the company's continued fundamental growth.

	High	Low	Close
Q1 (January – March)	1.85	1.03	1.25
Q2 (April – June)	1.78	1.06	1.32
Q3 (July – September)	1.39	1.08	1.35
Q4 (October – December)	1.92	1.03	1.80

We doubled our dividend payment to $0.05 which was paid on October 13 to shareholders on record as of October 5. This represented a 33% dividend pay-out ratio which is above the established 25% target in the dividend policy. This means that the company has paid out $0.245 ($2.45 pre-split) in dividends since listing on the JSE in December 2013.

The company has effectively paid out dividends greater than its original listing price of $0.23 ($2.25 pre-split) which ended 2023 at $1.80, a 700% improvement since the IPO. CFF had a 10-1 stock split in October 2020.

Risk Management

The risk management policy framework which has been established by the Board of Directors continues to be a critical part of the daily operations of Caribbean Flavours and Fragrances Limited. The management team are the key drivers in the management, operational and enterprise risks within the framework of the policy and are reviewed by the Audit Committee of the Board of Directors. The implementation of various strategies of managing and controlling inventory and cash are reviewed and trends are analysed.

A full evaluation of our risk is performed at every level of operation to ensure that all of the known elements of risk are effectively managed and mitigated. The various enterprise risks are measured and managed, standards are maintained, thorough inspection of raw material inputs and further testing at the completion of the manufacturing process ensures higher levels of standardisation product quality control.

Some of the risks identified in 2023 included:

Operational Risks – This arises from the inability to execute business due to internal or external factors that inhibit activity. This risk can further be compounded by employee errors, natural disasters and damage to physical assets. Apart from our insurance policies which covers us for various events, the company bought a new automated filling machine to improve production capacity and efficiency, a move which allows us to respond appropriately to increased demand and fulfilling orders.

Currency Risk – CFF is exposed to foreign exchange (FX) risk due to fluctuations in the exchange rate on transactions and balances that are denominated in curries other than the JMD. CFF benefits from increasing exports which introduce more FX to the business and gives the company cover from volatility in FX rates. This is also complimented by ensuring pricing is done according to projected future FX rates. The company doesn't use hedging instruments such as derivatives to manage FX risk but maintains enough foreign currency on hand to deal with foreign currency obligations as they arise. This does not preclude the company from using derivatives such as FX forwards offered locally to hedge for FX risk.

Commodity and Supply Chain Risk – The company imports key inputs used in its processes to create the flavours and fragrances sold to its array of customers. CFF previously experienced supply chain disruptions and higher commodity costs in 2022 which necessitated buying additional inventory in sufficient volumes to adjust for the delays in receiving it from suppliers and reduce the cost of freight. There was greater stability during 2023 in receiving inputs from suppliers on time with CFF negotiating price reductions which benefited our customers.

Credit Risk – CFF is exposed to credit risk where its customers, clients or counterparties fail to discharge their financial obligation to the company. This relates to the company's receivables balance extended to clients. CFF did not write-off any debts in 2023 and continues to prudently manage credit with all of its customers. There is no lifetime expected credit losses with CFF's 5 major customers that represent 38% of the trade receivables balance, a decline from the 69% figure in 2022. This reduced concentration of credit reflects our growing business diversification.

Interest Rate Risk – Interest rate risk relates to the value of a financial instrument's value or future payments changing due to market adjustments. CFF has invested into higher yielding instruments during the high interest rate environment and takes fixed rate liabilities where applicable. The company's debt to equity ratio decreased from 3% to 2% as the company only has one loan on its books while its equity continues to increase. The interest rate cover is sufficient to meet the monthly payments on the fixed rate loan.

Activities such as receiving of raw materials in our stores; implementation of monthly and full quarterly cycle counts of the inventory; enhancements of the disbursement procedures for fragrances; internal auditing of our cash and cashiers' daily lodgement; ratio analysis conducted on the monthly and quarterly financial statements have been critical to the effective management of our processes and overall improved business performance.

The requirement for achieving and retaining the Safe Quality Food Certification contributed to the continued decisions to maintain ongoing audits of our processes and facility, thereby providing effective findings and actionable recommendations for eliminating risks.

In addition to the various reviews being undertaken by the management team, the oversight given by the internal and external audit team serves to focus the Audit Committee in ensuring that our corporate governance objectives for effectively managing risks are met. The areas of insurance and insurable risk are reviewed at all times ensuring that coverage is adequate and reflects the changing nature of the business. CFF is compliant with the tax authorities and other regulatory bodies.

Guided by the findings of both the internal audit and external audit, we continue to benefit from strong internal controls. CFF has high levels of focus on the areas of cash sales, credit sales, aging accounts receivables and management of the inventory process. The company maintains key analysis of prevailing exchange rates and increased logistical costs which exist in the prevailing environment.

CFF wants to assure investors and stakeholders that dishonesty and acts of deception are not tolerated by any employee, management, director or third parties. The company limits physical cash activity, has relevant stock taking exercises and has controls in place for disbursement of payments which is verified with the receiving party. The Jamaica Constabulary Force will be called in any scenario if employee fraud is detected.

We also take this time to remind shareholders that if they need to enquire on their dividend payments, they can contact the Jamaica Central Securities Depository which is our registrar and clarify any matters they may have. The company wants to encourage all shareholders to register for a dividend mandate so that payments can be remitted to your bank or brokerage account.

To ensure shareholder benefits and business continuity in the event of catastrophic occurrences, the implementation of robust internal measures to increase the security of our assets as well as the safeguarding of proprietary trade secrets, client’s relationship and the data availability and assurance infrastructure have been undertaken. The advent of the Data Protection Act also requires us to be more diligent in how we manage information in order to comply with the law. In addition, the growing threat of cyber actors requires CFF to continuously update our business recovery strategies and spend additional sums to secure our systems. The Company will continue to manage its risks to protect its employees, assets and the interests of all its stakeholders.

Outlook and Future

Different commodities have been seeing varying price swings in 2024 with oil prices up more than 18% in Q1 2024. Other major commodities like cocoa and precious metals have been trending upwards as well with geopolitical fears and climatic events resulting in upward pressure on prices. These higher prices can have an impact on business activity based on how it is reflected in final prices at the shelves of consumers.

Jamaica continues to benefit from increased activity in its tourism and entertainment sectors which have seen greater activity over the last year. Remittances remain robust even against a moderate reduction in 2023 which speaks to the level of capital support coming to Jamaica. The new May Pen to Williamsfield leg of Highway 2000 positively impacts the commuting public as Jamaica becomes more connected and commerce becomes smoother. The country's international airports continued to report growing air traffic numbers during Q1 2024 despite the increased prominence of a recent travel advisory.

Finance Minister Dr Nigel Clarke noted that the country's Debt to GDP figures is expected to be 72% at the end of March 2024 which is a trend in the right direction for Jamaica. This reduced ratio and continued fiscal stability saw Jamaica upgraded to BB– with a positive outlook by the Fitch Ratings Agency in March 2024. This means that Jamaica would require three rating upgrades to an investment grade credit rating which would open numerous avenues of capital for businesses that are currently inaccessible at Jamaica's current rating. The BOJ has left its policy rate unchanged at 7.00% and has sought to continue maintaining tight liquidity in the market. The USD-JMD weighted average FX selling rate also appreciated to the $154 range on March 28 which reflects the continued stability in the exchange rate.

Lending rates continue to remain elevated in the environment which limits growth for households and businesses which will defer certain transactions to a later date. Inflation came back into the BOJ's target range for March 2024, but there is no clear timeline or immediate expectation for rate cuts in the first half of 2024.

CFF has great plans for the Spanish-Speaking markets, but those plans require deeper understanding of the markets and relationship building. As such, we are currently seeking a senior talent who has the requisite skills to be on the ground in these key markets which represent significant untapped opportunities for the company to grow. We are also exploring the opportunities in Guyana and Suriname to grow our client pool and further diversify our product range. Our near-term target for exports is to have 30% of our revenue being derived from overseas markets. We expect to derive significant gains in 2024 from the many identified markets.

With our largest clients increasing their production capacity, our local market prospects for our flavours segment look quite positive. We will leverage the opportunities that present itself to us through the various partnership as we strive to leverage these relationships and opportunities.

We are expecting to see significant gains from our new ingredients portfolio as more baked goods businesses look towards our offerings in order to improve the profile of their products. Our growing SME client portfolio also gives us the ability to develop new fragrances and flavours which empowers these businesses to grow with a reliable partner.

This all feeds into our ambition for **$1 billion** in revenue and total assets growth for 2024 with a 2025 goal of earning **$100 million** in revenue per month.

2023 was an exceptional year where we delivered extraordinary returns to our shareholders and plan to improve upon our prior success. We could not have done this without the guidance of our Board of Directors and the entire leadership and team given their consistent and remarkable service in growing the company every year. We welcome all shareholders to our AGM later in 2024 and extend all the best to you going forward in your personal endeavours.

Our Team

Janice Lee
General Manager

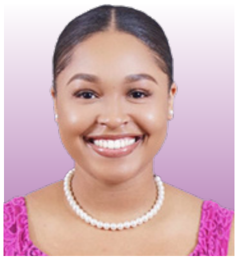
Christopher Carless
Chief Accountant

Rechal Turner
Operation Manager

Rhonde-Gaye McPherson
Quality Assurance Manager

Sherene Ormsby
Administrative Assistant

Janique McKenzie
Business Development Officer



Allison Phipps
Business Development Officer

Joddian Howard
Product Development Officer

Shelly-Ann Johnson
Customer Service / Sales

Sheryl Palmer
Lab Technician

Gary Stewart
Warehouse Supervisor

Richard Hamilton
Warehouse Assistant

Chester Touzalin
Warehouse Attendant

Tyrese Lindsay
Warehouse Attendant

Iris Graham
Office Attendant

Rayan Short
Maintenance Coordinator/ Team Lead

Aneka McFarlane
Production Assistant

Gavin Mowatt
Production Assistant

Kenneth Smith
Factory Compounder

Romario Bhalai
Compounder

Myoka Lynch
Cashier

Andrew Ferguson
Driver

Delroy Williams
Bearer

Report on Corporate Governance 2023

Caribbean Flavours and Fragrance Limited continues to be effectively led by an effective Board of Directors who continues to be responsible for the stewardship of the company. They are experienced professionals with diverse skills sets and knowledge from various professions and continue to make proactive policy decisions as per its Board Charter. The combined experience of each member ensures that the Board and Board Committees decisions are made objectively and that such decisions protect the interests of all stakeholders and the long-term success of the company.

Maintaining accountability and transparency and compliance with ethical actions continue to be the guiding principles of our company despite the adoption of changes in the way we operate as well as emerging regulatory and market changes

During this reporting period, our Board had no choice but to adapt to many of the changes whilst ensuring that the policy and oversight responsibilities were effectively carried out. Our various Committee and Board Meetings were held using both the virtual and face to face medium given the changing business environment which presently exists. Despite the adoption of both approaches, the deliberation and decision-making process was not negatively impacted. Even with these changes, the Board of Directors of Caribbean Flavours and Fragrances Limited ensured that compliance with Corporate Governance Policies and Framework remained one of its highest priorities and have been preparing for the new JSE rule changes that will come into effect in January 2024, whereby the guidelines for the changes in the new Independent Directors for both the Audit Committee and new independent have been changed. The Board Corporate Governance Policy and structure will ensure that the two (2) Committee will be strengthened with the appropriate talent.

During this reporting period, the review of the Board's Governance Structure and the updating of policy documents was done and actions from Board Committee both to improve both policy and operations were presented to the Board of Directors and adoption of new policy was approved. Other major updates include:

- Review by Compensation Committee of proposed Directors Fees adjustment and approval of the findings.
- Review and approval of Dividends payment of $0.050 cents per share to shareholders on record date as at September 15, 2023.
- Review of a draft Sexual and Human Trafficking Policy and provide feedback for completion.
- Review of the Whistle Blower Policy and provision of recommendation for full adoption.

It is reiterated that the Board's overarching responsibility is to ensure that the management of Caribbean Flavours and Flavours Limited operates in a manner that results in increased shareholder value in the interests of all stakeholder groups. The approval of policies, as well as the active monitoring and evaluation of the management practices of the company, inclusive of its policies and decision-making processes, and execution of corporate strategic objectives are executed to ensure that the financial trajectory of the company is maintained and business plans are executed within the requisite time frame.

We rely on and continue to utilize the various Board Committees to robustly monitor the financial policies, business strategies, strategic direction and guidance, internal controls and risk management policies. The Board recognizes that the provision of entrepreneurial thought leadership alongside strategic direction and guidance are critical components of the actions intended to maintain long-term shareholder value and confidence, profitability and the expectation of its shareholders, employees, stakeholders and the wider community. The new JSE Policy changes to aimed at strengthening both the Audit and Compensation Committees will help to improve the Governance of the company and we will certainly comply with this new rule. Ten (10) years have elapsed since our historic listing on the JSE and we remain committed to ensuring that the full objectives of preserving the rules under which we operate, protecting our many stakeholders, improving policy position and implementing new recommendations are achieved at all times.

Succession planning for our board members and senior management remains a top priority which enables the company to mentor talent internally, attract and retain a diverse range of highly talented colleagues we need to lead the organization and ensure that it can deliver its strategic plans, be responsive to environmental developments and to pivot as the need arises and face the many challenges.

BOARD COMPOSITION

During the reporting period ended 31 December 2023, the Board comprised of seven (7) members, four (4) of which were independent members.

These are outlined hereunder:

Howard Mitchell	Independent (Chairman)
Wilford (Billy) Heaven	Independent
Clive Nicholas	Independent
Carlton Samuels	Independent (Alternate Director to Chairman)
Anand James	Executive Director
Derrick Cotterell	Executive Director
Ian C. Kelly	Executive Director

The Company continues to utilize the services of Mrs. Tania Waldron-Gooden as its external mentor, keeping with the mandate of the Jamaica Stock Exchange Junior Market rules. She continues to provide valuable insights and instructive guidance to ensure that the governing rules and regulations are adhered to.

The Board met on four (4) occasions during the financial year through the use of the face to face and the digital platform to deliberate on policy matters as well as to review management's stewardship.

The table below outlines the Directors attendance:

Director	Meetings Attended
Howard Mitchell - Chairman	4
Clive Nicholas	5
Wilford "Billy" Heaven	3
Carlton Samuels	
Anand James	5
Derrick Cotterell	5
Ian C. Kelly	4

In carrying out its work, the following Board Committees assisted the Board:

AUDIT COMMITTEE

The Committee had a total of four (4) meetings during the twelve (12) month period. The following tasks were executed:

- Reviewed and recommended budgets for approval by the Board of Directors
- Reviewed the integrity of the monthly, quarterly unaudited financial statements, dividend recommendations and audited annual financial statements
- Reviewed the effectiveness of internal controls and risk management systems and other matters that fall within its mandate, as well as inventory cycle counts, receivables aging management and their findings
- Reviewed the formal announcements relating to the Company's financial performance to the Jamaica Stock Exchange and the timeliness of same

- Reviewed and maintained the independence, objectivity and effectiveness of the relationship with the external auditor
- Recommendation to the full Board of Directors the payment of a dividend to shareholders.
- Made recommendations to the Board of Directors in relation to the reappointment of the external auditor as well as the remuneration and other terms of engagement.

The attendees to the Audit Committee meetings and their record of attendance are outlined in the table below:

Audit Committee Members	Meetings Attended
Clive Nicholas - Chairman	4
Willford “Billy” Heavens	2
Ian C. Kelly	4
Janice Lee - Attendee	4

COMPENSATION COMMITTEE

The Compensation committee’s overall responsibility is to oversee the company’s pay package including benefits and programs for Directors and Senior Executives and provide advice to the Board concerning such matters. The Committee met once during the year to review these matters and its recommendation was made to the Board. The composition of this Committee is outlined hereunder:

Compensation Committee Members	Meetings Attended
Clive Nicholas	1
Willford “Billy” Heavens	1
Anand James	1
Carlton Samuels - Chairman	1

STRATEGIC DEVELOPMENT AND SCIENCES COMMITTEE

This Committee is initiated to consider and provide guidance on expanding opportunities to grow the company with products by capitalizing on research and development of products from an agricultural base that are in demand on the world market. This Committee continues to consider and recommend extraction projects based on ginger, tumeric and pimento as critical to the company’s sustainable growth strategy. The Committee has been working with multiple stakeholder groups to formulate active proposals for engagement. There were four (4) meetings held both locally and with our international stakeholders during the period of review:

SD&S Committee Members	Meetings Attended
Howard Mitchell	0
Carlton Samuels	4
Anand James	3
Derrick Cotterell	1

EXTERNAL AUDITOR

Baker Tilly continue to perform the duties of external auditors during the reporting period ended 31 December, 2023 and was responsible for the auditing of the financial operations during said period. They have maintained a professional approach towards meeting timelines for the auditing and submission of the required statements and were compliant with the rules of the Jamaica Stock Exchange and the Companies Act. There were no reported incidents of fraud or any irregularities either from the exercise of the internal controls or the work of our external auditors.

Howard Mitchell
Chairman

Corporate Social Responsibility

In 2023, Caribbean Flavours and Fragrances (CFF) further enhanced its commitment to Corporate Social Responsibility (CSR) through comprehensive initiatives aimed at benefiting our environment, community, employees, and industry. This report outlines the extensive efforts undertaken by CFF over the past year to foster sustainable business practices, community engagement, and innovation, aligning these initiatives with our core values and ethical business conduct.

Community Engagement and Support

Ongoing Partnerships and Community Initiatives

- **End Time Basic School:** For over eight years, CFF has been a proud partner of End Time Basic School in St Andrew, supporting infrastructural improvements, annual events like Sports Day and Back-To-School Treats, and providing regular donations of supplies and treats.
- **Community Building Initiatives:** CFF has actively engaged in various efforts, including supporting the S Youth Club in Waterhouse and participating in Read Across Jamaica activities. Our staff's involvement in these programs highlights our commitment to educational and communal support.

Environmental Stewardship

Garden Landscaping Project: The ongoing beautification of our company's gardens is a testament to our commitment to environmental aesthetics and sustainability, bringing joy to employees, customers, and the neighbouring community. This beautification project continues to showcase our belief that the collaboration of thoughts with desired funding can harness community spirit thereby creating smiles and sustainable and long-term success.

Carbon Footprint Reduction: Major steps were taken in 2023 to reduce our environmental impact, including installing energy-efficient LED lighting throughout our facilities and promoting the recycling and repurposing of PET plastic bottles through educational programs and repurchase initiatives.

Our ongoing practice of reducing and encouraging the reuse of PET plastic bottles through a customer education program as well as providing an outlet whereby customers can gain access to purchase used bottles and repurpose them was a success story for us at CFF in 2023. This program will be enhanced in 2024 given the benefit that was derived in 2023 and more importantly, the acceptability and adaptation from our customers.

Staff & Employee Development

Fostering Growth and Opportunities

The Directors and Management of CFF recognized the importance of education, training and youth empowerment. As a result of this commitment to our staff, we continue to provide learning opportunities such as training and scholarships to our staff members and have implemented an internship program for the scientific minds for our tertiary education facilities.

Training and Scholarships: Recognizing the critical importance of continuous learning, CFF offers extensive training programs, scholarships, and internships particularly for those in the scientific fields from tertiary institutions. This not only supports our team's career development but also contributes to national educational goals.

International Exposure: Each year, two employees have the opportunity to participate in an international trade show, gaining insights into new industry trends and technologies. This initiative is part of our broader strategy to enhance professional skills and industry knowledge across our workforce.

By investing in education, CFF is contributing to nation-building and fostering a brighter future for the youth.

Product Innovation and Industry Leadership

- **Support for Local and Regional Businesses:** CFF is at the forefront of flavour and fragrance innovation. We provide free development services and educational workshops to a wide array of businesses in Jamaica and the Caribbean. This helps transform innovative ideas into tangible products and strengthens the overall industry.
- **Environmental Product Adjustments:** Our product development strategies are tightly aligned with sustainability goals, reflecting our commitment to reducing environmental impact while meeting consumer needs.

Social Outreach

The company continues to actively engages itself in various community-building initiatives and as part of its corporate strategy, we are mindful that we are our brother's keepers and therefore with God's guidance we must be purposeful in what we do.

Extending Our Impact

- **Philanthropic Efforts:** Our social outreach programs are geared towards alleviating hardships and enhancing the quality of life for vulnerable groups. We support educational programs, food security projects, and community upliftment initiatives – these donations go directly towards youth clubs programmes, educational summer camps, and Christmas treats.
- **Volunteerism and Financial Support:** Through volunteering and financial donations, CFF's employees actively contribute to local schools and community organizations, reinforcing our role as a committed corporate citizen.

Looking Ahead

As we move into 2024 and beyond, Caribbean Flavours and Fragrances will continue to integrate CSR deeply into our business model. We are motivated by the belief that true business success is achieved not only through financial achievement but also through robust social engagement and environmental stewardship. Our future plans include enhancing our carbon footprint reduction programs, expanding our product innovation efforts, and continuing to build on our successful community and employee development initiatives. We remain dedicated to upholding our values of integrity, community, and sustainability, ensuring that CFF remains a leader in corporate social responsibility.

Financials

for the year ended December 31, 2023

bakertilly

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Jamaica

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INDEPENDENT AUDITORS' REPORT

To the Members of
Caribbean Flavours and Fragrances Limited

Report on the audit of the Financial Statements

Opinion

We have audited the financial statements of Caribbean Flavours and Fragrances Limited ("the Company") set out on pages 43 to 81, which comprise the statement of financial position at 31 December 2023, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the financial statements give a true and fair view of the financial position of the Company as at 31 December 2023, and of its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) and comply the Jamaican Companies Act.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Company in accordance with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants' (IESBA Code). We have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

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INDEPENDENT AUDITORS' REPORT (Continued)

To the Members of
Caribbean Flavours and Fragrances Limited
Page 2

Report on the audit of the Financial Statements (continued)

Our Audit Approach

Audit scope

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements. In particular, we considered where management made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including, among other matters, consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements. Key audit matters are selected from the matters communicated with the Audit Committee members (those charged with Governance) but are not intended to represent all matters that were discussed with them. These matters are addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How our audit addressed the key audit matters
The Company recognises expected credit losses (ECL) on financial assets measured at amortized cost. The determination of ECL is highly subjective and requires management to make significant judgement and estimates and the application of forward-looking information.	Our audit procedures in response to this matter included: ❖ Involving our financial risk modelling specialist, to review the ECL model, assess the appropriateness of the company's impairment methodology, management's assumptions and compliance with the new requirements of IFRS 9, Financial Instruments. ❖ Assessing the appropriateness of the company's impairment methodology, management assumptions and compliance with the requirement of IFRS 9, Financial Instruments. ❖ Assessing the adequacy of the disclosures of the key assumptions and judgements as well as the details of the transition adjustment for compliance with IFRS 9. ❖ Testing the accuracy of the Company's ageing of accounts receivables. ❖ Testing the accuracy of the ECL calculation.

INDEPENDENT AUDITORS' REPORT (continued)

To the Members of
Caribbean Flavours and Fragrances Limited
Page 3

Report on the audit of the Financial Statements (continued)

Other information

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

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

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

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

Responsibilities of Management and those charged with Governance for the Financial Statements

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

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

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

INDEPENDENT AUDITORS' REPORT (continued)

To the Members of
Caribbean Flavours and Fragrances Limited
Page 4

Report on the audit of the Financial Statements (continued)

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

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

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Company to cease to continue as a going concern.

INDEPENDENT AUDITORS' REPORT (continued)

To the Members of
Caribbean Flavours and Fragrances Limited
Page 5

Report on the audit of the Financial Statements (continued)

Auditors' Responsibilities for the Audit of the Financial Statements (continued)

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

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

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

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

Report on other legal and regulatory requirements

As required by the Jamaican Companies Act, we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

INDEPENDENT AUDITORS' REPORT (continued)

To the Members of
Caribbean Flavours and Fragrances Limited
Page 6

Report on the audit of the Financial Statements (continued)

Report on other legal and regulatory requirements (continued)

In our opinion, proper accounting records have been maintained, so far as appears from our examination of those records, and the financial statements, which are in agreement therewith, give the information required by the Jamaica Companies Act, in the manner required.

The engagement partner on the audit resulting in this independent auditors' opinion is Roxiana Malcolm-Tyrell.

Baker Tilly

Chartered Accountants
Kingston, Jamaica
28 February 2024

Statement of Financial Position

As ar 31 December 2023

	Note	2023 $'000	2022 $'000
ASSETS			
Non-Current Assets			
Property, plant, and equipment	5	45,289	39,289
Right-of-use asset	6	68,147	74,638
Investment securities	7	45,000	45,000
Deferred tax assets	8	343	1,740
		158,779	160,667
Current Assets			
Inventories	9	216,985	179,360
Receivables	10	164,292	129,385
Taxation recoverable		6,070	4,486
Due from related parties	11	237,117	54,537
Cash and cash equivalents	12	112,576	229,014
		737,040	596,782
TOTAL ASSETS		895,819	757,449
EQUITY AND LIABILITIES			
Stockholders' Equity			
Share capital	13	56,200	56,200
Retained earnings		595,509	507,650
		651,709	563,850
Non-Current Liabilities			
Long term loan	14	9,293	13,360
Lease liability	6	74,338	78,690
		83,631	92,050
Current Liabilities			
Payables	15	139,784	87,995
Taxation payable		11,942	4,330
Current portion of long term loan	14	4,165	4,250
Current portion of lease liability	6	4,588	4,974
		160,479	101,549
TOTAL EQUITY AND LIABILITIES		895,819	757,449

Approved for issue by the Board of Directors on 28 February 2024 and signed on its behalf by:

Director
Clive Nicholas

Director
Carlton Samuels

Statement of Comprehensive Income

Year ended 31 December 2023

	Note	2023	2022
		$'000	$'000
Revenue	16	900,805	772,229
Cost of sales	17	(576,017)	(543,217)
Gross profit		324,788	229,012
Unrealised losses on investments valued at fair value through profit and loss		-	(1,690)
Selling and distribution expenses	17	(10,880)	(9,133)
Operating and administrative expenses	17	(179,288)	(153,644)
Operating profit	18	134,620	64,545
Finance income, net	20	21,184	6,185
Profit before taxation		155,804	70,730
Taxation	21	(22,985)	(9,032)
Net profit for the year, being total comprehensive income		132,819	61,698
Earnings per ordinary stock unit attributable to shareholders of the company	22	$0.15	$0.07

Statement of Changes in Equity

Year ended 31 December 2023

	Share capital	Retained earnings	Total
	$'000	**$'000**	**$'000**
Balance at 1 January 2022	56,200	468,432	524,632
Total comprehensive income	-	61,698	61,698
Dividends (Note 23)	-	(22,480)	(22,480)
Balance at 31 December 2022	56,200	507,650	563,850
Total comprehensive income	-	132,819	132,819
Dividends (Note 23)	-	(44,960)	(44,960)
Balance at 31 December 2023	56,200	595,509	651,709

Statement of Cash Flows

Year ended 31 December 2023

	2023	2022
CASH RESOURCES WERE PROVIDED BY/(USED IN):	**$'000**	**$'000**
Cash Flows from Operating Activities		
Profit before taxation	155,804	70,730
Items not affecting cash:		
Depreciation	9,442	10,804
Amortization of right-of-use asset	6,491	6,518
Expected credit losses	4,494	3,110
Loss on disposal of property, plant and equipment	1,108	-
Interest income	(17,623)	(4,471)
Interest expense	1,531	1,445
Lease interest expense	7,110	6,133
Foreign exchange gains	(12,202)	(9,292)
	156,155	84,977
Changes in operating assets and liabilities:		
(Increase)/decrease in inventories	(37,625)	6,072
Increase in receivables	(36,289)	(25,518)
Increase in due from related parties	(181,867)	(34,537)
Increase in payables	54,110	4,103
Cash (used in)/provided by operating activities	(45,516)	35,097
Taxation paid	(15,560)	(15,649)
Interest paid	(8,641)	(7,578)
Interest received	17,688	2,625
Net cash (used in)/provided by operating activities	(52,029)	14,495
Cash Flows from Investing Activities		
Purchase of plant and equipment	(16,550)	(5,411)
Investment securities, net	-	(30,000)
Net cash used in investing activities	(16,550)	(35,411)
Cash flows from Financing Activities		
Long term loans, net	(4,152)	(4,228)
Lease liability principal repayments	(4,738)	(4,638)
Dividends paid	(44,960)	(22,480)
Net cash used in financing activities	(53,850)	(31,346)
Net decrease in cash and cash equivalents for the year	(122,429)	(52,262)
Net effect of foreign currency translation cash and cash equivalents	5,991	10,896
Cash and cash equivalents at the beginning of the year	229,014	270,380
CASH AND CASH EQUIVALENTS AT END OF YEAR	112,576	229,014
Represented by:		
Cash at bank and in hand	32,957	76,184
Short term deposits	79,619	152,830
	112,576	229,014

1. Identification and Principal Activities

Caribbean Flavours and Fragrances Limited ("the Company") was incorporated under the Companies Act of Jamaica and is domiciled in Jamaica. The Company is listed on the Junior Market of the Jamaica Stock Exchange.

The company's registered office is located at 226 Spanish Town Road, Kingston 11.

Its principal activity is the manufacture and distribution of flavours, mainly for the beverage, baking and confectionery industries. The Company also manufactures fragrances primarily for household and general cleaning and sanitation purposes.

These financial statements are presented in Jamaican dollars, which is the functional currency.

2. Summary of significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied for all the years presented. Where necessary, prior year comparatives have been restated and reclassified to conform to current year presentation.

(a) Basis of preparation

These financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS), and their interpretations adopted by the International Accounting Standards Board and have been prepared under the historical cost convention, as modified by the valuation of certain items. They are also prepared in accordance with the provisions of the Jamaican Companies Act.

The financial statements comprise the statement of comprehensive income, the statement of financial position, the statement of changes in equity, the statement of cash flows and the notes.

The preparation of financial statements in compliance with IFRS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, contingent assets and contingent liabilities at the end of the reporting period and the total comprehensive income during the reporting period. The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and underlying assumptions are reviewed on an ongoing basis and any adjustments that may be necessary would be reflected in the year in which actual results are known. The areas involving a higher degree of judgment in complexity or areas where assumptions or estimates are significant to the financial statements are discussed in Note 4.

2. Summary of significant accounting policies (continued)

(a) Basis of preparation (continued)

Standards and amendments to published standards effective in the current year that are relevant to the company's operations

The following amendments to standards have been adopted by the Company for the first time which have been issued and are effective for mandatory adoption for the financial year beginning on or after 1 January 2023:

Deferred Tax related to assets and liabilities (Amendments to IAS 12 Income Taxes) (effective for annual periods beginning on or after 1 January 2023). These amendments require companies to recognise deferred tax on transactions that, on initial recognition, give rise to equal amounts of taxable and deductible temporary differences. They will typically apply to transactions such as leases of lessees and decommissioning obligations and will require the recognition of additional deferred tax assets and liabilities.

Narrow scope amendments to IAS 1, Practice statement 2 and IAS 8, (effective for annual periods beginning on or after 1 January 2023). The amendments aim to improve accounting policy disclosures and to help users of the financial statements to distinguish between changes in accounting estimates and changes in accounting policies.

The amendments did not result in any material effect on the company's financial statements.

Standards and amendments to published standards that are not yet effective and have not been early adopted by the company

At the date of authorisation of these financial statements, certain new accounting standards, amendments and interpretation to existing standards have been issued which are not yet effective, and which the company has not early adopted. The company has assessed the relevance of all such new standards, interpretations and amendments and has determined that the following may be relevant to its operations. Unless stated otherwise, the impact of the changes is still being assessed by management.

Supplier Finance Arrangements (Amendment to IAS 7 and IFRS 7) (effective for annual periods beginning on or after 1 January 2024). These amendments require disclosures to enhance the transparency of supplier finance arrangements and their effects on an entity's liabilities, cash flows and exposure to liquidity risk. The disclosure requirements are the IASB's response to investors' concerns that some companies' supplier finance arrangements are not sufficiently visible, hindering investors' analysis.

2. Summary of significant accounting policies (continued)

(a) Basis of preparation (continued)

Standards and amendments to published standards that are not yet effective and have not been early adopted by the company (continued)

The amendments in Classification of Liabilities as Current or Non-current - Amendments to IAS 1 (effective for annual periods beginning on or after 1 January 2024) affect only the presentation of liabilities in the statement of financial position — not the amount or timing of recognition of any asset, liability, income or expenses, or the information that entities disclose about those items. They:

- clarify that the classification of liabilities as current or non-current should be based on rights that are in existence at the end of the reporting period and align the wording in all affected paragraphs to refer to the "right" to defer settlement by at least twelve months and make explicit that only rights in place "at the end of the reporting period" should affect the classification of a liability;
- clarify that classification is unaffected by expectations about whether an entity will exercise its right to defer settlement of a liability; and
- make clear that settlement refers to the transfer to the counterparty of cash, equity instruments, other assets or services.

Leases on sale and leaseback (Amendments to IFRS 16) (effective for annual periods beginning on or after 1 January 2024). These amendments include requirements for sale and leaseback transactions in IFRS 16 to explain how an entity accounts for a sale and leaseback after the date of the transaction. Sale and leaseback transactions where some or all the lease payments are variable lease payments that do not depend on an index or rate are most likely to be impacted.

Non-current liabilities with covenants (Amendments to IAS 1) (effective for annual periods beginning on or after 1 January 2024). These amendments clarify how conditions with which an entity must comply within twelve months after the reporting period affect the classification of a liability. The amendments also aim to improve information an entity provides related to liabilities subject to these conditions.

Lack of Exchangeability Amendments to IAS 21 (effective for annual periods beginning on or after 1 January 2025). An entity is impacted by the amendments when it has a transaction or an operation in a foreign currency that is not exchangeable into another currency at a measurement date for a specified purpose. A currency is exchangeable when there is an ability to obtain the other currency (with a normal administrative delay), and the transaction would take place through a market or exchange mechanism that creates enforceable rights and obligations.

There are no other standards, interpretations or amendments to existing standards that are not yet effective that would be expected to have a material impact on the operations of the company.

2. Summary of significant accounting policies (continued)

(a) Basis of preparation (continued)

Standards and amendments to published standards that are not yet effective and have not been early adopted by the company (continued)

Leases on sale and leaseback (Amendments to IFRS 16) (effective for annual periods beginning on or after 1 January 2024). These amendments include requirements for sale and leaseback transactions in IFRS 16 to explain how an entity accounts for a sale and leaseback after the date of the transaction. Sale and leaseback transactions where some or all the lease payments are variable lease payments that do not depend on an index or rate are most likely to be impacted.

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Lack of Exchangeability Amendments to IAS 21 (effective for annual periods beginning on or after 1 January 2025). An entity is impacted by the amendments when it has a transaction or an operation in a foreign currency that is not exchangeable into another currency at a measurement date for a specified purpose. A currency is exchangeable when there is an ability to obtain the other currency (with a normal administrative delay), and the transaction would take place through a market or exchange mechanism that creates enforceable rights and obligations.

There are no other standards, interpretations or amendments to existing standards that are not yet effective that would be expected to have a material impact on the operations of the company.

2. Summary of significant accounting policies (continued)

(b) Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation. Depreciation is calculated on a straight-line basis at rates to write off the carrying value of the assets over their expected useful lives. The rates used to write off the cost of assets are as follows:

Leasehold property	10%
Leasehold improvements	10%
Plant, machinery, furniture and fixtures	10%
Office computer and equipment	$33^{1/3}$%
Motor vehicles	25%

Leasehold improvements are classified as property, plant and equipment.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount and are included in the statement of comprehensive income.

Repairs and maintenances are charged to the statement of comprehensive income during the financial period in which they are incurred.

(c) Right-of-use assets and lease liabilities

All leases are accounted for by recognising a right-of-use asset and a lease liability except for:

(i) Leases of low value assets; and
(ii) Leases with a duration of 12 months or less.

Lease liabilities are measured at the present value of the contractual payments due to the lessor over the lease term, with the discount rate determined by reference to the rate inherent in the lease unless (as is typically the case) this is not readily determinable, in which case the company' incremental borrowing rate on commencement of the lease is used. Variable lease payments are only included in the measurement of the lease liability if they depend on an index or rate. In such cases, the initial measurement of the lease liability assumes the variable element will remain unchanged throughout the lease term. Other variable lease payments are expensed in the period to which they relate.

2. Summary of significant accounting policies (continued)

(c) Right-of-use assets and lease liabilities (continued)

On initial recognition, the carrying value of the lease liability also includes:

(i) amounts expected to be payable under any residual value guarantee;

(ii) the exercise price of any purchase option granted in favour of the company if it is reasonably certain to assess that option;

(iii) any penalties payable for terminating the lease, if the term of the lease has been estimated on the basis of termination option being exercised.

To determine the incremental borrowing rate, the company:

(i) since it does not have recent third-party financing, uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases, and

(ii) makes adjustments specific to the lease, e.g. term, currency and security.

Right-of-use assets are initially measured at the amount of the lease liability, reduced for any lease incentives received, and increased for:

(i) lease payments made at or before commencement of the lease;

(ii) initial direct costs incurred; and

(iii) the amount of any provision recognised where the company is contractually required to dismantle, remove or restore the leased asset (typically leasehold dilapidations).

Subsequent to initial measurement lease liabilities increase as a result of interest charged at a constant rate on the balance outstanding and are reduced for lease payments made. Right-of-use assets are amortised on a straight-line basis over the remaining term of the lease or over the remaining economic life of the asset if, rarely, this is judged to be shorter than the lease term.

Payments associated with short-term leases and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets are assets valued as US$5,000 or less when new. The company has no short-term leases or leases for low valued assets at this time.

2. Summary of significant accounting policies (continued)

(c) Right-of-use assets and lease liabilities (continued)

Extension and termination options
Extension and termination options are included for the property leased by the company. These are used to maximise operational flexibility in terms of managing the asset used in the company' operations. The extension option is exercisable by the lessee provided that thirty (30) days written notice is given prior to the expiration of the initial term. Either party may terminate the lease on the provision that not less than twelve (12) months' notice in writing is given to the other party.

When the company renegotiates the contractual terms of a lease with the lessor, the accounting depends on the nature of the modification:

- If the renegotiation results in one or more additional assets being leased for an amount commensurate with the standalone price for the additional rights-of-use obtained, the modification is accounted for as a separate lease in accordance with the above policy.
- In all other cases where the renegotiation increases the scope of the lease (whether that is an extension to the lease term, or one or more additional assets being leased), the lease liability is re-measured using the discount rate applicable on the modification date, with the right-of-use asset being adjusted by the same amount.
- If the renegotiation results in a decrease in the scope of the lease, both the carrying amount of the lease liability and right-of-use asset are reduced by the same proportion to reflect the partial or full termination of the lease with any difference recognised in profit or loss. The lease liability is then further adjusted to ensure its carrying amount reflects the amount of the renegotiated payments over the renegotiated term, with the modified lease payments discounted at the rate applicable on the modification date. The right-of-use asset is adjusted by the same amount.

The carrying value of lease liabilities is similarly revised when the variable element of future lease payments dependent on a rate or index is revised. In both cases an equivalent adjustment is made to the carrying value of the right-of-use asset, with the revised carrying amount being amortised over the remaining (revised) lease term.

For contracts that both convey a right to the company to use an identified asset and require services to be provided to the company by the lessor, the company has elected to account for the entire contract as a lease, i.e. it does not allocate any amount of the contractual payments to, and account separately for, any services provided by the supplier as part of the contract.

2. Summary of significant accounting policies (continued)

(d) Inventories

Estimation – Inventories are carried at the lower of cost or net realized value. The estimation of net realized value is based on the most reliable evidence available, at the time the estimates are made, of the amount the inventories are expected to realize.

Additionally, estimation is required for inventory provision due to shrinkage, slow-moving and obsolescence. It is possible, based on existing knowledge, that outcomes within the next financial year that are different from those assumptions could require a material adjustment to the carrying amount reflected in the financial statements.

(e) Financial assets

The company classifies its financial assets into the category amortized cost. The classification depends on the purpose for which the financial assets were acquired.

The company's financial assets measured at amortized cost comprise trade receivables, cash and cash equivalents and investments in the statement of financial position. Cash and cash equivalents include cash in hand, deposits held at call with banks, other short term highly liquid investments with original maturity of three months or less.

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

Impairment provisions for trade receivables are recognised based on the simplified approach within IFRS 9 using a provision matrix in the determination of the lifetime expected credit losses. During this process the probability of the non-payment of the trade receivables is assessed. This probability is then multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the trade receivables. For trade receivables, which are reported net, such provisions are recorded in a separate provision account with the loss being recognised within the statement of profit or loss. On confirmation that the trade receivable will not be collectable, the gross carrying value of the asset is written off against the associated provision.

2. Summary of significant accounting policies (continued)

(f) Share capital
Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new ordinary shares or options are shown in equity as a deduction, net of tax, from the proceeds.

(g) Dividends
Dividends on ordinary shares are recognized in shareholders' equity in the period in which they become legally payable. Interim dividends are due when declared and approved by the directors while shareholders approve final dividends at the Annual General Meeting. Dividends for the year that are declared after the reporting date are disclosed in the subsequent events note.

(h) Borrowings
Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the income statement over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Preference shares, which are mandatorily redeemable on a specific date, are classified as liabilities. The dividends on these preference shares are recognised in the income statement as interest expense.

Borrowing costs

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. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation. All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

2. Summary of significant accounting policies (continued)

(i) Payables

Payables, including provisions, are stated at their nominal value. A provision is recognised in the statement of financial position when the company has a present legal or constructive obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the amount can be made. If the effect is material, provisions are determined by discounting the expected future cash flows at a rate that reflects current market assessments of the time value of money, and where appropriate, the risks specific to the liability.

(j) Provisions

Provisions are recognised when the company 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 of the obligation can be determined.

(k) Income taxes

Where applicable, taxation expense in the statement of comprehensive income comprises current and deferred tax charges.

Current tax is the expected tax payable on the income for the year, using tax rates enacted at the statement of financial position date, and any adjustment to tax payable in respect of previous years.

Deferred tax is the tax expected to be paid or recovered on differences between the carrying amounts of assets and liabilities and the corresponding tax bases. Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and their carrying amounts in the financial statements. Currently enacted tax rates are used in the determination of deferred income tax.

Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised.

(l) Financial instruments

Financial instruments carried on the statement of financial position include investments, cash and bank balances, receivables, balances with related parties, payables, balances with directors, lease liabilities and borrowings.

The fair values of financial instruments and the assoicated risks are discussed in Note 3a.

2. Summary of significant accounting policies (continued)

(m) Foreign currency translation

Foreign currency transactions are accounted for at the exchange rate prevailing at the dates of the transactions. Assets and liabilities denominated in foreign currencies are transalated into Jamaican dollars at the exchange rate prevailing at the date of the statement of financial position, that is, in the case of each currency, the Bank of Jamaica weighted average buying and selling rates at that date. Gains and losses arising from fluctuations in exchange rates are reflected in the statement of comprehensive income.

(n) Revenue recognition

Sale of goods

Revenue comprises the fair value of the consideration received or receivable for the sale of goods in the ordinary course of the company's activities. Revenue is shown net of returns, discounts and GCT. The company's revenue is generally derived from selling goods with revenue recognized at a point in time when control of the goods has been delivered to the customer and acceptance by them of the payment invoice. Once the physical delivery of the products to the agreed location and customer has occurred, and the Company is no longer liable for any of the goods, the transaction is considered complete.

Interest income

Interest income and expense are recognized in the statement of comprehensive income for all interest bearing instruments on an accrual basis using the effective yield method based on the actual purchase price.

Other operating income

Other operating income, where applicable, includes gains on disposal of assets recognized when the transaction is complete, rental of investment property recognized when earned, and miscellaneous inflows recognized when received and monies lodged to the Company's bank account.

(o) Comparative information

Where necessary comparative figures have been reclassified to conform with changes in presentation.

2. Summary of significant accounting policies (continued)

(p) Related party transactions

A party is related to the company, if:

(i) directly, or indirectly through one or more intermediaries, the party, is controlled by, or is under common control with, the company (this includes parents, subsidiaries and fellow subsidiaries); has an interest in the company that gives it significant influence over the company; or has joint control over the company;

(ii) the party is an associate of the company;

(iii) the party is a joint venture in which the company is a venturer;

(iv) the party is a member of the key management personnel of the company or its parent;

(v) the party is a close member of the family of any individual referred to in (i) or (iv);

(vi) the party is the company that is controlled, jointly controlled or significantly influenced by, or for which significant voting power in such entity resides with, directly or indirectly, any individual referred to in (iv) or (v); or

(vii) the party is a post-employment benefit plan for the benefit of employees of the company, or of any company that is a related party of the company.

A related party transaction is a transfer of resources, services or obligations between related parties, regardless of whether a price is charged. The company has a related party relationship with its directors and key management personnel, representing certain senior officers of the company.

3. Financial risk management

A financial instrument is any contract that gives rise to both a financial asset of one enterprise and a financial liability or equity instrument of another enterprise. Financial instruments carried on the statement of financial position include investments, cash and cash equivalents, receivables, payables, related party balances, lease liabilities and borrowings.

a) Fair value

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Market price is used to determine fair value where an active market exists as it is the best evidence of the fair value of a financial instrument. The company's equities are the only financial instrument that is carried at fair value, also where fair value of financial instruments approximates carrying value, no fair value computation is done.

The carrying values reflected in the financial statements for cash and cash equivalents, trade and other receivables, and trade and other payables are assumed to approximate fair value due to their relatively short-term nature.

The fair value of long-term loans is assumed to approximate carrying value as the loans bear interest at market rates and all other conditions are at market terms.

Quoted equities fair values are based on the bid prices published by the Jamaica Stock Exchange determination of fair value and fair values hierarchy*:*

IFRS 7 specifies a hierarchy of valuation techniques based on whether the inputs to those valuation techniques are observable or unobservable. These two types of inputs have created the following fair value hierarchy:

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

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

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

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

3. Financial risk management (continued)

b) Credit risk:

The company takes on exposure to credit risk, which is the risk that its customers, clients or counterparties will cause a financial loss for the company by failing to discharge their contractual obligations. Credit risk is the most important risk for the company's business; management therefore carefully manages its exposure to credit risk. Credit exposures arise principally from the company's receivables from customers. The company structures the level of credit risk it undertakes by placing limits on the amount of risk accepted in relation to a single counterparty or groups of related counterparties and to geographical and industry segments.

Credit review process

Management performs ongoing analysis of the ability of customers and other counterparties to meet their obligations.

Impairment of financial assets

The company has one type of financial asset that is subject to the expected credit loss model which is trade receivables for sales of inventory.

While cash and cash equivalents is also subject to the impairment requirements of IFRS 9, the identified impairment loss was immaterial.

Trade receivables

The company 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 expected credit losses on a collective basis, trade receivables is grouped based on similar credit risk and ageing.

The expected loss rates are based on the payment profiles of sales over a period of 24 months before 31 December 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.

3. Financial risk management (continued)

b) Credit risk (continued)

31 December 2023	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
Expected loss rate	1%	3%	7%	19%	5%
Gross carrying amount – trade receivables	87,526	42,509	12,801	26,546	169,382
Impairment losses	(1,094)	(1,147)	(927)	(4,977)	(8,145)
	86,432	41,362	11,874	21,569	161,237

31 December 2022	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
Expected loss rate	0%	0%	0%	18%	3%
Gross carrying amount – trade receivables	70,908	36,611	2,668	20,118	130,305
Impairment losses	-	-	-	(3,651)	(3,651)
	70,908	36,611	2,668	16,467	126,654

The closing loss allowances for trade receivables as at 31 December 2023 and 31 December 2022 reconcile to the opening loss allowances as follows:

	Trade receivables 2023 $'000	Trade receivables 2022 $'000
Opening loss allowance	3,651	541
Increase in loss allowance recognised in profit or loss during the year	4,494	3,110
Closing loss allowance	8,145	3,651

3. Financial risk management (continued)

b) Credit risk (continued)

Trade receivables (continued)
Trade receivables are written off when there is no reasonable expectation 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 company, and a failure to make contractual payments for a period of greater than 90 days past due.

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

As at 31 December 2023, there were no lifetime expected credit losses in respect of the five (5) major customers that comprise 38% (2022 – 69%) of the trade receivables balance.

As at 31 December 2023, there were $2,069,982 (2022 -$$2,128,000) lifetime expected credit losses in respect of the remaining customers.

Other financial assets at amortised cost
Other financial assets at amortised cost include other receivables and balances due from related parties.

While the other financial assets at amortised cost are subject to the impairment requirements of IFRS 9, the identified impairment loss was immaterial.

At the Statement of Financial Position date, except for cash and cash equivalents, there were no other significant concentration of credit risk and the exposure to credit risk of these financial assets were considered immaterial.

3. Financial risk management (continued)

c) Liquidity risk:

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

Liquidity risk management process
The company's liquidity management process includes:

(i) Monitoring future cash flows and liquidity on a daily basis;
(ii) Maintaining marketable and diverse assets that can easily be liquidated as protection against any unforeseen interruption to cash flow;
(iii) Maintaining a committed line of credit;
(iv) Optimizing cash returns on investment.

Undiscounted cash flows of financial liabilities
The maturity profile of the company's financial liabilities at year end on contractual undiscounted payments was as follows:

	1 to 3 months	4 to 12 months	1 to 5 years	Total	Carrying amount
	$'000	$'000	$'000	$'000	$'000
			31 December 2023		
Payables	139,784	-	-	139,784	139,784
Long-term loan	1,337	3,564	9,801	14,702	13,458
Lease liability	2,962	8,886	112,556	124,404	78,926
Total financial liabilities	144,083	12,450	122,357	278,890	232,168
			31 December 2022		
Payables	87,995	-	-	87,995	87,995
Long-term loan	1,337	4,009	14,702	20,048	17,610
Lease liability	2,693	8,078	113,095	123,866	83,664
Total financial liabilities	92,025	12,087	127,797	231,909	189,269

Assets available to meet all of the liabilities and to cover financial liabilities include cash and cash equivalents.

3. Financial risk management (continued)

d) Market risk

The company takes on exposure to market risks, which is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risks mainly arise from changes in foreign currency exchange rates (see 3d (i)), interest rates (see 3d (ii)). The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return. Market risk exposures are measured using sensitivity analysis. There has been no significant change in exposure to market risks or the manner in which the company manages and measures the risk.

(i) Currency risk

The company is exposed to foreign exchange risk arising from exposure primarily to the US dollar and Euro. Foreign exchange risk arises primarily from transactions for purchases, sales and investments. The Statement of Financial Position for the Company as at 31 December 2023 includes net foreign assets of US$566,171 and €3,179 (2022: US$949,803 and €3,179) in respect of such transactions.

The following table demonstrates the sensitivity to fluctuations in the exchange rates of the currencies held by the company before tax, with all other variables held constant.

	Change in exchange rate	**2023**	**2022**
		$'000	**$'000**
Devaluation	4% (2022 – 4%)	3,500	5,717
Revaluation	1% (2022 - 1%)	(875)	(1,429)

3. Financial risk management (continued)

d) Market risk (continued)

(ii) Interest rate risk

Interest rate risk is the risk that the value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The company minimises interest rate risk by investing mainly in fixed rate instruments and contracting liabilities at fixed rates, where possible. The company's interest rate risk arises mainly from bank loans.

At the reporting date, the interest profile of the company's interest-bearing financial Instruments were:

	1 to 3 months	4 to 12 months	1 to 5 years	Over 5 years	Non-Interest bearing	Total
	$'000	$'000	$'000	$'000	$'000	$'000
			2023			
Investment securities	-	-	45,000	-	-	45,000
Trade and other receivables	-	-	-	-	164,292	164,292
Due from related parties	205,568	-	-	-	31,549	237,117
Cash and cash equivalents	112,576	-	-	-	-	112,576
Total financial assets	318,144	-	45,000	-	195,841	558,985
Long-term loan	1,110	3,055	9,293		-	13,458
Lease liability	1,106	3,481	74,339	-	-	78,926
Payables	-	-	-	-	139,784	139,784
Total financial liabilities	2,216	6,536	83,632	-	139,784	232,168
Total interest repricing gap	315,928	(6,536)	(38,632)	-	56,057	326,817

3. Financial risk management (continued)

d) Market risk (continued)

(ii) Interest rate risk (continued)

	1 to 3 months	4 to 12 months	1 to 5 years	Over 5 years	Non-Interest bearing	Total
	$'000	$'000	$'000	$'000	$'000	$'000
			2022			
Investment securities	-	-	45,000	-	-	45,000
Trade and other receivables	-	-	-	-	129,385	129,385
Due from related parties	54,537	-	-	-	-	54,537
Cash and cash equivalents	229,014	-	-	-	-	229,014
Total financial assets	283,551	-	45,000	-	129,385	457,936
Long-term loan	1,035	3,215	13,360	-	-	17,610
Lease liability	1,211	3,763	23,773	54,917	-	83,664
Payables	-	-	-	-	87,995	87,995
Total financial liabilities	2,246	6,978	37,133	54,917	87,995	189,269
Total interest repricing gap	281,305	(6,978)	7,867	(54,917)	41,390	268,667

Cash flow sensitivity analysis for financial instruments:

A change in interest rates at the reporting date would have increased/(decreased) profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency rates, remain constant.

Change in basis points	Effect on profit before taxation 2023	Effect on Other Components of Equity 2023	Effect on profit before taxation 2022	Effect on Other Components of Equity 2022
JMD/USD	$'000	$'000	$'000	$'000
+100/+100	1,558	-	707	-
-100/-100	(1,558)	-	(707)	-

3. Financial risk management (continued)

e) Capital management:

The policy of the company's Board of Directors is to maintain a strong capital base so as to maintain investors, creditors and market confidence and to sustain future development of the business and ensure it continues as a going concern.

The company considers its capital to be its total equity inclusive of unappropriated profits and capital reserves. The company's financial objective is to generate a targeted operating surplus, in order to strengthen and provide for the future continuity of the company as a going concern in order to provide returns for its shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

The Directors regularly review the financial position of the company at meetings and monitor the return on capital and the level of dividends to the ordinary shareholders. They seek to maintain a balance between the higher returns that might be possible with higher levels of borrowings and the advantages and security afforded by a sound capital position.

The company monitors capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total capital. Debt is the total of long-term loans and bank overdraft less related party loans, if any. Total capital is calculated as equity as shown in the company's statement of financial position plus debt. The gearing ratios at the year-end based on these calculations were as follows:

	2023	2022
	$'000	$'000
Debt: long-term loan	13,458	17,610
Equity	651,709	563,850
Total Capital	665,167	581,460
Gearing ratio	2%	3%

4. Critical accounting estimates and judgements in applying accounting policies

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will seldom equal the related actual results. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(i) Impairment of financial assets
The loss allowances for financial assets are based on assumptions about risk of default and expected loss rates. The company uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the company's past history, existing market conditions as well as forward looking estimates at the end of each reporting period. Details of the key assumptions and inputs used are disclosed in the Credit risk note.

(ii) Income taxes
Estimates and judgements are required in determining the provision for income taxes. The tax liability or asset arising from certain transactions or events may be uncertain during the ordinary course of business. In cases of such uncertainty, the company recognises liabilities for possible additional taxes based on its judgement. Where, on the basis of subsequent determination, the final tax outcome in relation to such matters is different from the amount that was initially recognised, the difference will impact the current and deferred income tax provisions in the period in which such determination is made.

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

(iv) Fair value of financial assets
The management uses its judgment in selecting appropriate valuation techniques to determine fair values of financial assets adopting valuation techniques commonly used by market practitioners supported by appropriate assumptions (note 3(a)).

5. Property, plant and equipment

	Leasehold property	Leasehold Improvements	Plant, Machinery, Furniture & Fixtures	Office Computer & Equipment	Motor Vehicles	Total
	$'000	$'000	$'000	$,000	$'000	$'000
Cost -						
1 January 2022	3,413	6,839	32,429	1,714	38,881	83,276
Additions	-	652	4,037	722	-	5,411
Disposals	(3,413)	-	-	-	(10,977)	(14,390)
31 December 2022	-	7,491	36,466	2,436	27,904	74,297
Additions	-	1,213	14,507	830	-	16,550
Disposals	-	(997)	(14,404)	(666)	-	(16,067)
31 December 2023	-	7,707	36,569	2,600	27,904	74,780
Depreciation -						
1 January 2022	3,413	2,379	14,553	1,527	16,722	38,594
Charge for year	-	738	3,506	247	6,313	10,804
Relieved on disposals	(3,413)	-	-	-	(10,977)	(14,390)
31 December 2022	-	3,117	18,059	1,774	12,058	35,008
Charge for year	-	725	2,606	461	5,650	9,442
Relieved on disposals	-	(1,355)	(12,469)	(1,135)	-	(14,959)
31 December 2023	-	2,487	8,196	1,100	17,708	29,491
Net book value -						
31 December 2023	-	5,220	28,373	1,500	10,196	45,289
31 December 2022	-	4,374	18,407	662	15,846	39,289

6. Right-of-use assets and related lease obligations

(i) Amounts recognized in the Statement of Financial Position

The statement of financial position shows the following amounts relating to leases: -
Right-of-use assets

	2023 $'000	2022 $'000
Balance as at beginning of the year	74,638	81,156
Amortization	(6,491)	(6,518)
Balance as at end of year	68,147	74,638

Lease liability

	2023 $'000	2022 $'000
Balance as at beginning of the year	83,664	88,302
Lease payments	(11,848)	(10,771)
Interest expense	7,110	6,133
Balance as at end of the year	78,926	83,664

	2023 $'000	2022 $'000
Current	4,588	4,974
Non-current	74,338	78,690
Balance as at end of year	78,926	83,664

(ii) Amounts recognized in the Statement of Comprehensive Income

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

	2023 $'000	2022 $'000
Amortization charge of right-of-use asset (included in administrative expenses)	6,491	6,518
Interest expense (included in finance costs)	7,110	6,133

(iii) Amounts recognized in Statement of Cash Flows

	2023 $'000	2022 $'000
Total cash outflows for lease	11,848	10,771

7. Investment securities

This represents Corporate Bonds which are fair valued through profit and loss.

	2023	2022
	$'000	$'000
Dolla Financial Services Limited - 2025	30,000	30,000
National Commercial Bank Jamaica Limited – 2024	15,000	15,000
	45,000	45,000

8. Deferred income taxes

Deferred income taxes are calculated in full on all temporary differences under the liability method using the applicable tax rate. Assets and liabilities recognised on the statement of financial position are as follows:

	2023	2022
	$'000	$'000
Deferred income tax assets	343	1,740

The movement on the net deferred income tax balance is as follows:

	2023	2022
	$'000	$'000
Net assets at beginning of year	1,740	881
Deferred tax (charged)/credited to the statement of comprehensive income (Note 21)	(1,397)	859
Net assets at end of year	343	1,740

Deferred income tax assets and liabilities are attributable to the following items:

	2023	2022
	$'000	$'000
Deferred income tax assets/(liabilities):		
Property, plant and equipment	(1,796)	(770)
Lease liability, net of right-of-use assets	2,695	2,257
Interest receivable	(514)	253
Other	(42)	-
Net assets at end of year	343	1,740

The amounts shown in the statement of financial position include the following:

	2023	2022
	$'000	$'000
Deferred tax assets to be recovered:		
- after more than 12 months	343	1,740

9. Inventories

	2023	2022
	$'000	$'000
Raw materials	90,237	110,890
Manufactured finished goods	15,704	12,916
Imported goods for resale	45,462	32,688
Goods-in-transit	65,582	22,866
	216,985	179,360

For the year ended 31 December 2023, inventories valuing $1,184,276 (2022: $5,703,431) were written off during the year.

10. Receivables

	2023	2022
	$'000	$'000
Trade receivables	169,382	130,305
Less: Expected credit loss provision	(8,145)	(3,651)
	161,237	126,654
Other	3,055	2,731
	164,292	129,385

Movement of the expected credit loss provision is as follows:

	2023	2022
	$'000	$'000
Balance at beginning of year	3,651	541
Increase in expected credit loss provision	4,494	3,110
Balance at end of year	8,145	3,651

11. Due from related parties

		2023	2022
		$'000	$'000
Interest bearing:			
Derrimon Trading Company Limited	(a)	173,956	15,937
Marnock LLC	(b)	39,747	38,600
		213,703	54,537
Non-interest bearing:			
Derrimon Trading Company Limited	(c)	23,414	-
		237,117	54,537

(a) These represents Jamaican and United States dollars denominated loans to Derrimon Trading Company Limited, which attract interest rates ranging from 4% - 5%. Included in these amounts are interest receivable of $6,784,000.

(b) This represents a US$250,000 loan to Marnock LLC, which attract interest rate of 3.5% per annum. Included in these amounts are interest receivable of $1,351,000.

(c) This represents advances to parent company, Derrimon Trading Company Limited which are interest free and have no repayment terms.

12. Cash and cash equivalents

		2023	2022
Cash at bank and on hand		**$'000**	**$'000**
Cash at bank		31,474	73,315
Cash on hand		1,483	2,869
		32,957	76,184
Short term investments			
Jamaica Money Market Brokers Limited	(a)	31,137	69,334
Scotia Investments Jamaica Limited	(b)	5,399	25,109
NCB Capital Markets Limited	(c)	43,083	58,387
		79,619	152,830
		112,576	229,014

Cash at bank substantially comprise savings and operating accounts at licensed commercial banks in Jamaica. The rate of interest earned on the company's foreign currency savings accounts ranges from 0.0% to 0.4%.

(a) This represents investments in repurchase agreement denominated in United States dollars with a maturity date of January 2, 2024, and with an interest rate of 5.00%.

(b) This represents United States and Jamaican dollar investments in money market funds.

(c) This represents investment in repurchase agreements denominated in Jamaican dollars (2022: United States dollars) with interest rate of 8.25% (2022: ranging from 1.05% and 3%).

13. Share capital

	2023	2022
	No. of shares	**No. of shares**
Authorised		
Ordinary shares of no par value	2,600,000,000	2,600,000,000
Issued and fully paid		
Issued and fully paid ordinary shares	899,200,330	899,200,330

	2023	2022
	$'000	**$'000**
Ordinary shares of no par value	56,200	56,200

14. Long term loan

	2023	2022
	$'000	**$'000**
First Global Bank Limited	13,458	17,610
Less: Current portion	(4,165)	(4,250)
	9,293	13,360

This loan, which was received in September 2021 attracts interest of 7% per annum and is repayable over 60 months in equal monthly instalments of $445,527. This loan is secured by a lien on a motor vehicle.

15. Payables

	2023	2022
	$'000	**$'000**
Trade payables	110,085	68,223
Accrued charges	8,240	2,830
Other	21,459	16,942
	139,784	87,995

16. Revenue

Turnover represents the invoiced value of goods and services net of discounts allowed and General Consumption Tax.

17. Expenses by nature

	2023	2022
	$'000	$'000
Operating and administrative expenses		
Amortization of right-of-use asset	6,491	6,518
Audit fee	3,100	2,718
Impairment of financial assets	4,494	3,110
Bank charges	2,890	1,660
Depreciation	9,442	10,804
Directors' emoluments	27,797	24,056
Directors' fees	980	770
Donations and subscriptions	1,169	1,013
Entertainment	891	877
Equipment rental	1,584	1,320
Loss on disposal of property, plant and equipment	1,108	-
Insurance	7,007	6,177
Legal and professional fees	10,356	6,965
Motor vehicles expenses	3,084	2,268
Office and general expenses	9,477	8,978
Repairs and maintenance	1,968	1,493
Staff costs (Note 19)	67,927	56,351
Security	2,551	1,847
Travelling	5,747	7,448
Utilities	11,225	9,271
	179,288	153,644
Selling and distribution expenses		
Selling, advertising, promotion and distribution	9,698	8,095
Transportation costs	1,182	1,038
	10,880	9,133
Finance income, net (Note 20)	(21,184)	(6,185)
Cost of sales	576,017	543,217
	745,001	699,809

18. Operating profit

The following have been charged in arriving at operating profit:

	2023	2022
	$'000	$'000
Auditors' remuneration	3,100	2,718
Amortization of right-of-use asset	6,491	6,518
Depreciation	9,442	10,804
Director's emoluments: -		
- Managements remuneration	27,797	24,056
- Directors' fees	980	770
Staff costs (Note 19)	67,927	56,351

19. Staff costs

	2023	2022
	$'000	$'000
Salaries and wages	40,111	34,162
Statutory contributions	5,021	4,775
Casual labour	4,789	4,050
Other staff costs	7,284	4,619
Staff welfare and training	10,722	8,745
	67,927	56,351

20. Finance income, net

	2023	2022
	$'000	$'000
Interest income	(17,623)	(4,471)
Foreign exchange gains	(12,202)	(9,292)
	(29,825)	(13,763)
Loan interest expense	1,531	1,445
Lease interest expense	7,110	6,133
	(21,184)	(6,185)

21. Taxation

(a) Taxation is computed on profit for the year adjusted for taxation purposes and comprises income tax at the applicable rate: -

	2023	2022
	$'000	$'000
Current taxation at 25%	36,393	19,782
Remission of income tax at 50%	(14,805)	(9,891)
	21,588	9,891
Deferred income taxes (Note 8)	1,397	(859)
	22,985	9,032

(b) The taxation charged in the statement of comprehensive income differs from the theoretical amount that would arise using the applicable tax rate, as follows:

	2023	2022
	$'000	$'000
Profit before taxation	155,804	70,730
Tax calculated at a tax rate of 25%	38,951	17,683
Adjusted for the effects of: -		
Expenses not allowed for tax purposes	518	
Effect of permanent difference	1,244	1,244
Adjustment for the effect of remission of tax	(14,805)	(9,891)
Employment Tax Credit	(2,907)	-
Other charges and allowances	(16)	(4)
	22,985	9,032

(c) Remission of income tax

By notice dated 13 August 2009, the Minister of Finance and the Public Service, issued and gazetted the Income Tax (Jamaica Stock Exchange Junior Market) (Remission) Notice, 2009. The Notice effectively granted a remission of income tax to eligible companies that were admitted to the Junior Market of the Jamaica Stock Exchange (JSE) if certain conditions were achieved after the date of initial admission.

Effective 2 October 2013, the Company's shares were listed on the Junior Market of the JSE. The Company is entitled to a remission of income taxes for ten years in the following proportion:

Years 2014 - 2018 – 100% of standard rate

Years 2019 - 2023 – 50% of standard rate

21. Taxation (continued)

(c) Remission of income tax (continued)

The Company's 100% remission of income taxes expired 2 October 2018, and as a consequence the Company's taxable profit was subject to 50% tax remission until 2 October 2023.

The Company will continue to benefit from the tax remission provided the following conditions are met:

- the Company remains listed for at least 15 years and is not suspended from the JSE for any breaches of its rules
- the Subscribed Participating Voting Share Capital of the Company does not exceed J$500 million
- the Company has at least 50 Participating Voting Shareholders.

The financial statements have been prepared on the basis that the Company will have the full benefit of the tax remissions.

22. Earnings per stock unit

Profit per stock unit ("EPS") is computed by dividing the net profit attributable to stockholders of the company of $132,819,000 (2022: $61,698,000) by the weighted average number of ordinary stock units in issue during the year, numbering 899,200,330 (2022: 899,200,330).

23. Dividends

	2023	**2022**
	$'000	**$'000**
Declared and paid at 0.05 (2022: 0.025) cents per share	44,960	22,480
Total dividends to shareholders	44,960	22,480

24. Related party transactions

(a) The following transactions were carried out with related parties: -

	2023	2022
	$'000	**$'000**
Sales:		
Sales to Derrimon Trading Company Limited	18,543	6,141
Purchases:		
Purchases from Derrimon Trading Company Limited	1,743	-
Key management compensation:		
Directors' emoluments	27,797	24,056
Directors' fees	980	770
Expenses:		
Rent paid to a company connected to a director	11,848	10,771
Consultancy payments to a related party	5,973	5,173
Dividends:		
Dividend payment to the parent company	29,233	14,616

24. Related party transactions (continued)

(b) Year end balances with related parties: -

	2023	2022
	$'000	$'000
Interest bearing:		
Derrimon Trading Company Limited	173,956	15,937
Marnock LLC	39,747	38,600
	213,703	54,537
Non-interest bearing:		
Derrimon Trading Company Limited	23,414	-
	237,117	54,537

Notes

Form of Proxy

Affix $100 Stamp here and cancel

I/We ______________________________ of ______________________________
Name of Shareholder(s) — Address of the Shareholder(s)

being member/members of **CARIBBEAN FLAVOURS AND FRAGRANCES LIMITED** (the "Company") hereby appoint

______________________________ of ______________________________
Name of Proxy — Address of Proxy

or failing him **The Chairman of the Board of Directors** of the Company as my/our proxy vote for me/us on my/our behalf at the Annual General Meeting of the Company to be held on September 11, 2024 at the Terra Nova Hotel , 17 Waterloo Road, Kingston at 1pm "in-person" or via facebook. com/derimontrading accessible from our website at **www.caribbeanflavoursjm.com** and at any adjournment thereof.

Please indicate with an "**X**" in the space provided how you wish your proxy to vote on the Resolution referred to. Unless otherwise indicated, the proxy will vote as he thinks fit.

RESOLUTION	FOR	AGAINST
RESOLUTION NO. 1 Directors' Report and Auditors Report and Audited Financial Statements for the year ended December 31, 2023		
RESOLUTION NO. 2 Ratify the Ordinary paid on October 13, 2023 as final for the year ended December 31, 2023.		
RESOLUTION NO. 3 Re-election of Director		
Resolution 3a "THAT Mr. Wilford Heaven be and is hereby re-elected a Director of the Company."		
Resolution 3b "THAT Mr. Ian Kelly be and is hereby re-elected a Director of the Company."		
Resolution 3c "THAT Mr. Carlton Samuels be and is hereby re-elected a Director of the Company."		
RESOLUTION NO. 4 Directors' Remuneration		
RESOLUTION NO. 5 Appointment and remuneration of the Auditors		

Signed this _____ day of ____________________ 2024.

____
Signature of the Shareholder(s)

NOTES:

1. This Form of Proxy must be lodged at the Registered Office of the Company not later than forty- eight (48) hours before the meeting.
2. Any alterations in this Form of Proxy should be initialed.
3. In the case of joint holders, the signature of one holder will be sufficient but the vote of the senior who tenders a vote, whether in person or by proxy, shall be accepted to the exclusion of the votes of other joint-holders, seniority being determined by the order in which the names stand on the register.
4. If the appointer is a Corporation, this Form of Proxy must be executed under its common seal or under the hand of an Office or Attorney duly authorized.
5. An adhesive stamp of $100.00 must be affixed to the Form of Proxy.

CARIBBEAN
FLAVOURS &
FRAGRANCES
LIMITED

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