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AXE

Unilever Caribbean Limited
Annual Report and Accounts 2025

Unilever



Dove Deodorant: Redefine your skin – Let's change beauty

Our story is rooted in CARING.

Since the launch of Dove Deodorant in 1997, its focus was on its moisturising properties. With $\frac{1}{4}$ moisturising cream and caring oil, Dove Deo cares for your underarms, making them look and feel soft and smooth, while providing long-lasting protection from sweat and odours.

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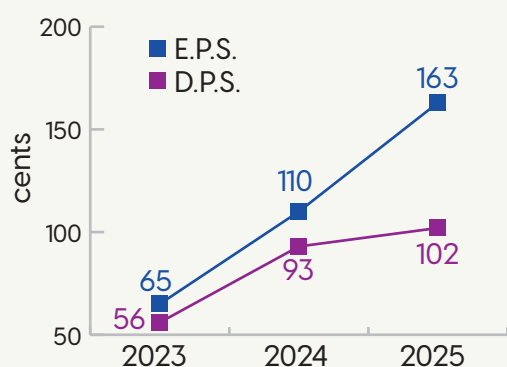
ONLINE

This annual report can be downloaded at
<https://www.unilever-caribbean.com/legal-resources/>

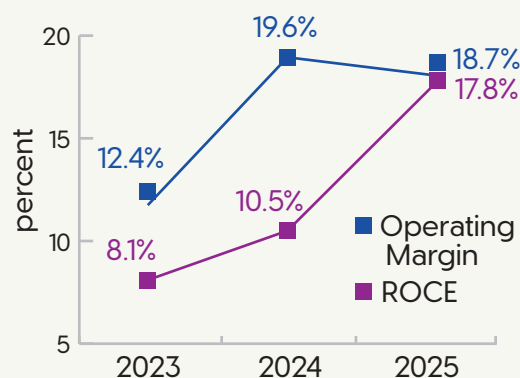
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Financial Review

Earnings & Dividends Per Share (Cents)



Operating Margin & Return on Capital Employed (Percent)

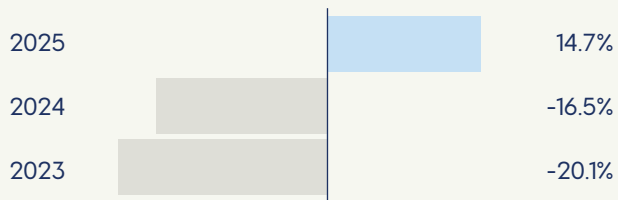


	2025	2024	2023
Operating Performance			
Turnover (TT\$000)	196,103	170,999	204,788
Operating profit before restructuring and other expenses (TT\$000)	36,635	33,445	25,432
Profit before taxation (TT\$000)	28,985	34,266	26,521
Taxation expense (TT\$000)	(9,420)	(10,771)	(9,366)
Profit after taxation (TT\$000)	19,565	23,495	17,155
Profit from discontinued operations, net of tax (TT\$000)	23,224	5,302	-
Profit for the year (TT\$000)	42,789	28,797	17,155
Return on stockholders' equity	24.7%	10.1%	6.1%
Return on capital employed	17.8%	10.5%	8.1%
Operating margin	18.7%	19.6%	12.4%
Liquidity Indicators			
Current ratio	2.4	5.0	4.6
Net current assets (TT\$000)	94,921	208,689	200,223
Capital Structure and Long-Term Solvency Ratios			
Stated capital (TT\$000)	26,244	26,244	26,244
Dividends (TT\$000)	26,769	24,407	14,697
Special dividend (TT\$000)	120,984	-	-
Retained earnings (TT\$000)	147,126	258,357	254,074
Total stockholders' funds (TT\$000)	173,370	284,601	280,318
Total liabilities (TT\$000)	100,669	86,934	91,130
Capital employed (TT\$000)	205,831	319,438	315,778
Earnings and Dividends			
Total earnings per share (TT¢)	163	110	65
DPS (TT¢)	102	93	56
Special dividend (TT\$000)	461	-	-
Market Indicators			
Price earnings ratio	8.64	10.36	17.23
Dividend cover	1.60	1.18	1.16
Dividend yield (%)	7.24	8.16	5.00
Share price at 31 December (TT\$)	14.08	11.40	11.20
Net asset value per share unit	6.61	10.84	10.68

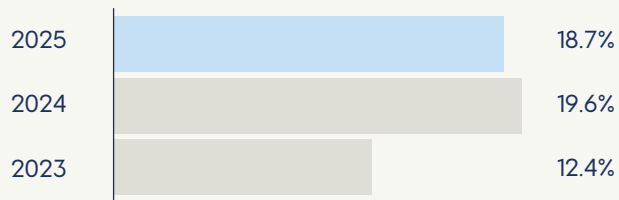
Financial Highlights

(2024 & 2025 figures exclude discontinued operations)

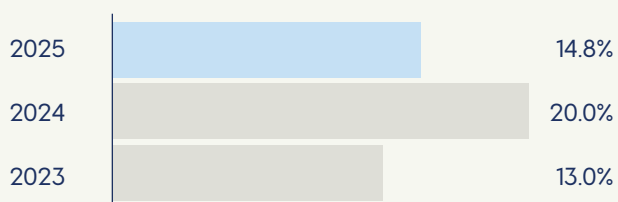
TURNOVER



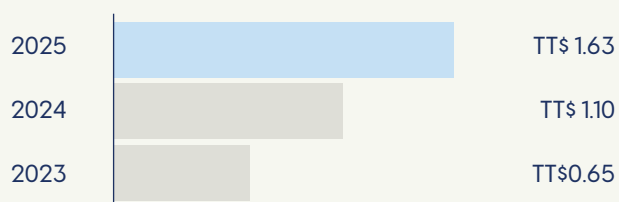
OPERATING MARGIN



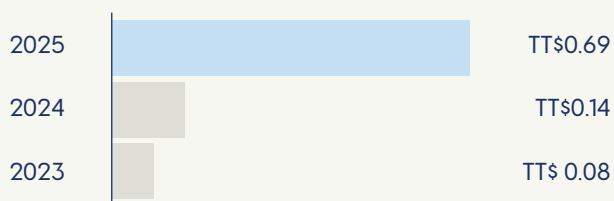
PROFIT BEFORE TAX (% OF TURNOVER)



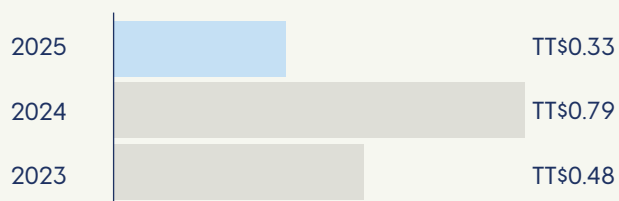
TOTAL EARNINGS PER SHARE



INTERIM DIVIDEND PER SHARE

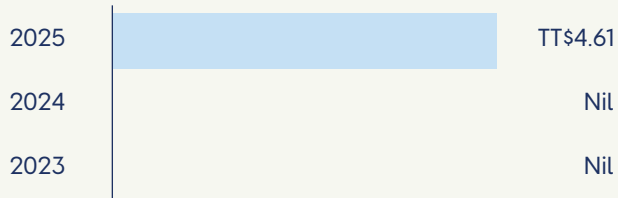


FINAL DIVIDEND PER SHARE

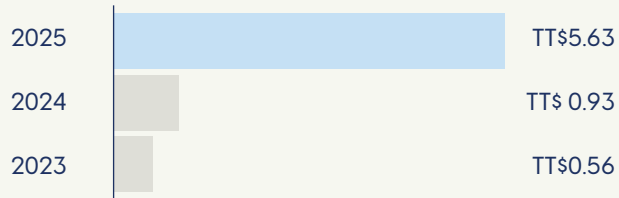


In 2025, the Board agreed to consider the payment of dividends more frequently than semi-annually, such as on a quarterly basis.

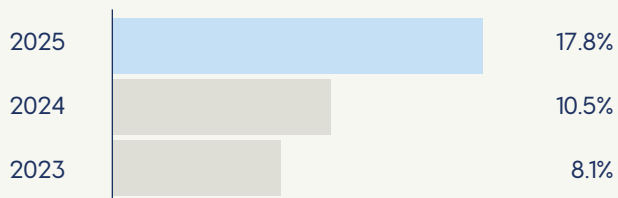
SPECIAL DIVIDEND PER SHARE



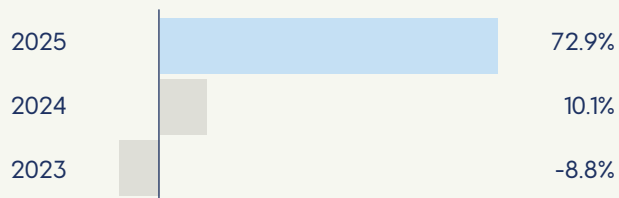
TOTAL DIVIDEND PER SHARE



RETURN ON CAPITAL EMPLOYED



TOTAL SHAREHOLDERS' RETURN



Unilever Caribbean at a Glance

Purpose

Brighten everyday life for all.

Brands



Markets



Our Global Strategy

The fundamental shifts and priorities to deliver Unilever's financial ambitions.

3 FUNDAMENTAL SHIFTS

We are accelerating Unilever's transformation in three key ways:

Brands

Desire at Scale

Sassy Brands

Elevating brands through Science, Aesthetics, Sensorials, being Shared by others, Young-spirited and relevant in culture.

Frontline machine

Delivering execution excellence through marketing and sales across all consumer and customer touchpoints.

People

Play to Win

Winning culture

Building a culture where our people Play to Win and where performance is rewarded.

Uncompromising on talent

Attracting, accelerating and developing the best talent in value-driving roles.

Organisation

Fit for AI Age

AI and technology

Powering creativity, growth and margin expansion throughout our business.

Productivity & simplicity

Rewiring our organisation to be simpler, faster and more agile.

UNDERPINNED BY

SUSTAINABILITY

Protecting and enhancing the value of our business through innovation, operational efficiency and long-term resilience.



Climate



Nature



Plastics



Livelihoods

Chairperson's Report

"In a year of significant change, the Board is proud of the progress made in strengthening the Company's focus, resilience, and long-term value for shareholders."

Daniela Bucaro
Chairperson



Performance

In 2025, the Board remained focused on strengthening Unilever Caribbean Limited's strategic resilience and long-term value creation for shareholders. We provided active oversight of management's programme to simplify the business, sharpen portfolio focus, and align capital allocation with categories offering stronger returns and more attractive long-term growth potential.

Key decisions during the year included the divestment of the Ice Cream business and the Board's approval, in principle, of the divestment of the laundry category. These actions reflect a clear governance lens: disciplined portfolio stewardship, rigorous evaluation of risk and return, and an emphasis on maintaining a strong control environment throughout periods of significant change. In accordance with IFRS, Ice Cream and Laundry are presented as Discontinued Operations in the Financial Statements. The Board also monitored changes to the Company's operating model to ensure they were implemented with appropriate risk management and stakeholder communication. Overall, the Company exits the year more focused and better positioned to execute its strategy. Further details on financial performance and key drivers are provided in the Managing Director's Review and the Financial Statements.

Return to Shareholders

The Board's approach to returning value to shareholders is anchored in disciplined capital allocation and long-term value creation. In determining dividend levels, we apply the same governance lens described in the Performance section—considering the sustainability and quality of earnings, cash generation, liquidity and solvency, and the Company's ability to fund its strategic priorities, while maintaining a strong control environment. Throughout the year, the Board maintained close oversight of treasury and financial risk, including the sufficiency of cash resources under a range of scenarios.

The Board recognises that shareholders' return sits alongside responsibilities to our broader stakeholders group. We, therefore, continue to monitor the Company's capacity to invest appropriately in people and capability, maintain reliable service to customers and distributors, meet statutory and regulatory obligations, and uphold high standards of governance and transparency. We remain committed to active engagement with shareholders and clear disclosure of the Company's capital management decisions, with further detail provided in the Financial Statements.

Global

Unilever Caribbean Limited (UCL) operates as a locally incorporated and publicly traded company, with its own Board, management team, and accountability to shareholders. While UCL forms part of Unilever's global network and benefits from group-wide strategic direction, technology platforms, and access to capability-building programmes, strategic and commercial decisions are taken locally to reflect market realities, consumer behaviour, and the expectations of Caribbean stakeholders.

At a global level, Unilever continues to prioritise its core Beauty and Wellbeing, Personal Care, and Home Care categories. UCL's portfolio choices align with this direction through deliberate local decision-making, informed by category economics, brand strength, and the competitive dynamics of our markets. This alignment enables UCL to benefit from global innovation and brand investment, while the Board retains accountability for local portfolio priorities, execution, and long-term value creation.

Consistent with this approach, the Board supports disciplined resource allocation towards UCL's most attractive segments, with a continued focus on returns, cash generation, and prudent risk management. The Company will continue to leverage global capabilities where they strengthen local execution, while maintaining appropriate governance, cost control, and accountability to shareholders and other stakeholders.

Board Composition and Succession

On May 14, 2025, Ms Ginelle Lambie was appointed as Managing Director. The Board views leadership succession as a core governance responsibility and will continue to oversee executive leadership and capability to ensure the Company has the expertise and capacity required to deliver its strategy.

Looking Ahead

Looking ahead, the Board's focus on ensuring the Company translates the progress made in simplification and portfolio stewardship into sustained, well-governed value creation. In a dynamic external environment, the Board will maintain active oversight of the principal risks facing the business and the robustness of management's mitigation plans, while also safeguarding stakeholder confidence through transparent reporting, constructive shareholder engagement, and responsible decision-making.

Our aim is to ensure Unilever Caribbean Limited remains resilient, competitive, and positioned to create long-term value for shareholders and the wider stakeholder community.

Acknowledgement

On behalf of the Board, I thank our employees for their dedication and professionalism throughout a year of significant change. We are also grateful to our consumers, customers, distributors, and business partners for their continued support and collaboration as the Company evolved its operating model. Importantly, we thank our shareholders for their confidence and constructive engagement, which we value as an essential part of strong governance. Finally, I extend my appreciation to my fellow Directors and the management team for their commitment to high standards of oversight, transparent decision-making, and responsible stewardship in the best interests of all stakeholders.



Daniela Bucaro
Chairperson

Board of Directors

AC Member of the Audit Committee



Daniela Bucaro

Chairperson
Nationality El Salvador
Age 44, Female
Appointed December 2022

Daniela Bucaro joined Unilever Central America in 2004. Over the last 20 years, she held several strategic marketing and leadership roles in Central America, the Greater Caribbean region and the Andean region. Ms. Bucaro has developed extensive competencies related to the transformation of consumer insights into relevant business opportunities. Ms. Bucaro is currently the Head of Marketing for the strategic Personal Care and Beauty and Wellbeing Categories and more recently CMI and Media for Unilever CARICAM. She is a member of the leadership team for the CARICAM region. She holds a BSc in International Business from John Brown University - Arkansas, USA as well as minors in philosophy and theology.



Ginelle Lambie

Managing Director
Executive Director
Nationality Trinidad and Tobago
Age 46, Female
Appointed May 2025

Ginelle Lambie has over 20 years' experience in financial reporting, forecasting, business analysis and auditing. Her experience includes CFO of a publicly listed company, functional leadership skills operational and P&L management, the development and execution of business plans, with responsibility for delivering defined objectives. Prior to her appointment as Managing Director in May 2025, she was appointed Managing Director (Ag.) on January 1, 2024. She joined UCL as the National Finance Manager in April 2023. Ms. Lambie holds a Bachelor of Business Administration Degree in Finance from Florida International University, an M.Sc. In Accounting from the University of Virginia and is the holder of a Certified Public Accountant license.



Nicholas Gomez **AC**

Non-Executive Director
Nationality Trinidad and Tobago
Age 61, Male
Appointed May 2018

Nicholas Gomez is a member of the Board and the Chairman of the Audit Committee. Mr. Gomez is a Fellow of the Association of Chartered Certified Accountants (FCCA) of the UK and a Member of the Institute of Chartered Accountants of Trinidad and Tobago (ICATT). Mr. Gomez has over 35 years of public accounting experience having worked at one of the world's leading auditing firms (Ernst and Young) serving a diversified portfolio of clients in the financial services sector, consumer and industrial products, retail and distribution, public companies, multinationals and other large regional and domestic clients. He has served as EY's Country Managing Partner locally and a leader of EY's Regional Assurance operations. He sits on various boards in the banking, pharmaceutical, FMCG, real estate valuation and retail sectors and with a conglomerate locally and in the Caribbean. Mr. Gomez is currently the Co-Founder and Co-Chairman of Blewstream, one of the largest accounting and technology firms in Trinidad and Tobago that services the North American market, with three offices in Trinidad and Tobago, and a satellite office in Manila, Philippines. He is also the Co-Founder and Co-Chairman of Gravitass Business Solutions Limited.

Board of Directors (continued)



Camille Chatoor AC

Non-Executive Director
Nationality Trinidad and Tobago
Age 56, Female
Appointed July 2019

Camille Chatoor was appointed to the Board of Directors and the Company's Audit Committee in 2019.

She has held various leadership positions as a Brand Manager, Trade Marketing Manager, CARICOM District Manager, Sales and Marketing Director and now General Manager. As General Manager, Camille has delivered measurable results, leading Caribbean Bottlers T&T Ltd. to an increase in market share, and the successful launch of several new top-selling product lines. Initiatives that have strengthened the Company's competitive position in the Caribbean beverage market.

She is a seasoned professional able to deliver successfully on the financial and operational goals and objectives for her current employer Caribbean Bottlers T&T Ltd and past organisations. She brings a wealth of governance expertise through her board service in the banking sector and the Trinidad & Tobago Chamber of Industry & Commerce.

Mrs. Chatoor a distinguished alumna of Howard University, where she received her B.A. in Business Administration with a concentration in Marketing, graduating Magna Cum Laude in 1991.



Danielle Chow AC

Non-Executive Director
Nationality Trinidad and Tobago
Age 67, Female
Appointed October 2019

Danielle Chow was appointed a Non-Executive Director and a Member of the Company's Audit Committee in 2019. She is an attorney at law and former senior business executive who has worked in multinational environments in the fast moving consumer goods, manufacturing and financial services industries locally and in the Caribbean.

She is currently a Director and Audit Committee member of both a publicly traded FMCG company and a private company that operates in the Food & Beverage, Electrical & Lighting, Logistics and Recycling sectors as well as a Commissioner of the country's electoral management body.

She holds a Bachelor of Laws from The University of the West Indies and having received a Legal Education Certificate from the Hugh Wooding Law School, was admitted to practice law in Trinidad and Tobago.



Carolina Arrieta Rojas

Executive Director
Nationality Costa Rica
Age 43, Female
Appointed July 2023

Carolina Arrieta Rojas was appointed Regional Controller Director in January 2025, after joining Unilever in 2021 as Senior Finance Manager for the CARICAM region. She brings more than 20 years of international experience across strategic planning, financial strategy, performance management and controllership roles within multinational companies.

In her current position, Ms Arrieta Rojas leads the Controlling, Treasury and Risk Management functions for the IUL Latam region, with accountability for the integrity and governance of financial statements, performance oversight, liquidity management and the strengthening of robust risk and control frameworks to support sustainable business outcomes.

She holds a Bachelor's degree in Business Administration, with a minor in Marketing as well as an MBA in Finance, and has held Finance Leadership roles across Costa Rica, the United States and Brazil.

Board of Directors (continued)



Daniel Tomas Perez Muñoz

Executive Director
Nationality Dominican Republic
Age 38, Male
Appointed June 2024

Daniel Perez Muñoz is currently Head of Customer Development for the Caribbean and a member of the UL CARICAM Leadership team.

Over the last 16 years, he has dedicated most of his career in multinational FMCGs companies, such as Philip Morris Int, GenommaLab Int and Quala Int., performing commercial, marketing and country head roles, with local, regional and global scope.

He joined Unilever CARICAM in 2022 as Country Manager for the Dominican Republic and Panama. Mr. Perez holds a Bachelor's degree in marketing from Universidad Iberoamericana (UNIBE) and a Master's degree in Commercial and marketing Management in the EAE Business School/Universidad Camilo José Cela, Madrid, Spain.

Key Areas of Experience of Directors and Board Attendance

	Daniela Bucaro	Ginelle Lambie	Nicholas Gomez	Camille Chatoor	Danielle Chow	Carolina Arrieta Rojas	Daniel Perez Muñoz
Demonstrated Leadership	✓	✓	✓	✓	✓	✓	✓
Strategic Marketing	✓			✓		✓	✓
General Management		✓	✓	✓	✓		
International Business	✓		✓	✓	✓	✓	✓
Local Market Knowledge			✓	✓	✓		✓
Marketing/Sales FMCG	✓			✓			✓
Accounting/Audit Expertise		✓	✓			✓	
Corporate Governance		✓	✓		✓		
Business Risk Management	✓	✓	✓		✓	✓	
Distribution Knowledge	✓			✓		✓	✓
Caribbean Market Expertise			✓	✓	✓	✓	✓
Human Relations/Comp/Succession	✓	✓	✓	✓	✓	✓	✓
Attendance at planned Board Meetings 2025	7/7	7/7	6/7	6/7	6/7	6/7	6/7



Vaseline Radiant X: Deep Nourishment from Head to Toe

The Vaseline Radiant X range of body lotion and body oil, whipped butter and hand butter is based on the trusted qualities of Vaseline, but specially formulated for the needs of beautiful, highly pigmented Caribbean skin.

Formulated with the natural goodness like coconut, shea, jojoba and grapeseed, and scientifically enhanced with niacinamide, peptides, vitamin C, lipids and pro-retinol, this new line of skin nourishments will firm and restore, hydrate and replenish your skin, leaving it with a healthy glow and an even tone that lasts.

Governance Report

Unilever's Structure

Unilever Caribbean Limited (UCL) is a public limited liability company, listed on the Trinidad and Tobago Stock Exchange and registered in compliance with the Companies Act, 1995. It is a subsidiary of Unilever Overseas Holdings AG, a wholly owned subsidiary of Unilever plc. The principal business activity is the sale of Personal Care, Home Care and Foods products.

The Company has been operating in Trinidad and Tobago since 1929 and until 2004 traded under the name of Lever Brothers West Indies Limited. UCL's purpose is to Brighten Everyday Life for All. The Company strives to develop brands that are a force for good, improving the health of our planet and people's health and wellbeing, while contributing to a fairer, more inclusive society wherever it operates.

Board of Directors

Our Board of Directors has ultimate responsibility for the Company's management, general affairs, direction, performance, and long-term success. The responsibility of the Directors is collective, taking into account their respective roles as Executive and Non-Executive Directors.

The balance of Executive to Non-Executive Directors, plus the Chairperson and Managing Director, ensures that the Board is able to exercise independent judgement based on management information, to arrive at proper and objective assessment of issues.

For the year under review, no relationships or circumstances affecting the Directors' independent judgement arose. Throughout 2025, the Directors exercised the care, diligence and skill that reasonably prudent persons would exercise in comparable circumstances. The Board is diversified by nationality and gender and represents a strong team with a broad range of professional backgrounds and styles.

In accordance with shareholder approval at an Annual Meeting, Directors are provided with fees inclusive of an attendance fee for meetings. Executive Directors and Directors who are employees of the Unilever Group or any of its affiliates are not paid fees. All fees are approved by the shareholders.

The Board has delegated the management and operation of UCL to the Managing Director and the Country Leadership Team, with the exception of the following matters that are reserved to the Board:

structural and constitutional matters, corporate governance, approval of dividends, approval of overall strategy, and approval of significant transactions or arrangements in relation to mergers, acquisitions, joint ventures, litigation, financial matters and pensions.

Leadership Team

The Managing Director can delegate any of her powers to the members of the Leadership Team and to other professionals and experts. She determines their roles, activities and responsibilities, supervises them and they report to her.

Leadership Team members (other than the Managing Director) are not part of the Board's decision-making process, however, they do provide the Board with deeper operational insights and may be invited to attend specific parts of Board meetings. The Leadership Team currently consists of the Managing Director, National Finance Manager, National Sales Manager and Human Resources Country Lead.

Board Committees

The Board's Audit Committee provides oversight of the integrity of UCL's financial statements, risk management and internal control arrangements, legal and regulatory requirements, internal and external auditors' performance. It reports its findings to the Board. The Committee gives due considerations to all relevant laws, regulations, governance codes, listing and other applicable rules as appropriate. It comprises three (3) Non-Executive Directors and is chaired by one of them who is a financial expert. The Chairperson of the Committee attends the Shareholder Meetings and is available to answer questions referred to her/him by the Chairperson of the Board.

Board Effectiveness

Board Meetings

The Board meets at least four times per calendar year to consider important corporate events and actions and can schedule additional ad hoc meetings. The Chairperson sets the agendas for those meetings and ensures that the Directors receive accurate, timely and clear information. She also promotes effective

relationships and open communication between the Executive and the Non-Executive Directors.

Attendance

If a Director is unable to attend a Board meeting, she/he has the opportunity to discuss any agenda items with the Chairperson beforehand.

Independence and Conflicts

During 2025, the Board ensured that there were effective procedures in place to avoid conflicts of interest by Board members in accordance with UCL's Business Integrity Code. A Director may not vote on or be counted in a quorum in relation to any resolution of the Board in which she/he has a conflict.

Our Shares

Share Capital

UCL's issued and fully paid share capital on December 31, 2025 was 26,243,832 ordinary shares with a market capitalisation of TT\$369,513,154.56.

Listings

UCL's ordinary shares are listed on the Trinidad and Tobago Stock Exchange.

Voting Rights

UCL shareholders, proxy holders or individuals authorised to represent a shareholder who is not present in person shall have one vote on a show of hands. Upon a ballot, each shall, subject to the Bye law, have one vote for every share held by the Shareholder. The Board is committed to facilitating the ownership rights of all shareholders including minority shareholders. The Voting Rights also pertain to virtual meetings.

Shareholders' Meeting

The Company's Annual Meeting has been convened each year. At this meeting, the Chairperson gives her thoughts on governance aspects of the preceding year, and the Managing Director gives a detailed review of the performance of UCL over the last year.

Shareholders are encouraged to attend this meeting. Provision is made at Annual Meetings for shareholders to have the opportunity to engage with the Directors and Management. The appointment of external auditors is considered at this meeting. External auditors are welcomed to and are entitled to address the meeting. These stipulations also pertain to virtual meetings.

Corporate Governance Compliance

The Board has established and drives clear and transparent systems of corporate governance that meet regulatory requirements and best practice. UCL conducts its operations in accordance with accepted principles of good governance, guided by Unilever's international policies and principles.

In 2025, the Company sought to:

- Consistently apply the framework for effective governance aligned with Unilever's Corporate Governance
- Strengthen the composition and performance of the Board and the Audit Committee
- Reinforce loyalty and independence
- Foster accountability
- Strengthen the relationship with shareholders

The Company also has policies and principles in place that set the standard for the way it does business, and all of its employees are required to comply with these.

The Business Integrity Code sets out the standards required from all employees and Directors. The Code Policies cover a number of areas, including anti-bribery and corruption, respect, dignity and fair treatment of people, personal data and privacy, and Engaging Externally. Together, the Code and Code Policies help us put our values of Integrity, Respect, Responsibility and Pioneering into practice.

Improving corporate governance is a continuous process and the Directors remain committed to ensuring that UCL's governance processes and culture continue to reflect the standards that are expected by society.

Report of the Audit Committee

The Audit Committee is a sub-committee of the Board of Directors which is responsible for the review of Unilever Caribbean Limited's financial statements, on a regular basis, and before approval by the Board of Directors. This includes, but is not limited to, oversight of the following matters:

- integrity of the financial statements;
- risk management and internal control arrangements;
- compliance with legal and regulatory requirements;
- external auditors' performance, objectivity, qualifications and independence; and
- the performance of the internal audit function;

The Committee also provides opinions and advice on matters relating to the financial position and risk management functions of the Company as requested by the Board in accordance with Section 26.3 of the Company's Bye Laws.

All relevant matters arising are brought to the attention of the Board of Directors.

Membership of the Committee

In accordance with Section 26.1 of the Company's Bye Law No. 1 and the Companies Act, its membership comprises of independent Directors who are elected annually by the Board of Directors. The Committee is currently chaired by Nicholas Gomez, a financial expert, with the other members being Camille Chatoor and Danielle Chow. The Board has satisfied itself that the members of the Audit Committee are competent in financial matters and have recent and relevant experience.

Other attendees at Committee meetings include the Managing Director, National Finance Manager, Internal Auditor, External Auditor (KPMG) and any other party deemed necessary by the members to attend.

All members were in attendance at the six (6) Audit Committee meetings held in 2025.

How the Committee has Discharged its Responsibilities

A. Highlights of 2025

In the continuation of the Company's transformational journey the following matters are reported as key highlights:

- Review of the Annual Report and Accounts in keeping with International Financial Reporting Standards (IFRS) requirements and principles of good governance;
- Monitoring of the recommendations highlighted through internal audit examinations of:

- Financial accounting and process controls;
- Supply chain cost.
- Assessment and impact consideration of contingent liabilities;
- Corporate taxation and transfer pricing considerations;
- Accounting, reporting and disclosure considerations of the New Distribution Model;
- Accounting, reporting and disclosure requirements of the divestment of the Ice Cream Business;
- Accounting, reporting and disclosure requirements of the proposed divestment of the Laundry Business;
- Measurement of the retirement benefit obligation; and
- Considerations of the impact of foreign exchange availability in the domestic economy.

B. Financial Statements

The Committee reviewed, prior to publication:

- The quarterly financial press releases together with the associated internal quarterly reports;
- The half-year reports from the National Finance Manager and the Managing Director;
- The full-year results and the external auditors' report; and
- This Annual Report and Accounts.

These reviews incorporated the accounting policies and significant judgements and estimates underpinning the financial statements as disclosed within Note 3.

Particular attention was paid to the measurement of the retirement benefit obligation – refer to Note 3(a) (i), accounting policy disclosure Note 4(m)-Employee Benefits and accompanying Note 9 Post-Employment and Termination Benefits in the financial statements, which was discussed and agreed with the External Auditors.

In addition to this, KPMG, as required by auditing standards, also considered the risk of management override of controls. Nothing has come to either our attention or to the attention of KPMG to suggest any material suspected or actual fraud relating to management override of controls.

For each of the above areas, the Committee considered the key facts and judgements outlined by management. Management attended the meeting of the Committee to answer any questions or challenges posed. Members were satisfied that there are relevant accounting policies in place in relation to these significant issues and management has correctly applied these policies.

Report of the Audit Committee (continued)

The Committee is satisfied that, taken as a whole, the Unilever Caribbean Limited Annual Report and Accounts for 2025 is fair, balanced and understandable and provides the necessary information for shareholders to assess the Company's position and performance, business model and strategy.

C. Risk Management and Internal Control Arrangements

Unilever Caribbean Limited's overall approach to risk management and control, and its processes, outcomes and disclosure were reviewed including the following:

- An annual report detailing the risk identification and assessment process, together with any emerging risks identified by management of the 2025 corporate risks for which the Audit Committee had oversight;
- Quarterly Risk and Control Status Report, including a summary of control deficiencies identified through control testing;
- 2025 annual financial plan; and
- 2025 dividend proposals.

In fulfilling its oversight responsibilities in relation to risk management, internal control and the financial statements, the Committee met regularly with senior members of management, was satisfied that the process had worked effectively and is satisfied with the key judgements taken. Where specific areas for improvement were identified there were mitigation actions taken and processes implemented to ensure sustainable improvements.

D. Internal Audit Function

The Committee discussed and agreed the audit plan for the Internal Audit function for the year. It reviewed interim and year-end summary reports and management's responses.

The Committee has also considered the performance of the internal audit and was satisfied with the effectiveness of the function.

Members met with the Internal Auditor and discussed the results of the audits performed during the year.

E. Audit of the Annual Accounts

The Committee held independent meetings with the external auditors during the year and reviewed, agreed, discussed and challenged their audit plan, including their assessment of the financial reporting risk profile of Unilever Caribbean Limited. The Committee discussed the views and conclusions of KPMG regarding management's treatment of significant transactions and

areas of judgement during the year. The Committee considered these views and comments and is satisfied with the treatment in the financial statements.

The Committee also met with the External Auditors without members of management present allowing the Committee to discuss openly matters relevant to the effective execution of the external audit.

F. External Auditors

KPMG has been Unilever Caribbean Limited's auditors since 2014 and shareholders approved their re-appointment as the Company's external auditors at the Company's last Annual Meeting.

In order to avoid the possibility that the external auditors' objectivity and independence be compromised, both Unilever Caribbean Limited and KPMG have safeguards in place, including audit partner rotation and the restriction on non-audit services that the external auditors can perform. KPMG has issued a report to the Committee outlining the general procedures to safeguard independence and objectivity, disclosing the relationship with the Company and confirming their audit independence.

Each year, the Committee assesses the effectiveness of the external audit process, which includes discussing feedback from the members of the Committee and stakeholders at all levels across Unilever Caribbean Limited.

The Committee also reviewed the statutory audit and audit related services provided by KPMG and which is in compliance with Unilever Caribbean Limited's approved approach. The Company prohibits certain types of engagement by the external auditors, which include bookkeeping and similar services, internal audit, valuation, actuarial and legal services.

On the recommendation of the Committee, the Directors have undertaken a robust tender process for audit services and based on the outcome recommend the most appropriate audit firm as external auditors for shareholders' approval.



Nicholas Gomez
Chairman of the Audit Committee

Managing Director's Review

"During 2025, the Company continued to actively re-shape its portfolio to focus on higher-margin categories with long-term growth potential, delivering sustainable value creation and capital discipline."

Ginelle Lambie
Managing Director



Overview

2025 was a transformational year for Unilever Caribbean Limited. The Company advanced a set of strategic actions to simplify the business, strengthen cash generation, and sharpen focus on its core growth engine—Beauty and Personal Care. This included the transition to a distributor-led route-to-market model implemented during the first quarter, the completion of the divestment of the Ice Cream business in July 2025, and the Board's approval in principle in September 2025 of the divestment of the Laundry Category (completed subsequent to year-end). In accordance with IFRS, Ice Cream and Laundry are presented as Discontinued Operations in the Financial Statements. The sections below outline the financial performance and the key drivers of the year's results.

Financial Performance

Revenue (continuing operations) Revenue from continuing operations increased to \$196.1 million in 2025 (2024: \$171.0 million), driven primarily by improved performance in the core Beauty and Personal Care portfolio and the structural benefits of the new distributor-led route-to-market model implemented during the first quarter. While reported revenue early in the year was influenced by one-off inventory transfers associated with the transition to distributors, underlying demand across continuing categories strengthened as the year progressed.

Operating profit (before restructuring and other expenses) Operating profit before restructuring and other expenses rose to \$36.6 million (2024: \$33.4 million), reflecting improved gross margins, disciplined cost management, and reduced operating complexity following the exit of lower-margin categories and the shift to a more capital-light operating model. These benefits were partially offset by transitional costs incurred as the Company implemented significant structural changes.

Profit after tax (continuing operations) Profit from continuing operations after tax was \$19.6 million (2024: \$23.5 million). The year-on-year decrease reflects the absence of prior-year non-recurring items and the impact of higher tax charges, notwithstanding improved operating performance in the underlying business.

Total profit and earnings per share (including discontinued operations) Inclusive of discontinued operations, profit for the year increased to \$42.8 million (2024: \$28.8 million), driven largely by gains from the divestment of the Ice Cream business and the strong performance of discontinued operations prior to exit. As a result, basic and diluted earnings per share improved to \$1.63 (2024: \$1.10).

Portfolio Reshaping and Strategic Divestments

During 2025, the Company continued to reshape its portfolio towards higher-margin segments, prioritising categories with stronger long-term growth potential and applying disciplined capital allocation to support sustainable value creation.

In July 2025, the Company completed the divestment of its Ice Cream business, with operations separated and transferred to a newly incorporated entity within the Unilever Group. In accordance with accounting standards, Ice Cream has been presented as a discontinued operation in the financial statements. This divestment was a key milestone in simplifying the operating model and reallocating resources to the core Beauty and Personal Care portfolio.

In September 2025, the Board approved, in principle, the divestment of the Laundry Category, including the powder detergent brands Breeze and Radiante, as part of a wider regional divestment programme led by Unilever PLC. The decision reflected sustained structural pressure in the powder detergent segment from heightened competition, pricing pressures, and evolving consumer dynamics. The transaction was completed subsequent to year-end and, in accordance with IFRS, the Laundry Category has been classified as a discontinued operation.

Route-to-Market Transformation

In the first quarter of 2025, the Company transitioned to a new route-to-market structure through the appointment of two national distributors. This change included the closure of the Company-operated warehouse, the sale of warehouse inventory to distributors, and a shift to a leaner, capital-light operating model. Overall, the new distribution model has reduced operating complexity, improved cost efficiency, and lowered working capital requirements, strengthening the Company's ability to execute in its core categories.

Cash Flow and Capital Management

Net cash generated from operating activities amounted to \$65.3 million (2024: \$46.5 million). Ordinary and special dividends totalling \$148.5 million were paid during the year, reflecting the Board's confidence in the Company's cash-generating capacity while maintaining strong liquidity and financial discipline.

People, Governance and Risk

The significant changes implemented during the year were managed with care, transparency, and a strong focus on governance and risk management. The Company maintained robust internal controls and financial governance throughout the execution of its portfolio and operating model changes. Central to this transformation was our continued investment in people. We prioritised clear communication and change support, strengthened critical capabilities required for the new distributor-led model, and maintained a strong focus on employee wellbeing, safety, and engagement to sustain performance while navigating change.

Outlook

Entering 2026, Unilever Caribbean Limited is a simpler, more focused, and more resilient business. With a streamlined portfolio, a capital-light operating model, and a clear strategic focus on growth categories, the Company is well positioned to deliver sustainable growth and long-term shareholder value. Our priorities for 2026 are to accelerate growth in Beauty and Personal Care through sharper execution and innovation, embed the distributor-led route-to-market model with a disciplined focus on service levels and execution quality, and sustain cost and working-capital discipline to protect margins and cash generation. We remain mindful of ongoing inflationary pressures, foreign exchange volatility, and competitive intensity across the region, and will mitigate these through active revenue management, supply and cost actions, and continued focus on portfolio and channel mix.

Appreciation

I want to recognise and thank our employees for their commitment, agility and high standards throughout 2025. Together, we delivered major milestones—simplifying the business, transitioning to a distributor-led route-to-market model, and sharpening execution behind our core categories. The way our teams collaborated and stayed focused through change is a real source of pride.

I also thank the Board for its oversight, guidance, and active engagement throughout the year. The Board's stewardship helped ensure we made disciplined decisions, managed risk appropriately, and remained aligned to long-term value creation. With the platform we have built, we enter 2026 with confidence and a clear focus on sustainable growth.



Ginelle Lambie
Managing Director
Unilever Caribbean Limited

Leadership Team



Ginelle Lambie

Managing Director

Ms. Lambie has over 20 years' experience in financial reporting, forecasting, business analysis and auditing. Her experience includes functional leadership skills with concentration on high performance team management, operational and P&L management, strong functional experience in the development and execution of business plans, with responsibility for delivering defined objectives.

Prior to her appointment as Managing Director (Ag.) on January 1, 2024, she held the position of National Finance Manager at UCL since April 2023. Ms. Lambie holds a Bachelor of Business Administration Degree in Finance from Florida International University, an M.Sc. in Accounting from the University of Virginia and is the holder of a Certified Public Accountant license.



Amit Rampersad

National Finance Manager

Mr. Rampersad has been with Unilever Caribbean Limited for 13 years and currently serves as National Finance Manager. In this role, he is responsible for overseeing the Company's financial management, including statutory and regulatory reporting, financial planning and analysis, treasury and cash management and internal controls.

He is a Chartered Accountant with over 18 years of professional experience, having worked across Media, Manufacturing and the Public Sector.

Mr. Rampersad is a Fellow of the Association of Chartered Certified Accountants (FCCA), United Kingdom, and a member of the Institute of Chartered Accountants of Trinidad and Tobago (ICATT).



Moonieram Maraj

National Sales Manager

Mr. Maraj is a professional in the Fast-Moving Consumer Goods (FMCG) sector with more than 15 years of experience, which includes leadership in commercial strategy, operational transformation and market development across local and regional markets.

Mr. Maraj holds a Bachelor of Science in Management Studies, specialising in Finance, from the University of the West Indies.



Marisha Ramlogan

Human Resources Country Lead

Ms. Ramlogan is a Human Resources Professional with over 15 years of experience across the manufacturing industry, public sector and state enterprises. She is responsible for recruitment and selection, benefits administration, conflict resolution, industrial relations and employee relations.

Ms Ramlogan holds an MBA in Business Management, a BA in Business Management, a Certificate in Mediation and an Advanced Certificate in Industrial Relations.

Management Discussion and Analysis

Overview

Unilever Caribbean Limited (UCL) is engaged in the sale and marketing of fast-moving consumer goods in the Beauty and Personal Care, Home Care and Foods categories. The geographical markets covered by UCL include Trinidad and Tobago, Guyana, Barbados, Suriname, the OECS and the Netherland Antilles. Revenue generated from markets outside of Trinidad accounted for 43.9% (compared to 32.6% in 2024) of UCL's total revenue.

Financial Highlights

During 2025, the Company operated in a challenging cost and competitive environment while continuing to execute its strategic focus on core operations.

Revenue growth was achieved across all continuing segments, and operating profit before restructuring and other expenses increased by \$3.2 million.

The Company maintained strong operating cash generation and a solid liquidity position, notwithstanding significant capital distributions to shareholders.

Revenue and Margins

Revenue from continuing operations rose to \$196.1 million in 2025, up from \$171.0 million in 2024, representing a 14.7% increase. Gross profit increased by 7.4% to \$90.3 million; however, gross margin declined from 49.2% to 46.0%, reflecting higher input and logistics costs, increased promotional activity, and competitive pricing pressures.

Operating Expenses and Profitability

Operating expenses increased year-on-year, primarily driven by higher selling and distribution costs in line with revenue growth, inflationary pressures on administrative expenses, and one-off restructuring and other expenses. These factors contributed to a 17.4% decline in operating profit after restructuring to \$27.6 million. Notwithstanding this, the core operating margin remained resilient at above 18.7%, consistent with the prior year, reflecting continued cost discipline and underlying operating efficiency.

Profit after tax from continuing operations decreased to \$19.6 million (2024: \$23.5 million).

Total Company Performance

Total company profit after tax increased by 48.6% to \$42.8 million, largely attributable to the gain on sale of discontinued operations of \$11.2 million and results from operating activities, net of tax of \$12.0 million, resulting in total earnings per share of \$1.63 compared to \$1.10 in the prior year.

Cash Flow, Dividends and Returns to Shareholders

Net cash generated from operating activities improved by 40.4% to \$65.3 million, supported by strong cash conversion and favourable working capital movements. In line with its capital allocation strategy, the Company returned \$148.5 million to shareholders via special and quarterly dividends (2024: \$16.3 million), resulting in lower year-end cash balances while maintaining a strong liquidity position.

Economies and Markets

During 2025, the domestic environment supported the resilience of UCL's brands, enabling continued affordability while being underpinned by major transformational initiatives that delivered significant cost efficiencies. Against a backdrop of sustained lower consumer inflation, the Company leveraged these cost improvements to maintain a strong competitive position and drive volume growth in key categories.

In the Export Territories, Guyana continued to be a key source of volume growth, supported by rising disposable incomes driven by significant economic expansion linked to the energy sector. Tourism-led demand also reached record performance levels in key markets such as Barbados and Antigua, which remain strategically important to the continued success of the business.

Category Performance

Beauty & Personal Care

The Beauty & Personal Care business continues to lead with our power brands Dove, Degree, Vaseline, TRESemmé, Axe and Ponds. Beauty & Personal Care, accounting for 75% of revenue, recorded value growth of 15.8% in 2025, supported by strong demand across core brands and growth in each category. While revenue performance was robust, operating margins were impacted by higher promotional activity and input cost inflation.

Home Care

Home Care achieved revenue growth of 9.3%, driven by sustained household demand and steady volume performance in home and hygiene brands Cif and Quix. Margin pressures persisted due to higher raw material and distribution costs, consistent with broader group and market trends. Home Care represents 14.1% of the Company's revenue.

Foods

The Foods segment delivered strong growth of 14.5%, reflecting favourable consumer demand and improved pricing. As with other segments, margins were affected by cost inflation; however, the category remains a key contributor to revenue growth with 10.9% share of total revenue.

Discontinued Operations

During 2025, the Company adopted a new route to market structure and processes were restructured to improve efficiency. In addition, on July 1, 2025, the Company approved the sale and transfer of its Ice Cream business to a newly incorporated entity within the Unilever group, The Magnum Ice Cream Company (TMICC). Further to this, on September 11, 2025, the Board of Directors announced its approval, in principle, of the divestment of the Laundry category. These two categories are now reported under Discontinued Operations in these Financial Statements.

Summary and Outlook

As a result of portfolio rationalisation and reduced operational complexity, the Company ended 2025 with a streamlined operational footprint and strong liquidity. Consistent quarterly profitability and proceeds from the divestment of Ice Cream supported the delivery of exceptional returns to shareholders.

While profitability in continuing operations was impacted by cost pressures during the year, the underlying business demonstrated resilience through solid revenue growth and strong cash generation.

Looking ahead, management remains focused on healthy margin performance, strengthening cost efficiency, and defending market share across core categories. With disciplined pricing, continued supply chain optimisation, and a clear focus on sustainable value creation, the Company is well positioned to deliver long-term returns for shareholders.

Directors' Report

FINANCIAL RESULTS FOR THE YEAR ENDED DECEMBER 31, 2025	\$'000
Revenue	196,103
Profit before taxation	28,985
Taxation expense	<u>(9,420)</u>
Profit after taxation - continuing operations	19,565
Profit after taxation - discontinued operations	23,224
Other comprehensive loss	<u>(5,480)</u>
Total comprehensive income for the year	<u><u>37,309</u></u>
Dividends Paid	
Final dividend for 2024	(20,733)
First interim dividend for 2025	(4,199)
Second interim dividend for 2025	(3,937)
Third interim dividend for 2025	(9,973)
Special dividend for 2025	<u>(109,699)</u>
	<u><u>(148,540)</u></u>

Changes to the Board

On May 14, 2025, Ms. Ginelle Lambie was appointed as the Managing Director.

Election of Director

To re-elect Mrs. Camille Chatoor as a Director in accordance with section 4.3.1 of Bye law No.1 of the Company for a term from her date of election until the close of the third Annual Meeting of the Company following her election or until retirement in accordance with section 4.4.1 of Bye law No. 1.

To re-elect Mrs. Danielle Chow as a Director in accordance with section 4.3.1 of Bye law No. 1 of the Company for a term from her date of election until the close of the third Annual Meeting of the Company following her election or until retirement in accordance with section 4.4.1 of Bye law No. 1.

Board of Directors Fees

Directors' fees for the financial year under review amounted in aggregate to TT\$338,150. Directors received no additional benefits, but are reimbursed reasonable and customary out-of-pocket expenses associated with their attendance at meetings, and the performance of their role as Directors.

Directors who are also Executives of UCL or its affiliates are not paid fees.

Auditors

KPMG have served as the Company's external auditors since 2014 and were re-appointed at the last Annual Meeting to audit the financial statements for the year ended 31 December 2025. The Board, on the recommendation of the Audit Committee, has commenced an audit tender process for the appointment of external auditors for the 2026 financial year. The Board will make a recommendation to shareholders following completion of the tender process.

Interests of Directors, Senior Officers and Connected Persons

In accordance with the requirements of our Listing Agreement with the Trinidad and Tobago Stock Exchange Limited ("the TTSE") and Rule 601 of the Rules of the TTSE, we record hereunder details of the beneficial interest of each Director and Senior Officer, together with their connected persons, in the share capital of the Company as at the end of the Company's financial year, December 31, 2025.

DIRECTORS	ORDINARY SHARES	NO. OF SHARES HELD BY CONNECTED PERSONS
Daniela Maria Bucaro	0	0
Nicholas Gomez	0	0
Camille Chatoor	0	0
Danielle Chow	0	0
Carolina Arrieta Rojas	0	0
Ginelle Lambie	0	0
Daniel Tomas Perez Muñoz	0	0

SENIOR OFFICERS	ORDINARY SHARES	NO. OF SHARES HELD BY CONNECTED PERSONS
Moonieram Maraj	0	0
Marisha Ramlogan	0	0
Amit Rampersad	0	0

Substantial Interest/Largest Shareholders

In accordance with the requirements of our Listing Agreement with the TTSE and Rule 601 of the Rules of the TTSE, we list below Shareholdings of those parties holding the 10 largest blocks of shares as at December 31, 2025.

	TOTAL SHARES HELD	HOLDING %
UNILEVER OVERSEAS HOLDINGS AG	13,123,194	50.00
First Citizens Asset Management Limited - All Accounts	703,835	2.68
Maritime Life (Caribbean) Limited	671,060	2.56
RBC Trust Limited - All Accounts	658,488	2.51
National Insurance Board	511,038	1.95
Peter Permell	423,899	1.62
Steve Persad	401,800	1.53
Republic Bank Limited - All Accounts	388,404	1.48
JMMB Securities Ltd House Account – All Accounts	275,000	1.05
Proteus Limited	251,002	0.96

Directors' Report (continued)

SHAREHOLDING MIX AS AT DECEMBER 31, 2025			
Size of shareholding	Number of shareholders	Total shares held	Holding %
Up to 100	635	32,301	0.12
101 to 500	1,020	269,207	1.03
501 to 1,000	427	326,589	1.24
1,001 to 5,000	508	1,176,463	4.48
5,001 to 10,000	127	929,389	3.54
10,001 to 100,000	175	4,501,591	17.15
100,001 to 1,000,000	22	5,885,098	22.42
Over 1,000,000	1	13,123,194	50.00
TOTAL	2,915	26,243,832	100.00

On behalf of the Board,



Ginelle Lambie
Managing Director



Nicholas Gomez
Director

Dove Self-Esteem Workshops



Dove has long been a global leader in championing real beauty and promoting self-confidence. Every Dove campaign features real women rather than models and our social media platforms are intentionally filter-free, reinforcing our commitment to authenticity and realistic representations of beauty.

Low self-esteem among young people is a global challenge and this reality is no different here in Trinidad and Tobago. Through the Dove Self-Esteem Project, we are helping young people build the confidence and resilience they need to feel good about themselves and to challenge unrealistic beauty ideals. Our ambition extends beyond offering great products; we seek to create lasting impact by nurturing healthier mindsets, strengthening self-esteem and supporting young people to thrive.

In 2025, we expanded our annual Dove Day initiative into a full week of interactive self-esteem workshops delivered across multiple schools. These sessions provided a safe and supportive environment for open, honest conversations. Students were equipped with practical tools to manage everyday pressures, identify their personal strengths, challenge negative beauty messaging and develop healthier relationships with themselves and others.

The Dove Self-Esteem workshops are scientifically developed in partnership with the Centre for Appearance Research, the world's leading authority on body image studies. As a result, the programme is grounded in evidence-based research rather than inspiration alone. Sessions were highly interactive, engaging students through activities and discussions designed to encourage critical thinking about beauty ideals, rather than passive listening.

Students gained greater awareness and understanding of self-esteem, learned how to embrace their individuality and developed the ability to recognise and reject unrealistic beauty standards.

At the heart of the programme is a clear and empowering message: your value is not defined by how you look, but by who you are—your talents, your kindness and the positive impact you make. Each of us possesses unique strengths and embracing those strengths is the foundation of healthy self-esteem.



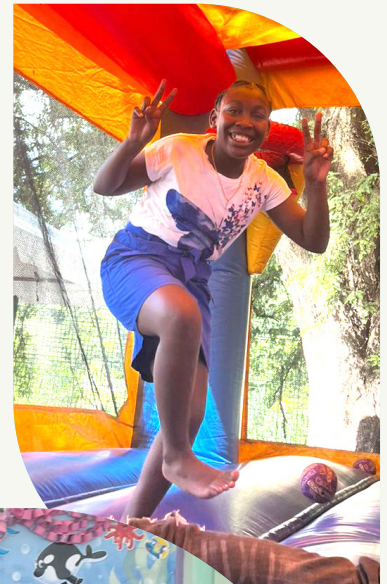
Corporate Social Responsibility (continued)



Mt. D'or Government Primary School Partnership

Unilever Caribbean & Mt. D'or Government Primary School: A Partnership that Continues

For many years, Unilever Caribbean has proudly “adopted” Mt. D'or Government Primary School—standing alongside the school, its teachers, students and families as a committed partner in education and community development. Although UCL is no longer based in the Mt. D'or community and is now located in Port of Spain, our relationship with the school has never changed. We continue to support Mt. D'or because long-term partnerships create long-term impact.



UCL sponsoring a special Christmas party for the children of Mt. D'or Gov't Primary School, bringing festive cheer and joy to the community.



Each year UCL is happy to be part of Mt. D'or Gov't Primary graduation ceremony celebrated in June - taking a moment to honour students' accomplishments and encourage their continued success.



Mt. D'or Government Primary School recently hosted a career day featuring representatives from various organisations, including UCL. Our involvement underscored our ongoing commitment to encouraging students and supporting their future career aspirations.

Trade Executions

Unilever's commitment to winning was powerfully demonstrated through our trade executions!

By showing up consistently, we strengthened customer partnerships while delivering consumer-centric activations that drove both conversion and brand love.

The on-the-ground engagement allowed us to translate strategy into execution, meeting shoppers where they are and unlocking growth through impactful, localised experiences.



Axe execution: the "Axe effect" at work!



The Unilever Caravan rolled into supermarkets nationwide to meet consumers.



Dove - Bringing Christmas customisation in stores



TRESemmé innovation Lamellar Gloss execution in store



Vaseline Radiant X—a new product that has captured the market by storm

Vaseline Radiant X Launch

In 2025, we launched Vaseline Radiant X, a new range within our Vaseline skincare portfolio.

For over 150 years, Vaseline has been a trusted name in skin healing and protection. Vaseline Radiant X builds on this heritage, having been developed with diverse skin tones in mind and inspired by the unique characteristics and needs of melanin-rich skin across a broad spectrum of complexions.

In the Caribbean, our population reflects a wide range of shades of brown, with predominantly melanin-rich skin. Vaseline Radiant X is designed to address the specific skincare needs of Caribbean consumers, particularly concerning areas such as moisture imbalance, dark spots and uneven skin tone.

Co-created with a team of dermatologists, Vaseline Radiant X targets key concerns including uneven tone, dryness and dullness, using high-potency, face care-inspired ingredients such as niacinamide, peptides and ultra-hydrating lipids. This range reflects Unilever's broader commitment to equity in beauty. We believe everyone deserves to feel seen, celebrated and cared for—and that belief extends to the products they use every day.



Degree Move With Confidence 5 K

For over 20 years, Degree has supported people in moving through life with confidence. In the Caribbean, where heat, humidity and an active lifestyle are part of everyday life, feeling fresh and protected is essential to showing up fully—at work, at home and in the community.

Degree deodorants are designed to deliver long-lasting sweat and odour protection that stands up to our climate and pace of living. With dermatologist-tested formulations developed for both men and women, Degree balances high-performance protection with skin comfort, enabling people to stay confident and focused on what matters most.

This commitment to confident movement extends beyond our products and into how we engage with communities across the region. In 2025, Degree proudly supported initiatives such as the 5K Run, encouraging Caribbean consumers to stay active, connected and confident in their movement. These moments reflect the brand's belief that confidence is built through everyday actions—whether crossing a finish line, navigating a busy workday or pursuing personal goals.

Degree represents more than effective protection; it stands for enabling people to move with confidence, resilience and purpose. This aligns with Unilever's broader commitment to innovation in personal care—creating solutions that support real lives, diverse needs and active communities across the Caribbean.



Axe Beach Day

AXE's beach activation at Maracas Beach was designed to drive meaningful engagement with its core male consumer by showing up in a setting that is culturally relevant and naturally frequented by the target audience. This approach reflects Unilever's shopper marketing focus on meeting consumers in moments and spaces where brand interaction feels authentic.

Anchored in the AXE Fine Fragrance Collection, the activation brought product benefits to life through immersive experiences supported by strong visual presence and trial opportunities. The beach environment reinforced AXE's positioning around confidence and self-expression, creating a natural connection between the brand and the consumer lifestyle.

Interactive games and competitive activities, including obstacle courses and races, were designed to encourage active participation and peer engagement. This transformed passive exposure into hands-on brand experience, increasing dwell time and product interaction.

Participation exceeded expectations, with strong consumer involvement and direct engagement with the product range, reinforcing awareness, trial and consideration. Strategically, the activation demonstrated effective precision targeting and contextual execution, delivering impact by aligning brand presence with the right audience, environment and occasion.



Statement of Management Responsibilities

Management is responsible for the following:

- Preparing and fairly presenting the accompanying financial statements of Unilever Caribbean Limited (the Company), which comprise the statement of financial position as at December 31, 2025, the statement of profit or loss, statement of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising material accounting policies and other explanatory information;
- Ensuring that the Company keeps proper accounting records;
- Selecting appropriate accounting policies and applying them in a consistent manner;
- Implementing, monitoring and evaluating the system of internal control that assures security of the Company's assets, detection/prevention of fraud and the achievement of the Company's operational efficiencies;
- Ensuring that the system of internal control operated effectively during the reporting period;
- Producing reliable financial reporting that complies with laws and regulations, including the Companies Act; and
- Using reasonable and prudent judgement in the determination of estimates.

In preparing these financial statements, management utilised the IFRS Accounting Standards as issued by the International Accounting Standards Board (IFRS Accounting Standards) and adopted by the Institute of Chartered Accountants of Trinidad and Tobago. Where IFRS Accounting Standards presented alternative accounting treatments, management chose those considered most appropriate in the circumstances.

Nothing has come to the attention of management to indicate that the Company will not remain a going concern for the next twelve months from the reporting date, or up to the date the accompanying financial statements have been authorised for issue, if later.

Management affirms that it has carried out its responsibilities as outlined above.



Ginelle Lambie
Managing Director
Date: March 27, 2026



Amit Rampersad
National Finance Manager
Date: March 27, 2026



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Independent Auditors' Report To the Shareholders of Unilever Caribbean Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Unilever Caribbean Limited (“the Company”), which comprise the statement of financial position as at December 31, 2025, the statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising material accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Company as at December 31, 2025, and of its financial performance and its cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IFRS Accounting Standards).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in the Republic of Trinidad and Tobago and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

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

Key Audit Matters

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

KPMG, a Trinidad and Tobago partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.

Document classification: KPMG Confidential



Independent Auditors' Report To the Shareholders of Unilever Caribbean Limited

Report on the Audit of the Financial Statements (continued)

Measurement of the retirement benefit obligation

Assumptions and estimation uncertainty disclosure Note 3, accounting policy disclosure Note 4(m) and accompanying Note 9 in the financial statements. The aggregated obligation of the pension plan schemes totals to \$230,535 thousand (2024: \$226,582 thousand).

The Company operates four (4) pension plan schemes as outlined below:

- Monthly-Rated Employees' Pension Fund
- Hourly-Rated Employees' Pension Plan
- Termination Lump Sum Plan (TLS)
- Supplementary Pension Scheme

The estimation of the retirement benefit obligation is based on significant assumptions and judgements that are disclosed in Note 3(a)(i) and Note 9 to the financial statements. Small changes in these assumptions can have a material impact on the measurement of the retirement benefit obligation.

Of the assumptions disclosed in Note 9, the key assumption is in relation to the judgement applied by the third-party actuary around the discount rate used which has the most significant impact on the measurement of the retirement benefit obligation.

The use of significant assumptions and judgments increases the risk that the estimate of the retirement benefit obligation can be materially misstated and therefore required special audit consideration.

The quality of disclosure is also deemed an area of increased levels of audit focus. The notes to the financial statements regarding the Company's application of the accounting standard, IAS 19 Employee Benefits and disclosures around sensitivity of assumptions, are key to explaining the key judgements made by management.

How our audit addressed the key audit matter

Our audit procedures comprised but was not limited to the following:

- The testing of the design and implementation of the Company's controls applicable to the basis of arriving at the estimate of the retirement benefit obligation.



**Independent Auditors' Report
To the Shareholders of Unilever Caribbean Limited**

Report on the Audit of the Financial Statements (continued)

Measurement of retirement benefit obligation (continued)

How our audit addressed the key audit matter (continued)

- Engaging our own actuarial specialists to independently evaluate the discount rate assumption used to develop the estimate of the retirement benefit obligation which included but were not limited to the following:
 - Challenging the discount rate assumptions utilized by comparing these to the relevant industry data, and by applying our knowledge of the relevant sector
 - Evaluating the analysis of the movements in the retirement benefit obligation during the year, including consideration of whether the movements were in line with our expectations based on our knowledge of the Company and the industry in which it operates.
 - Applying industry knowledge and experience to compare the methodology used against industry standard actuarial practice.
 - Assessing the appropriateness of the methodology adopted by reference to the requirements of the relevant accounting standards.
 - Determining whether the Company's accounting policies and disclosures are in compliance with the requirements of the relevant accounting standards.

There were no material exceptions or contradictory information as a result of the procedures performed.

Other Information

Management is responsible for the other information. The other information comprises the information included in the Company's annual report but does not include the financial statements and our auditors' report thereon. The 2025 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.



Independent Auditors' Report To the Shareholders of Unilever Caribbean Limited

Report on the Audit of the Financial Statements (continued)

Other Information (continued)

When we read the 2025 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 Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional skepticism 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.



Independent Auditors' Report
To the Shareholders of Unilever Caribbean Limited (continued)

Report on the Audit of the Financial Statements (continued)

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

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



**Independent Auditors' Report
To the Shareholders of Unilever Caribbean Limited**

Report on the Audit of the Financial Statements (continued)

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

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

The engagement partner on the audit resulting in this independent auditors' report is Dushyant Sookram.

A handwritten signature in blue ink that reads 'KPMG'. The letters are stylized and connected, with a long horizontal stroke extending from the end of the 'G'.

Chartered Accountants

Port of Spain
Trinidad, and Tobago
March 27, 2026

Statement of Financial Position

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

	Notes	2025 \$'000	2024 \$'000
ASSETS			
Non-current assets			
Property and equipment	8	1,455	2,273
Retirement benefit asset	9(i)	97,204	98,636
Taxation recoverable		7,859	7,575
Deferred tax asset	10	4,392	2,265
		110,910	110,749
Current assets			
Inventories	11	-	18,174
Taxation recoverable		-	105
Trade and other receivables	12	45,614	45,263
Due from related companies	13	2,558	10,865
Cash at bank and in hand		114,957	186,379
		163,129	260,786
Total assets		274,039	371,535
EQUITY AND LIABILITIES			
EQUITY			
Stated capital	14	26,244	26,244
Retained earnings		147,126	258,357
Total equity		173,370	284,601
LIABILITIES			
Non-current liabilities			
Retirement and termination benefit obligation	9(ii)	2,792	3,940
Lease liabilities	27	327	990
Deferred tax liabilities	10	29,342	29,907
		32,461	34,837
Current liabilities			
Taxation payable		376	2,239
Trade and other payables	15	27,011	24,729
Lease liabilities	27	534	527
Due to related companies	13	28,624	21,858
Other liabilities	16	11,663	2,744
		68,208	52,097
Total liabilities		100,669	86,934
Total equity and liabilities		274,039	371,535

The notes are an integral part of these financial statements.

These financial statements were approved by the Board of Directors on 27 March, 2026.

 Director
  Director

Statement of Profit or Loss

Year ended December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

	Notes	2025 \$'000	2024 \$'000
Continuing Operations			
Revenue	17	196,103	170,999
Cost of sales		<u>(105,819)</u>	<u>(86,919)</u>
Gross profit		90,284	84,080
Expenses			
Selling and distribution costs	18	(37,112)	(35,050)
Administrative expenses	18	(16,356)	(15,674)
Impairment (loss)/reversal on trade receivables	18	<u>(181)</u>	<u>89</u>
		<u>(53,649)</u>	<u>(50,635)</u>
Operating profit before restructuring and other expenses		36,635	33,445
Restructuring cost	18	(397)	-
Other expenses	16	<u>(8,604)</u>	<u>-</u>
Operating profit after restructuring and other expenses		27,634	33,445
Finance income		1,148	1,581
Finance expense		<u>(75)</u>	<u>(801)</u>
Net finance income	20	1,073	780
Other income	19	<u>278</u>	<u>41</u>
Profit before tax		28,985	34,266
Taxation expense	21	<u>(9,420)</u>	<u>(10,771)</u>
Profit for the year from continuing operations		<u>19,565</u>	<u>23,495</u>
Discontinued operations			
Profit from discontinued operations net of tax	29	<u>23,224</u>	<u>5,302</u>
Profit for the year		<u>42,789</u>	<u>28,797</u>

The notes are an integral part of these financial statements.

Statement of Comprehensive Income

Year ended December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

	Notes	2025 \$'000	2024 \$'000
Profit for the year		42,789	28,797
Other comprehensive income			
<i>Items that will not be reclassified to profit or loss</i>			
Re-measurements of retirement and termination benefit obligation	9(iv)	(7,829)	(11,776)
Tax on re-measurement of retirement and termination benefit obligations	10	<u>2,349</u>	<u>3,533</u>
Other comprehensive loss for the year, net of tax		<u>(5,480)</u>	<u>(8,243)</u>
Total comprehensive income for the year		<u>37,309</u>	<u>20,554</u>
Earnings per share for profit attributable to the equity holders of the Company during the year			
Basic and diluted earnings per share			
Continuing operations		\$0.75	\$0.90
Discontinuing operations		<u>\$0.88</u>	<u>\$0.20</u>
Basic and diluted earnings per ordinary share	22	<u>\$1.63</u>	<u>\$1.10</u>

The notes are an integral part of these financial statements.

Statement of Changes in Equity

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

	Stated Capital \$'000	Retained Earnings \$'000	Total Equity \$'000
Year ended December 31, 2025			
Balance as at January 1, 2025	26,244	258,357	284,601
Profit for the year	-	42,789	42,789
Other comprehensive loss for the year	-	(5,480)	(5,480)
Total comprehensive income for the year	26,244	295,666	321,910
Transactions with the owners of the Company			
Dividends (Note 23)	-	(148,540)	(148,540)
Balance as at December 31, 2025	26,244	147,126	173,370
Year ended December 31, 2024			
Balance as at January 1, 2024	26,244	254,074	280,318
Profit for the year	-	28,797	28,797
Other comprehensive loss for the year	-	(8,243)	(8,243)
Total comprehensive income for the year	26,244	274,628	300,872
Transactions with the owners of the Company			
Dividends (Note 23)	-	(16,271)	(16,271)
Balance as at December 31, 2024	26,244	258,357	284,601

The notes are an integral part of these financial statements.

Statement of Cash Flows

Year ended December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

	Notes	2025 \$'000	2024 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit for the year		42,789	28,797
Adjustments for:			
Depreciation	8	717	3,525
Interest expense	20	75	801
Gain on disposal of property and equipment	8	(87)	291
Gain on sale of discontinued operations	29	(11,180)	-
Net pension benefit	9	(6,422)	(3,565)
Contributions paid	9	(1,123)	(946)
Interest income	20	(1,148)	(1,581)
Taxation expense	21	14,582	13,043
		38,203	40,365
Changes in:			
Inventories		18,174	819
Trade and other receivables		(351)	(15,151)
Due from related companies		8,306	30,523
Trade and other payables		2,329	(18,528)
Other liabilities		8,919	(103)
Due to related companies		6,766	12,505
Cash from operating activities		82,346	50,430
Interest paid	20	(75)	(801)
Taxation paid		(16,966)	(3,089)
Net cash generated from operating activities		65,305	46,540
CASH FLOWS FROM INVESTING ACTIVITIES			
Interest received		1,148	1,581
Proceeds from sale of property and equipment		34	-
Proceeds from sale of discontinued operations		11,180	-
Purchase of property and equipment	8	-	(54)
Net cash generated from investing activities		12,362	1,527
CASH FLOWS FINANCING ACTIVITIES			
Payment of lease liabilities	27	(549)	(3,242)
Dividends paid	23	(148,540)	(16,271)
Net cash used in financing activities		(149,089)	(19,513)
(Decrease)/Increase in cash and cash equivalents		(71,422)	28,554
Cash and cash equivalents at beginning of year		186,379	157,825
Cash and cash equivalents at end of year		114,957	186,379
Represented By: Cash at bank and in hand		114,957	186,379

The notes are an integral part of these financial statements.

Notes to the Financial Statements

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

1. REPORTING ENTITY

Unilever Caribbean Limited ('the Company') was incorporated in the Republic of Trinidad and Tobago in 1929, and its registered office is located at Albion Plaza, Third Floor, 22-24 Victoria Avenue, Port of Spain. The Company is a public limited liability company and is listed on the Trinidad and Tobago Stock Exchange. The principal business activity is the sale of personal care, home care and food products. The Company is a subsidiary of Unilever Overseas Holdings AG (50.01% of shares held), which is a wholly owned subsidiary of Unilever PLC, which is incorporated in the United Kingdom.

During the year the Company adopted a new route to market structure and appointed two national distributors. Consequently, the Company's warehouse was closed and related business processes restructured to improve efficiency. In addition, on July 1, 2025, the Company approved the sale and transfer of its Ice Cream business to a newly incorporated entity within the Unilever group, The Magnum Ice Cream Company (TMICC). While TMICC was initially classified as a related party, on 8 December 2025, the demerger was completed and it has been incorporated as an independent listed company. Further to this, on September 11, 2025, the Board of Directors announced its approval, in principle, of the divestment of the Laundry Category. In accordance with IFRS accounting standards, transactions relating to these two categories are now reported under Discontinued Operations in these Financial Statements and the profit is reported as a single line net of tax under such (Note 29 & Note 30).

2. BASIS OF ACCOUNTING

These financial statements have been prepared in accordance with IFRS Accounting Standards.

They were authorised for issue by the Company's board of directors on March 27, 2026.

Details of the Company's accounting policies, including changes thereto, are included in Note 4 and Note 5.

The financial statements have been prepared under the historical cost basis, except for the following:

- Net defined benefit asset (obligation) as explained in Note 4(m) which includes pension plan assets at fair value.

Items included in the financial statements of the Company are presented in Trinidad and Tobago dollars, which is the Company's functional currency. All amounts have been rounded to the nearest thousand, unless otherwise indicated.

These financial statements have been prepared on a going-concern basis which assumes that the Company will be able to meet the mandatory repayment terms of its current liabilities and continue its operations.

The company has recognised a net profit after tax of \$42,789 thousand for the year ended December 31, 2025 (2024: \$28,797 thousand), and, as at that date current assets exceed current liabilities by \$94,921 thousand (2024: \$208,689 thousand).

3. USE OF JUDGEMENT AND ESTIMATES

In preparing these financial statements, management has made judgements and estimates that affect the application of the Company's accounting policies and the reported amount of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis and are consistent with the Company's risk management and climate-related commitments where appropriate. Revisions to estimates are recognised prospectively.

Assumptions and estimation uncertainties

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year, is included below:

(i) Measurement of defined benefit obligations

The present value of the pension obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. Any changes in these assumptions will impact the carrying amount of pension obligations. The significant assumptions used in determining the estimate include the discount rate.

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

3. USE OF JUDGEMENT AND ESTIMATES (CONTINUED)

Assumptions and estimation uncertainties (continued)

(i) Measurement of defined benefit obligations (continued)

The Company determines the appropriate discount rate at the end of each year. This is the discount rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. In determining the appropriate discount rate, the Company considers the interest rates of medium-term government bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating the terms of the related pension obligation.

Other key assumptions for pension obligations are based in part on current market conditions. Additional information is disclosed in Note 9.

(b) Legal obligations

The Company exercises judgement and makes estimates in determining whether present obligations exist at the reporting date and whether it is probable that an outflow of economic resources will be required to settle such obligations. This assessment involves evaluating the nature of legal, regulatory, and other matters, considering advice from legal counsel where applicable, and determining whether the recognition criteria under IAS 37, Provisions, Contingent Liabilities and Contingent Assets, have been met. These estimates are subject to change based on future outcomes.

4. MATERIAL ACCOUNTING POLICIES

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

(a) Foreign currency translation

Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss. Foreign exchange gains and losses that relate to cash and cash equivalents are presented in profit or loss within administration expenses.

(b) Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the management committee that makes strategic decisions.

(c) Property and equipment

Cost

Property and equipment are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of items.

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

Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate. Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down to its recoverable amount (Note 4(d)).

Depreciation

Depreciation is calculated to write off the cost/valuation of items of property and equipment less their estimated residual values using the straight-line method over the shorter of their estimated useful lives and lease term and is recognised in profit or loss. Capital work in progress is not depreciated. The estimated useful lives of property and equipment for current and comparative periods are as follows:

Buildings	-	Lease term (Note 27)
Equipment	-	3 - 15 years

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

4. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(c) *Property and equipment (continued)*

Depreciation (continued)

Gains and losses on disposal of property and equipment are determined by reference to the proceeds and their carrying amounts and are taken into account in determining operating profit.

(d) *Impairment of non-financial assets*

At each reporting date, the Company reviews the carrying amounts of its non-financial assets (other than inventories and deferred tax assets) to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

The recoverable amount of an asset is the greater of its value in use and its fair value less costs to sell. Value in use is based on the estimated future cash flows, discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

An impairment loss is recognised if the carrying amount of an asset exceeds its recoverable amount.

Impairment losses are recognised in profit or loss.

(e) *Financial instruments*

(i) *Recognition and initial measurement*

Trade receivables are initially recognised when they originate. All other financial assets and financial liabilities are initially recognised when the Company becomes a party to the contractual provisions of the instrument. A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value. A trade receivable without a significant financing component is initially measured at the transaction price.

(ii) *Classification*

Financial assets

On initial recognition, a financial asset is classified as subsequently measured at amortised cost.

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

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at fair value through profit and loss (FVTPL):

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

Financial assets at amortised cost

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

Financial liabilities – Classification, subsequent measurement and gains and losses

On initial recognition, a financial liability is classified as measured at amortised cost. Financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

(iii) *Derecognition*

Financial assets

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

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

4. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(e) *Financial instruments (continued)*

(iii) *Derecognition (continued)*

Financial assets (continued)

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value depending on the classification of the financial asset. The category 'trade and other receivables' would have been disclosed net of its expected credit loss as at that date with the Company's calculation of the credit loss allowance provided in Note 6(i)(b).

Trade receivables balances are adjusted on the expected credit loss model to exclude any credit balances owed to the customer at the reporting date.

Financial liabilities

The Company derecognises a financial liability when its contractual obligations are discharged or cancelled or expire. The Company also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value. On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

(iv) *Offsetting*

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

(v) *Financial liabilities*

Financial instruments are classified as a financial liability if they include a contractual obligation upon the Company to deliver cash or other financial assets or to exchange financial assets or financial liabilities with another party under conditions that are potentially unfavourable to the Company.

(f) *Impairment of non-derivative financial assets*

(i) *Financial assets*

The Company recognises loss allowances for Expected Credit Losses (ECLs) on:

- financial assets measured at amortised cost;

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

Measurement of ECLs

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

The Company uses a simplified approach where ECLs are calculated using historical data and a provision matrix is applied.

Credit-impaired financial assets

At each reporting date, the Company assesses whether financial assets that are carried at amortised cost are credit impaired.

A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

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

- significant financial difficulty of the debtor;
- a breach of contract such as a default; or
- it is probable that the debtor will enter bankruptcy or other financial reorganisation;

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

4. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(f) Impairment of non-derivative financial assets (continued)

(i) Financial assets (continued)

Presentation of allowance for ECL in the statement of financial position

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

Write-off

The gross carrying amount of a financial asset is written off when the Company has no reasonable expectations of recovering a financial asset in its entirety or a portion thereof. The Company has a policy of writing off the gross carrying amount when an individual assessment has been performed with respect to the timing and amount of write-off and all negotiations have been exhausted. If based on the outcome of this assessment the Company expects no significant recovery from the outstanding amount, it will be written off. Financial assets that are written off could still be subject to enforcement activities in order to comply with the Company's procedures for recovery of amounts due.

(g) Cash and cash equivalents

Cash and cash equivalents include cash in hand and other short-term highly liquid investments used in the management of short-term commitments with original maturities of three months or less and are carried at amortised cost.

(h) Inventories

Cost is determined on the following basis, which has been consistently applied:

- Inventories are stated at the lower of weighted average cost or net realisable value.
- The cost of finished goods is determined on a weighted average cost basis.
- Goods in transit are valued at suppliers' invoice cost.
- Net realisable value is the estimated selling price in the ordinary course of business, less the costs of completion and less applicable variable selling expenses.

Cost of goods sold is the result generated from the cost of imported goods sold and other people related costs.

(i) Trade and other receivables

Trade receivables are amounts due from customers for merchandise sold in the ordinary course of business. If collection is expected in one year or less, they are classified as current assets. If not, they are presented as non-current assets. Other receivables consist mainly of prepayments.

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

(j) Share capital

Ordinary shares are classified as equity.

(k) Trade and other payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Other payables comprise outstanding statutory liabilities as well as accruals for advertising and promotion. Trade and other payables are carried at amortised cost.

(l) Taxation

(i) Current tax

Current tax comprises the expected tax payable or receivable on the taxable income or loss for the year and any adjustment to the tax payable or receivable in respect of previous years. The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects uncertainty related to income taxes, if any. It is measured using tax rates enacted or substantively enacted at the reporting date.

Current tax assets and liabilities are offset only if certain criteria are met.

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

4. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(l) *Taxation (continued)*

(ii) *Deferred tax*

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Future taxable profits are determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered, based on the business plans for the Company. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised; such reductions are reversed when the probability of future taxable profits improves.

Unrecognised deferred tax assets are reassessed at each reporting date and recognised to the extent that it has become probable that future taxable profits will be available against which they can be used.

Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date, and reflects uncertainty related to income taxes, if any.

The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Company expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

(m) *Employee benefits*

(i) *Short-term*

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably. Post-employment benefits are accounted for as described below.

Employee entitlements to annual leave are recognised when they accrue to employees. An accrual is made for the estimated liability for annual leave as a result of services rendered by employees up to the reporting date.

(ii) *Defined benefit plans (Post-employment)*

The Company's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount and deducting the fair value of any plan assets.

The calculation of defined benefit obligations is performed annually by a qualified actuary using the projected unit credit method. When the calculation results in a potential asset for the Company, the recognised asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan (the asset ceiling). To calculate the present value of economic benefits, consideration is given to any applicable minimum funding requirements.

Remeasurements of the net defined benefit liability, which comprise actuarial gains and losses, the return on plan assets (excluding interest) and the effect of the asset ceiling (if any, excluding interest), are recognised immediately in other comprehensive income (OCI).

The Company determines the net interest expense (income) on the net defined benefit liability (asset) for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period to the then-net defined benefit liability (asset), taking into account any changes in the net defined benefit liability (asset) during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Company recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

4. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(m) Employee benefits (continued)

(ii) Defined benefit plans (Post-employment) (continued)

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation. In countries where there is no deep market in such bonds, the market rates on Government bonds are used.

The Company also operates a supplementary pension scheme. This is a closed scheme providing ex-gratia pensions for which no additional employees are expected to qualify. The expected costs of these benefits are accrued over the period of employment, using an accounting methodology similar to that for defined benefit pension plans. Valuations of these obligations are carried out annually by independent qualified actuaries.

The funds of the Plan are administered by the trustee and are separate from the Company's assets.

The industrial agreement covering the hourly rated employees provides for a termination benefit which functions as a retirement benefit for those employees who are not in the pension plan.

(iii) Termination benefits

Termination benefits are payable when employment is terminated by the Company before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. These benefits are payable in accordance with the Industrial Agreement between the Company and the Trade Union.

The Company recognises termination benefits at the earlier of the following dates:

- (a) when the Company can no longer withdraw the offer of those benefits; and
- (b) when the Company recognises costs for a restructuring that is within the scope of IAS 37 and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the end of the reporting period are discounted to their present value.

(iv) Bonus plans

The Company recognises a liability and an expense for bonuses, based on a formula that takes into consideration the profit attributable to the Company's shareholders after certain adjustments. The Company recognises a liability where contractually obliged or where there is a past practice that has created a constructive obligation.

(n) Other liabilities

Other liabilities comprise obligations of the Company that do not meet the definition of trade payables and are expected to be settled within twelve months after the reporting date, unless otherwise stated.

Other liabilities are recognised when the Company has a present obligation arising from past events and it is probable that an outflow of economic resources will be required to settle the obligation, and the amount can be reliably measured.

(o) Restructuring Expense

Restructuring expenses primarily include the cost of compensation where distribution, service or selling agreements are terminated or significantly altered and people cost (Note 18).

(p) Other expenses

Other expenses comprise costs that are not classified within cost of sales, selling and distribution expenses, or administrative expenses and not part of the principal activities of the Company.

(q) Revenue recognition

The Company's policies under IFRS 15, Revenue From Contracts With Customers, are as follows:

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

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

4. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(q) Revenue recognition (continued)

Variable consideration is recognised when it is highly probable that a significant reversal in the amount of cumulative revenue recognised for the contract will not occur and is measured using the expected value or the most likely amount method, whichever is expected to better predict the amount based on the terms and conditions of the contract.

Revenue is shown net of value-added tax, rebates, and discounts. Specific revenue streams are recognised as follows:

Sales of goods

Discounts given by the Company include rebates, price reductions, incentives given to customers, promotional couponing and trade communication costs and are based on the contractual arrangements with each customer. Discounts can either be immediately deducted from the sales value on the invoice or off-invoice and settled later through credit notes when the precise amounts are known. These items are initially accrued for and adjusted accordingly on a monthly basis.

Customer contracts generally contain a single performance obligation, and sales of goods are recognised when control of the products being sold has been transferred to the customer as there are no longer any unfulfilled obligations. This is generally on delivery to the customer, but depending on the terms, this can be at the time of dispatch, delivery or upon formal customer acceptance. This is considered the appropriate point where the performance obligations in the contracts are satisfied as the Company no longer has control over the inventory.

Interest income

Interest income is recognised when it is determined that such income will accrue to the Company. Interest income is recognised using the effective interest method.

(r) Other income

Other income is recognised when the right to receive payment is established.

For procurement and sales of goods and services by the Company on behalf of other companies, revenue is recognised as commission fees for transactions where the Company does not have control of the goods and services before their transfer to the customer.

To determine whether or not the Company has control over goods and services before their transfer to the customer, the following aspects are considered: a) whether the Company is primarily responsible for fulfilling the promise to provide the specified good or service; b) whether the Company has inventory risk before the specified good or service is transferred to a customer, or after transfer of control to the customer; and c) whether the Company has discretion in establishing the price for the good or service.

Additional information is disclosed in Note 19.

(s) Leases

At inception of a contract, the Company, as lessee, assesses whether the contract is, or contains, a lease. This is the case if the contract conveys the right to control the use of an identified asset for a period of time, in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company uses the definition of a lease as set out in IFRS 16, Leases.

The cost of a leased asset is measured as the lease liability and other direct costs at inception, less any incentives granted by the lessor. When a lease liability is re-measured, the related lease asset is adjusted by the same amount. Depreciation is provided on a straight-line basis on the asset from the commencement date of the lease to the end of the lease term.

Refer to Notes 8 and 27 for additional details.

(t) Discontinued Operations

A component of the business can be classified as a discontinued operation if the operation has been disposed of or meets the criteria to be classified as held-for-sale, whichever occurs first. The operation must:

- Represent a separate major line of business or geographic area of operations
- Be part of a single coordinated plan to dispose of the line of business or area of operations.

When an operation is classified as a discontinued operation, the statement of profit or loss and OCI is presented on the face of the financials as if the operation had been discontinued from the start of the reporting period.

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

5. CHANGES IN MATERIAL ACCOUNTING POLICIES

(i) *New requirements*

The following new amendment requires adoption by the Company for the first time for the financial year beginning on 1 January 2025.

Amendment to IAS 21 – Lack of Exchangeability.

This amendment did not have an impact on the Company's financial statements.

(ii) *Forthcoming requirements*

Below are the forthcoming changes to the Accounting Standard that are required to be applied for the annual reporting periods beginning after 1 January 2027 and that are available for early adoption in annual reporting periods beginning on 1 January 2025. However, the Company has not early adopted the following forthcoming accounting standards in preparing these financial statements.

IFRS 18 Presentation and Disclosure in Financial Statements

IFRS 18 will replace IAS 1 Presentation of Financial Statements and applies for annual reporting periods beginning on or after January 2027. The new standard introduces the following key new requirements.

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly defined operating profit subtotal. Entities' net profit will not change.
- Management-defined performance measures (MPMs) are disclosed in a single note in the financial statements.
- Enhanced guidance is provided on how to group information in the financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cashflows when presenting operating cash flows under the indirect method.

The Company is still in the process of assessing the impact of the new standard, particularly with respect to the structure of the Company's statement of profit or loss, the statement of cash flows and the additional disclosures required for MPMs. The Company is also assessing the impact on how information is grouped in the financial statements, including for items currently labelled as 'other'.

6. FINANCIAL RISK MANAGEMENT

(i) **Financial risk factors**

The Company's activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk, cash flow interest rate risk and price risk), credit risk and liquidity risk.

The Company's management system includes activities which assist in the identification and analysis of the risks the Company faces, setting appropriate risk limits and controls, and monitoring the risks and adherence to limits by means of reliable and up-to-date information systems.

Risk management is carried out in line with policies approved by the Board of Directors.

(a) Market risk

(i) *Foreign exchange risk*

The Company operates internationally and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the United States dollar. Foreign exchange risk arises from commercial transactions when recognised assets or liabilities are denominated in a currency that is not the Company's functional currency.

The Company monitors its exposure to fluctuations in foreign currencies, and the appropriate steps are taken to minimise the risk such as purchases and sales in the same currency so as to avoid mismatch.

A 1% weakening of the TT dollar against US dollar with all other variables held constant, would have led to approximately \$17.7 thousand (2024: \$28 thousand) after tax gain in profit or loss. A 1% strengthening of the TT dollar would have led to an equal but opposite effect.

This is as a result of translation of US dollar bank accounts, trade receivables, trade payables and amounts due from and to related parties.

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

6. FINANCIAL RISK MANAGEMENT (CONTINUED)

(i) Financial risk factors (continued)

(a) Market risk (continued)

(i) Foreign exchange risk (continued)

The table below shows the Company's exposure to foreign exchange risk:

	USD \$	Euro \$	Total \$
2025			
Trade receivables (Note 12)	34,170	-	34,170
Due from related parties (Note 13)	2,558	-	2,558
Trade payables	(1,792)	(17)	(1,809)
Due to related parties (Note 13)	(28,624)	-	(28,624)
Net statement of financial position exposure	<u>6,312</u>	<u>(17)</u>	<u>6,295</u>
2024			
Trade receivables (Note 12)	14,840	-	14,840
Due from related parties (Note 13)	10,865	-	10,865
Trade payables	(1,490)	(49)	(1,539)
Due to related parties (Note 13)	(21,858)	-	(21,858)
Net statement of financial position exposure	<u>2,357</u>	<u>(49)</u>	<u>2,308</u>

(ii) Cash flow, fair value and interest rate risk

As the Company has no significant interest-bearing assets and liabilities other than deposits held at banks and lease liabilities, the Company's income and operating cash flows are substantially independent of changes in market interest rates.

(iii) Price risk

The Company is not exposed to equity securities price risk since there are no investments held at fair value through profit or loss or at fair value through other comprehensive income.

(b) Credit risk

Credit risk arises from cash and cash equivalents as well as credit exposures to customers. The Company has policies in place to ensure that sales of products are made to customers with an appropriate credit history. Credit risk arises primarily from credit exposures in the Trinidad market from sales to distributors and retail customers, including outstanding receivables (Notes 12 and 24).

The credit quality of customers, their financial position, past experience and other factors are taken into consideration in assessing credit risk and are regularly monitored through the use of credit terms. In light of the current global circumstances, the Company has maintained its enhanced credit control framework in order to reduce any potential increase in credit risk. Management does not expect any losses from non-performance by counterparties in excess of the provision made. The maximum exposure to credit risk at the reporting date is the fair value of cash and cash equivalents as well as each class of receivables mentioned in Note 12 and Note 24 and due from related parties. Due from related parties primarily comprises the Unilever Group Treasury Account (Note 13). Management has assessed the expected credit loss on the due from related party balances and determined that there is no expected credit loss implication.

Cash at bank and in hand of \$114,957 thousand (2024: \$186,379 thousand) is held with reputable financial institutions. The income in foreign currency is deposited in an intercompany interest-bearing current account managed by the Group Treasury and reported under due from related companies. The Company considers that its cash and cash equivalents have low credit risk based on the external credit ratings of the counterparties.

(c) Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and short-term funds and the availability of funding through an adequate amount of committed credit facilities. Due to the dynamic nature of the underlying business, the Company aims at maintaining flexibility in funding by keeping committed credit lines available.

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

6. FINANCIAL RISK MANAGEMENT (CONTINUED)

(i) Financial risk factors (continued)

(c) Liquidity risk (continued)

The table below analyses the Company's non-derivative financial liabilities based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed are the contractual undiscounted cash flows. Balances due within one year equal their carrying balances.

	2025 \$'000	2024 \$'000
Less than one year		
Trade and other payables	27,011	24,729
Due to related companies	28,624	21,858
Lease liabilities	<u>534</u>	<u>527</u>
	<u>56,169</u>	<u>47,114</u>
More than one year		
Lease liabilities	<u>327</u>	<u>990</u>

(ii) Fair value estimation

The carrying amounts of short-term financial assets and liabilities, which comprises cash at bank and in hand, due from related companies, trade and other receivables, trade and other payables, lease liabilities and due to related companies are a reasonable estimate of its fair values because of the short-term maturity of these instruments.

7. CAPITAL RISK MANAGEMENT

The Company's objectives when managing capital are to safeguard its ability to continue as a going concern, in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

The Company monitors capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total capital. Total capital is calculated as 'equity' as shown in the statement of financial position plus net debt. The Company currently has no borrowings to constitute net debt. The Company's capital structure consists of equity and lease liabilities. There are no capital requirements imposed on the Company.

8. PROPERTY AND EQUIPMENT

	Buildings \$'000	Equipment \$'000	Total \$'000
Year ended December 31, 2025			
Opening net book value	1,640	633	2,273
Disposals	(69)	(32)	(101)
Depreciation charge	<u>(601)</u>	<u>(116)</u>	<u>(717)</u>
Closing net book value	<u>970</u>	<u>485</u>	<u>1,455</u>
At December 31, 2025			
Cost	2,895	927	3,822
Accumulated depreciation	<u>(1,925)</u>	<u>(442)</u>	<u>(2,367)</u>
Net book value	<u>970</u>	<u>485</u>	<u>1,455</u>

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

8. PROPERTY AND EQUIPMENT (CONTINUED)

	Buildings \$'000	Equipment \$'000	Total \$'000
Year ended December 31, 2024			
Opening net book value	2,264	744	3,008
Additions	3,027	54	3,081
Disposals	(291)	-	(291)
Depreciation charge	(3,360)	(165)	(3,525)
Closing net book value	1,640	633	2,273
At December 31, 2024			
Cost	16,259	5,565	21,824
Accumulated depreciation	(14,619)	(4,932)	(19,551)
Net book value	1,640	633	2,273

(i) *Depreciation expense*

Depreciation expense of \$3 thousand (2024: \$2,743 thousand) has been charged in distribution costs and \$714 thousand (2024: \$782 thousand) in administrative expenses.

(ii) *Right-of-use*

Right-of-use assets related to leased properties are presented as property and equipment. The book value of right-of-use assets included as part of Property and equipment are stated below:

	Buildings \$'000	Total \$'000
2025		
Balance at January 1	1,050	1,050
Disposals	(69)	(69)
Depreciation charge for the year	(380)	(380)
Balance at December 31	<u>601</u>	<u>601</u>
2024		
Balance at January 1	1,456	1,456
Additions	3,027	3,027
Disposals	(291)	(291)
Depreciation charge for the year	(3,142)	(3,142)
Balance at December 31	<u>1,050</u>	<u>1,050</u>

During 2025 the Company ended the warehousing lease agreement with the adoption of the new route-to-market structure.

9. POST-EMPLOYMENT AND TERMINATION BENEFITS

The Company contributes to defined benefit pension plans (the Pension Plans), for its monthly paid and permanent hourly paid employees, which entitles a retired employee to receive an annual pension payment. Employees may retire at age 60-65 and are entitled to receive annual payments based on a percentage of their final salary. Employees may retire earlier under certain conditions.

The Company's Pension Plans are funded by the Company and employees, the assets of the Pension Plans being managed separately by the Trustee. The funding requirements are based on the pension fund's actuarial measurement performed by an independent qualified actuary.

The Company also has two other post-retirement employee benefits arrangements.

- (1) An unfunded pension plan for persons who retired prior to the establishment of the two pension plans mentioned above.
- (2) A termination lump sum plan for hourly-paid employees as part of its 2007-2010 Collective Labour Agreement.

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

9. POST-EMPLOYMENT AND TERMINATION BENEFITS (CONTINUED)

All four of the Company's post-retirement employee benefits arrangements are collectively referred to as "the Plans".

	2025 \$'000	2024 \$'000
Defined benefit asset (liability)		
(i) Net retirement benefit asset		
Monthly- Rated Pension Fund (a)	97,204	98,636
(ii) Net retirement benefit and termination liabilities:		
Hourly- Rated Pension Fund (b)	(1,784)	(2,995)
Supplementary Pension Scheme (c)	(581)	(553)
Termination Lump Sum Plan (d)	(427)	(392)
	<u>(2,792)</u>	<u>(3,940)</u>
(iii) Movement in net defined benefit asset		
Net retirement benefit asset	97,204	98,636
Net retirement and termination benefit obligations	(2,792)	(3,940)
	<u>94,412</u>	<u>94,696</u>
Balance as at January 1	94,696	101,961
Net pension benefit	6,422	3,565
Re-measurement recognised in OCI	(7,829)	(11,776)
Contributions paid	1,123	946
Balance at December 31	<u>94,412</u>	<u>94,696</u>
(iv) Total amounts recognised in OCI		
Monthly- Rated Pension Fund	8,504	10,869
Hourly- Rated Pension Fund	(773)	861
Supplementary Pension Scheme	87	38
Termination Lump Sum Plan	11	8
	<u>7,829</u>	<u>11,776</u>
(v) Total amounts recognised in profit or loss		
Current service cost	1,911	2,024
Net interest on defined benefit asset	(5,883)	(6,154)
Gains on curtailment and settlement	(2,920)	-
Administration expenses	470	565
	<u>(6,422)</u>	<u>(3,565)</u>
Net Pension Benefit (Note 18 (b))		
Net Pension Benefit includes:		
Monthly paid staff	(6,639)	(3,740)
Hourly paid staff	162	121
Supplementary pension scheme	31	31
Termination benefits - lump sum plan	24	23
	<u>(6,422)</u>	<u>(3,565)</u>

Pension benefit of \$924 thousand (2024: \$819 thousand) has been credited in cost of sales, \$1,388 thousand (2024: \$1,758 thousand) in distribution costs and \$1,190 thousand (2024: \$988 thousand) in administrative expenses. A gain on curtailment of \$2,920 thousand was credited to restructuring costs.

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

9. POST-EMPLOYMENT AND TERMINATION BENEFITS (CONTINUED)

Defined benefit asset (liability) (continued)

(vi) *The principal assumptions are as follows:*

	Per annum 2025 %	Per annum 2024 %
Discount rate (all plans)	6.50	6.00
Salary increases:		
- Monthly Paid Employees	4.50	4.50
- Termination/Lump Sum	0.00	4.00
NIS ceiling/pension increases		
- Monthly Paid Employees	2.75	2.75
- Supplementary pension	2.75	2.75

Assumptions regarding future mortality are based on published mortality tables. The life expectancies underlying the value of the defined benefit obligation as at December 31, are as follows:

	2025 Years	2024 Years
Life expectancy at age 60 for current pensioner		
- Male	22.0	22.0
- Female	26.3	26.2
Life expectancy at age 60 for current members age 40		
- Male	22.9	22.8
- Female	27.2	27.1

The weighted average duration of the defined benefit asset/obligation at year end is:

	2025 Years	2024 Years
Monthly	12.0	12.9
Hourly	7.5	8.0
Termination lump sum	0.0	3.6
Supplementary pension scheme	5.5	5.8

(vii) *Sensitivity analysis*

The following table summarises how the defined benefit asset/obligation as at December 31, 2025, would have changed as a result of a change in the other assumptions used:

	2025 increase \$'000	2025 decrease \$'000	2024 increase \$'000	2024 decrease \$'000
Monthly-Rated Pension Plan				
Discount rate (1% movement)	(23,194)	25,028	(22,734)	28,279
Future salary increase (1% movement)	3,045	(2,681)	4,083	(3,573)
Future pension increase (1% movement)	23,405	(22,481)	25,588	(21,304)

An increase of one (1) year in the assumed life expectancies shown in (Note 9 (vi)) would increase the defined benefit asset/obligation as at December 31, 2025, by \$3,786 thousand (2024: \$5,284 thousand).

	2025 increase \$'000	2025 decrease \$'000	2024 increase \$'000
Hourly-Rated Pension Plan			
Discount rate (1% movement)	(1,060)	1,255	(1,229)

An increase of one (1) year in the assumed life expectancies shown in (Note 9(vi)) would increase the defined benefit obligation at December 31, 2025, by \$ 379 thousand (2024: \$408 thousand).

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

9. POST-EMPLOYMENT AND TERMINATION BENEFITS (CONTINUED)

Defined benefit asset (liability) (continued)

(vii) Sensitivity analysis (continued)

	2025 increase \$'000	2025 decrease \$'000	2024 increase \$'000	2024 decrease \$'000
Termination Lump Sum Plan				
Discount rate (1% movement)	-	-	(13)	14
Future salary increase (1% movement)	-	-	14	(13)
Supplementary Pension Plan				
Discount rate (1% movement)	(28)	31	(28)	32
Future salary increase (1% movement)	35	(32)	36	(33)

These sensitivities were calculated by recalculating the defined benefit obligations using the revised assumptions.

(viii) Change in Plan assets and liabilities

a. Net retirement benefit asset (Monthly-Rated Pension Fund)

	2025 \$'000	2024 \$'000
(i) Amounts recognised in the statement of financial position are as follows:		
Fair value of plan assets	310,446	309,230
Present value of defined benefit obligation	(213,242)	(207,812)
Effect of asset ceiling	-	(2,782)
Net retirement benefit asset	<u>97,204</u>	<u>98,636</u>
(ii) Reconciliation of Effect on Asset Ceiling		
Opening effect of asset ceiling	2,782	-
Interest on effect of asset ceiling	83	-
Effect of asset ceiling re-measurement	(2,865)	2,782
Closing effect of asset ceiling	<u>-</u>	<u>2,782</u>
(iii) Movement in the asset recognised in the statement of financial position:		
Net asset as at January 1	98,636	104,950
Net pension benefit	6,639	3,740
Re-measurements recognised in OCI	(8,504)	(10,869)
Contributions paid	433	815
Net asset as at December 31	<u>97,204</u>	<u>98,636</u>
(iv) Re-measurements recognised in OCI		
Experience losses	11,369	8,087
Effect of asset ceiling	(2,865)	2,782
Total amount recognised in OCI	<u>8,504</u>	<u>10,869</u>
(v) Amounts recognised in profit or loss:		
Current service cost	1,911	2,024
Net interest	(6,100)	(6,329)
Gains on curtailment or settlement (Note 18)	(2,920)	-
Administration expenses	470	565
Net pension benefit	<u>(6,639)</u>	<u>(3,740)</u>

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

9. POST-EMPLOYMENT AND TERMINATION BENEFITS (CONTINUED)

(viii) Change in Plan assets and liabilities (continued)

a. Net retirement benefit asset (Monthly-Rated Pension Fund) (continued)

	2025 \$'000	2024 \$'000
(vi) Plan assets at start of the year	309,230	312,913
Return on plan assets	(1,191)	(8,104)
Interest income	18,090	18,363
Company contributions	433	815
Members' contributions	433	815
Benefits paid	(16,079)	(15,007)
Expense allowance	(470)	(565)
Plan assets at the end of the year	<u>310,446</u>	<u>309,230</u>

Plan assets are comprised as follows:

	2025		2024	
	\$'000	%	\$'000	%
Locally listed equities	48,194	16	60,581	19
Overseas equities	82,322	26	86,030	28
TT\$ denominated bonds	77,014	25	80,720	26
US\$ denominated bonds	87,651	28	75,953	25
Property (mutual funds)	-	-	33	-
Cash and cash equivalents	15,171	5	5,780	2
Other (annuity policies)	94	-	133	-
Fair value of plan asset	<u>310,446</u>	<u>100</u>	<u>309,230</u>	<u>100</u>

Overseas equities have quoted prices in active markets. Local equities also have quoted prices, but the market is relatively illiquid. The Investment Manager calculates the fair value of the Government bonds and corporate bonds by discounting expected future proceeds using a constructed yield curve. The majority of the Plan's TT\$ bonds were either issued or guaranteed by the Government of Trinidad and Tobago. Overseas equities, cash equivalents and other annuity policies are fair value Level 1, and locally listed equities, TT\$ dominated bonds and US\$ dominated bonds are fair value Level 2.

The Plan's assets are invested in a strategy agreed with the Plan's Trustee and Management Committee. This strategy is largely dictated by statutory constraints (at least 70% of the assets must be invested in Trinidad and Tobago and no more than 50% in equities) and the availability of suitable investments. There are no asset-liability matching strategies used by the Plan. Refer to Note 9 ((viii) (b) (v)) for Hourly-Rated Pension Fund assets.

(vii) Change in defined benefit obligation

	2025 \$'000	2024 \$'000
Defined benefit obligation at start of the year	207,812	207,963
Service cost	1,911	2,024
Interest cost	11,907	12,034
Members' contribution	433	815
Gains on curtailment and settlement	(2,920)	-
Experience adjustment	21,216	(17)
Actuarial (gains)/losses from changes in financial assumptions	(11,038)	-
Benefits paid	(16,079)	(15,007)
Defined benefit obligation at end of the year	<u>213,242</u>	<u>207,812</u>

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

9. POST-EMPLOYMENT AND TERMINATION BENEFITS (CONTINUED)

(viii) Change in Plan assets and liabilities (continued)

a. Net retirement benefit asset (Monthly-Rated Pension Fund) (continued)

(viii) Funding

The Company meets the balance of the cost of funding the defined benefit Pension Plan and the Company must pay contributions at least equal to those paid by members, which are fixed. The funding requirements are based on regular (at least every 3 years) actuarial valuations of the Plan and the assumptions used to determine the funding required may differ from those set out above. The Company and members went on a complete contribution holiday from 1 July 2025, therefore the Company expects to pay no contributions to the Pension Plan during 2026.

(b) Retirement benefit obligation (Hourly-Rated Pension Fund)

	2025 \$'000	2024 \$'000
(i) Amounts recognised in the statement of financial position are as follows:		
Fair value of plan assets	14,501	14,830
Present value of defined benefit obligation	<u>(16,285)</u>	<u>(17,825)</u>
Retirement benefit obligation	<u><u>(1,784)</u></u>	<u><u>(2,995)</u></u>
(ii) Movement in the obligation recognised in the statement of financial position:		
Defined benefit obligation as at January 1	(2,995)	(2,013)
Net pension cost	(162)	(121)
Remeasurements recognised in OCI	773	(861)
Contributions paid	<u>600</u>	<u>-</u>
Defined benefit obligation as at December 31	<u><u>(1,784)</u></u>	<u><u>(2,995)</u></u>
(iii) Re-measurements recognised in OCI		
Experience (gains)/losses	<u>(773)</u>	<u>861</u>
Total amount recognised in OCI	<u><u>(773)</u></u>	<u><u>861</u></u>
(iv) Amounts recognised in profit or loss:		
Net interest	<u>162</u>	<u>121</u>
Net pension cost	<u><u>162</u></u>	<u><u>121</u></u>
(v) Change in plan asset		
Plan assets at start of the year	14,830	16,582
Return on plan assets	57	(453)
Interest income	853	929
Company contributions	600	-
Benefits paid	<u>(1,689)</u>	<u>(1,830)</u>
Expense allowance	<u>(150)</u>	<u>(398)</u>
Plan assets at end of the year	<u><u>14,501</u></u>	<u><u>14,830</u></u>

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

9. POST-EMPLOYMENT AND TERMINATION BENEFITS (CONTINUED)

(viii) Change in Plan assets and liabilities (continued)

b) Retirement benefit obligation (Hourly-Rated Pension Fund) (continued)

(v) Change in plan asset (continued)

Plan assets are comprised as follows:

	2025		2024	
	\$'000	%	\$'000	%
Locally listed equities	1,170	8	1,668	11
Overseas equities	3,770	26	4,006	27
TT\$ denominated bonds	4,704	32	4,609	31
US\$ denominated bonds	3,908	27	3,474	24
Cash and cash equivalents	949	7	1,073	7
Fair value of plan asset	14,501	100	14,830	100

Overseas equities have quoted prices in active markets. Local equities also have quoted prices however the market is relatively illiquid. The Investment Manager calculates the fair value of the Government bonds and corporate bonds by discounting expected future proceeds using a constructed yield curve. The majority of the Plan's TT\$ bonds were either issued or guaranteed by the Government of Trinidad and Tobago. Overseas equities, cash equivalents and other annuity policies are fair value Level 1, and locally listed equities, TT\$ dominated bonds and US\$ dominated bonds are fair value Level 2 according to the valuation levels as set out in IFRS 13 Fair Value Measurement.

	2025 \$'000	2024 \$'000
(vi) Change in defined benefit obligation		
Defined benefit obligation at start of the year	17,825	18,595
Interest cost	1,015	1,050
Experience adjustments	(115)	408
Actuarial gain from changes in financial assumptions	(601)	-
Expenses paid	(150)	(398)
Benefits paid	(1,689)	(1,830)
Defined benefit obligation at end of the year	16,285	17,825

(vii) Funding

The Company intends to secure the Plan's benefits by purchasing annuities from a local insurer. The Company is aware that additional contributions are required to ensure that all beneficiaries receive their accrued entitlements. The Company expects to pay contributions of \$0.7 million to the Pension Plan during 2026.

(c) Supplementary pension scheme

	2025 \$'000	2024 \$'000
(i) Amounts recognised in the statement of financial position are as follows:		
Present value of defined benefit obligation	(581)	(553)
(ii) Re-measurements recognised in OCI		
Experience losses	87	38
(iii) Amounts recognised in profit or loss		
Interest on defined benefit obligation	31	31

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

9. POST-EMPLOYMENT AND TERMINATION BENEFITS (CONTINUED)

(c) Supplementary pension scheme (continued)

	2025 \$'000	2024 \$'000
(iv) Change in defined benefit obligation		
Defined benefit obligation at start of year	(553)	(563)
Interest cost	(31)	(31)
Actuarial losses	(102)	(38)
Actuarial (gains)/losses from changes in financial assumptions	15	-
Benefits paid	<u>90</u>	<u>79</u>
Defined benefit obligation at end of year	<u>(581)</u>	<u>(553)</u>

(v) Funding

The Company pays the pension benefits as they become due. The Company expects to pay \$92 thousand to the Pension Plan during 2026.

(d) Termination Lump Sum Plan

	2025 \$'000	2024 \$'000
(i) Amounts recognised in the statement of financial position are as follows:		
Present value of defined benefit obligation	<u>(427)</u>	<u>(392)</u>
(ii) Re-measurements recognised in OCI		
Experience losses	<u>11</u>	<u>8</u>
(iii) Amounts recognised in profit or loss:		
Interest on defined benefit obligation	<u>24</u>	<u>23</u>
Net pension cost	<u>24</u>	<u>23</u>
(iv) Change in defined benefit obligation:		
Defined benefit obligation at start of year	392	413
Interest cost	24	23
Experience adjustment	11	8
Benefits paid	<u>-</u>	<u>(52)</u>
Defined benefit obligation at end of year	<u>427</u>	<u>392</u>

(v) Funding

The Company pays the termination lump sums as they fall due. The Company expects to pay \$427 thousand to the plan in 2026.

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

10. DEFERRED TAXATION

Deferred tax assets and liabilities in the statement of financial position and the deferred tax (credit)/charge in profit or loss and other comprehensive income (OCI) are attributable to the following items:

	2024	Note 21		2025
		Charge (Credit) to Profit or Loss	Charge (Credit) to to OCI	
	\$'000	\$'000	\$'000	\$'000
Deferred tax liabilities				
Retirement benefit asset	(29,592)	(2,121)	2,551	(29,162)
Right of use asset	(315)	135	-	(180)
	(29,907)	(1,986)	2,551	(29,342)
Deferred tax asset				
Retirement benefit obligation	1,181	(141)	(202)	838
Impairment on trade receivables	6	54	-	60
Lease liability	456	(198)	-	258
Legal liabilities	141	2,640	-	2,781
Accelerated depreciation	481	(26)	-	455
	2,265	2,329	(202)	4,392
Net deferred tax liability	(27,642)	343	2,349	(24,950)

	2023	Note 21		2024
		Charge (Credit) to Profit or Loss	Charge (Credit) to to OCI	
	\$'000	\$'000	\$'000	\$'000
Deferred tax liabilities				
Accelerated tax depreciation	533	(533)	-	-
Retirement benefit asset	(31,486)	(1,367)	3,261	(29,592)
Right of use asset	-	(315)	-	(315)
	(30,953)	(2,215)	3,261	(29,907)
Deferred tax asset				
Accumulated tax losses	6,137	(6,137)	-	-
Retirement benefit obligation	896	13	272	1,181
Impairment on trade receivables	242	(236)	-	6
Lease liability	157	299	-	456
Legal provision	165	(24)	-	141
Accelerated depreciation	-	481	-	481
	7,597	(5,604)	272	2,265
Net deferred tax liability	(23,356)	(7,819)	3,533	(27,642)

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

11. INVENTORIES

	2025 \$'000	2024 \$'000
Finished goods	-	16,155
Goods in transit (finished goods)	<u>-</u>	<u>3,604</u>
	-	19,759
Write down to net realisable value	<u>-</u>	<u>(1,585)</u>
	<u>-</u>	<u>18,174</u>
Analysis of write down to net realisable value is as follows:		
At January 1	1,585	2,021
Write down to net realisable value - charge for the year	-	602
Write-offs	(55)	(1,038)
Impairment reversal	<u>(1,530)</u>	<u>-</u>
At December 31	<u>-</u>	<u>1,585</u>

The cost of inventories, in quarter one, recognised as an expense and included in cost of sales amounted to \$19,585 thousand (2024: \$119,883 thousand). In April 2025, the Company adopted the new route-to-market structure which involved the closure of the warehouse and therefore resulted in zero inventory holding.

12. TRADE AND OTHER RECEIVABLES

	2025 \$'000	2024 \$'000
Trade receivables	44,200	42,285
Allowance for expected credit losses	<u>(200)</u>	<u>(19)</u>
Trade receivables - net	44,000	42,266
Value added tax recoverable	-	537
Other receivables and prepayments	<u>1,614</u>	<u>2,460</u>
	<u>45,614</u>	<u>45,263</u>

The Company does not consider the fair values of trade and other current receivables to be significantly different from their carrying values. Concentrations of credit risk with respect to trade receivables are limited, due to the Company's customer base being diverse. The historical experience of collecting receivables, supported by the level of default, is that credit risk is low and so trade receivables are considered to be a single class of financial assets. Impairment for trade receivables is calculated for specific receivables with known or anticipated issues affecting the likelihood of recovery and for balances past due with a probability of default based on historical data as well as relevant forward-looking information.

	Weighted Average Loss Rate	Gross Carrying Amount	Expected Loss Allowance	Credit impaired
December 31, 2025				
\$'000				
Current (not past due)	0.02%	46,428	9	No
Overdue by less than 3 months	0.13%	71	-	No
Overdue by less than 3 months*	100.00%	<u>191</u>	<u>191</u>	Yes
		<u>46,690</u>	<u>200</u>	

*Carrying amount of \$191 thousand represents the residual balance in relation to route-to-market changes.

December 31, 2024				
\$'000				
Current (not past due)	0.03%	40,173	13	No
Overdue by less than 3 months	0.24%	2,566	6	No
Overdue by less than 3 to 6 months	1.29%	<u>1</u>	<u>-</u>	No
		<u>42,740</u>	<u>19</u>	

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

12. TRADE AND OTHER RECEIVABLES (CONTINUED)

Analysis of movements in allowance for expected credit losses is as follows:

	2025 \$'000	2024 \$'000
Balance at January 1	19	806
Net remeasurement of loss allowance	181	(89)
Amounts written off	<u>-</u>	<u>(698)</u>
Balance at December 31	<u>200</u>	<u>19</u>

The carrying amounts of trade and other receivables are denominated in the following currencies:

	2025 \$'000	2024 \$'000
Trinidad and Tobago Dollars	11,444	30,423
United States Dollars	<u>34,170</u>	<u>14,840</u>
	<u>45,614</u>	<u>45,263</u>

13. RELATED PARTY TRANSACTIONS AND BALANCES

A related party is a person or entity that is related to the Company. These include both people and entities that have, or are subject to, the influence or control of the Company. The following transactions were carried out with fellow subsidiaries:

	2025 \$'000	2024 \$'000
(i) Purchases from fellow subsidiaries*	99,780	101,241
(ii) Royalties and service fees paid to fellow subsidiaries (Note 18 & 29)	1,827	1,913
(iii) Royalties and service fees paid to parent company (Note 18 & 29)	13,482	11,976
(iv) Shared services provided by fellow subsidiaries (Note 18)	3,322	2,237
(v) Key Management compensation		
Short term employee benefits	3,482	3,753
Post-employment benefits	183	202
(vi) Intercompany Transfer of Ice Cream Business	11,180	-
(vii) Strategic Management Agreement Ice Cream Business (Note 19)	232	-

* The 2024 comparative amount for purchases from fellow subsidiaries was previously reported as \$130,539 thousand and has been corrected in these financial statements.

- (viii) The Company purchases Finished Products from fellow subsidiaries within the Unilever Group across the Globe.
- (ix) The Intellectual Property (IP) rights of the brands are owned by the Unilever Group. The Company pays a Royalty fee to the related party IP holder for the license to use the IP rights.
- (x) The Company pays a shared service charge for Enterprise & Technology services, which are provided to the Company by other entities within the Unilever Group.
- (xi) Compensation of the Company's key management personnel includes salaries, non-cash benefits and contributions to a post-employment defined benefit plan (Note 9).
- (xii) On July 1, 2025, the Company transferred its Ice Cream business via an intercompany sale to a newly incorporated entity, The Magnum Ice Cream Company (TMICC) (Note 1). The transfer was effected for consideration received from a Unilever Group entity in connection with the global separation of the Ice Cream business. The consideration was assessed by the Company with reference to an independent third-party valuation of the Ice Cream business. Based on this assessment, the Company concluded that the consideration received was fair and reasonable. At the date of transfer, TMICC was classified as a related party. However, following the completion of the global demerger and TMICC's listing as an independent company on December 8, 2025, TMICC is no longer considered a related party of the Company. In conjunction with the transfer, the Company entered into a Strategic Management Agreement to facilitate the transition of the Ice Cream business. Following TMICC's listing, this agreement continues in force and is accounted for as a thirdparty arrangement (Note 29).

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

13. RELATED PARTY TRANSACTIONS AND BALANCES (CONTINUED)

	2025 \$'000	2024 \$'000
Balances:		
Year end balances arising from purchases of goods/ services, royalties and service fees		
Due from fellow subsidiaries	2,558	10,865
Due to fellow subsidiaries	28,624	21,858

The amounts due from fellow subsidiaries included \$2,558 thousand (2024: \$9,558 thousand) which is held in the Unilever Group Treasury account (Note 20). No expense has been recognised in the current year or prior year for expected credit losses in respect of amounts due from fellow subsidiaries. The amounts due to fellow subsidiaries have no fixed repayment terms and represent normal trading activities.

14. STATED CAPITAL

Holders of the ordinary shares are entitled to dividends as declared and paid by the Company from time to time and are entitled to vote at the general meetings of the Company in accordance with the Company's Articles and Bye-Laws.

	2025 \$'000	2024 \$'000
Authorised		
An unlimited number of ordinary and preference shares of no-par value		
Issued and fully paid		
26,243,832 ordinary shares of no-par value	<u>26,244</u>	<u>26,244</u>

15. TRADE AND OTHER PAYABLES

	2025 \$'000	2024 \$'000
Trade payables	8,895	7,204
Advertising and promotional accruals	3,560	3,666
Other payables and accruals	<u>14,556</u>	<u>13,859</u>
	<u>27,011</u>	<u>24,729</u>

16. OTHER LIABILITIES

	Legal \$'000	Other \$'000	Total \$'000
Balance at December 31, 2024	470	2,274	2,744
Additional liabilities	9,170	1,887	11,057
Used during the year	<u>(370)</u>	<u>(1,768)</u>	<u>(2,138)</u>
Balance at December 31, 2025	<u>9,270</u>	<u>2,393</u>	<u>11,663</u>

Legal liabilities primarily encompass former employee-related disputes that are currently being addressed through the court system. Based on information provided by the Company's attorneys and given the uncertainty surrounding the ultimate outcome of these matters, liabilities have been recognised where a present obligation exists and an outflow of economic resources is considered probable. The expected timing and settlement amounts of these claims remain uncertain and have been estimated based on management's assessment of the expected value of each possible outcome.

Additional liabilities consist of Other expenses \$8,604 thousand and Administrative expenses \$566 thousand.

Other liabilities comprise accrued employee related obligations that are not legal in nature. These include accruals for performance bonuses and vacation entitlements arising from services rendered up to the reporting date. These amounts are recognised based on contractual terms and management's best estimates of amounts expected to be settled in the normal course of business.

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

17. REVENUE

	Continuing Operations		(Note 29) Discontinued Operations		Total Revenue	
	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Third Party Sales	<u>196,103</u>	<u>170,999</u>	<u>61,083</u>	<u>58,043</u>	<u>257,186</u>	<u>229,042</u>

18. EXPENSES

	2025 \$'000	2024 \$'000
(a) Expenses by nature		
Continuing Operations		
Cost of imported goods sold	104,362	85,262
Employee benefit expense (Note 18 (b))	9,404	11,308
Royalties and service fees (Note 13)	12,297	10,934
Shared services (Note 13)	3,322	2,237
Advertising and promotional costs	12,023	6,346
Distribution costs	54	248
Human resources costs	2,263	1,106
Depreciation (Note 8)	717	3,525
Information technology costs	-	605
Marketing and sales	6,856	6,226
Merchandising expenses	2,245	3,139
Other expenses	5,015	5,708
External Audit Fees	910	910
Restructuring costs (Note 18 (c))	<u>397</u>	<u>-</u>
Total cost of sales, selling and distribution costs, administrative expenses and restructuring	<u>159,865</u>	<u>137,554</u>
Discontinued Operations		
Cost of imported goods sold	35,562	37,175
Royalties and service fees (Note 13)	3,011	2,955
Advertising and promotional costs	2,670	3,341
Distribution costs	1,928	5,660
Marketing and sales	183	174
Merchandising expenses	1	1,162
Other expenses	<u>522</u>	<u>-</u>
Total cost of sales, selling and distribution costs and administrative expenses	<u>43,877</u>	<u>50,467</u>
(b) Employee benefit expense		
Wages and salaries	12,593	14,423
National insurance	313	451
Pension benefit	<u>(3,502)</u>	<u>(3,565)</u>
	<u>9,404</u>	<u>11,309</u>
Pension benefit before curtailment	(3,502)	(3,565)
Gain on curtailment and settlement*	<u>(2,920)</u>	<u>-</u>
Net Pension Benefit (Note 9 (v))	<u>(6,422)</u>	<u>(3,565)</u>

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

18. EXPENSES (CONTINUED)

	2025 \$'000	2024 \$'000
(c) Restructuring costs		
Manpower cost	2,805	-
Other expenses	513	-
Equipment net book value (Note 8)	32	-
Disposal proceeds	<u>(33)</u>	<u>-</u>
Restructuring cost	3,317	-
Pension gains on curtailment/settlement *	<u>(2,920)</u>	<u>-</u>
Net restructuring costs	<u>397</u>	<u>-</u>

*A gain on curtailment was recognised during the year as a result of workforce reductions arising from the Company's adoption of the new route-to-market structure. The revised operating model resulted in the closure of the Company's warehousing function and changes to its customer and distribution arrangements. Consequently, positions associated with warehousing operations and related customer support activities were no longer required, leading to a curtailment of the related employee benefit obligations.

19. OTHER INCOME

	2025 \$'000	2024 \$'000
Related party (Note 13)	232	-
Third party	<u>46</u>	<u>41</u>
Other Income	<u>278</u>	<u>41</u>

Subsequent to the disposal of the Ice Cream business in 2025 the Company signed a Strategic Management Agreement in order to facilitate the transition of the business. Under the agreement, the Company provides specific activities related to the Ice Cream business. The income generated through this agreement is recorded under other income in 2025.

20. NET FINANCE INCOME

	2025 \$'000	2024 \$'000
Interest Income	1,148	1,581
Interest Expense	<u>(75)</u>	<u>(801)</u>
Net Finance Income	<u>1,073</u>	<u>780</u>

The interest expense is in relation to leases recognised under IFRS 16 whereas the interest income is income generated from an interest-bearing account managed by the Unilever Group Treasury. Interest income is calculated using the effective interest rate.

21. TAXATION EXPENSE

	2025 \$'000	2024 \$'000
(a) Taxation expense comprises:		
Current tax	14,925	5,005
Change in estimates related to prior years	<u>-</u>	<u>220</u>
Origination and reversal of temporary differences (Note 10)	<u>(343)</u>	<u>7,819</u>
Taxation expense	<u>14,582</u>	<u>13,044</u>
Continuing Operations	9,420	10,771
Discontinued Operations (Note 29)	<u>5,162</u>	<u>2,273</u>
	<u>14,582</u>	<u>13,044</u>

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

21. TAXATION EXPENSE (CONTINUED)

(b) Reconciliation of effective tax rate:

The Company's effective tax rate varies from the statutory rate of 30% as a result of the differences shown below:

	2025		2024	
	\$'000	%	\$'000	%
Profit before tax	57,371	100.00	41,840	100.00
Tax using the Company's tax rate	17,212	30.00	12,553	30.00
Tax effects of:				
Tax-exempt income	(2,630)	(4.42)	350	0.84
Non-deductible expenses	-	-	(78)	(0.19)
Changes in estimates related to prior years	-	-	219	0.52
Taxation expense	<u>14,582</u>	<u>25.58</u>	<u>13,044</u>	<u>31.17</u>

(c) Amounts recognised in OCI:

	Before Tax \$	Tax credit \$	After Tax \$
2025			
Remeasurements of defined benefit asset/liability (Note 9)	<u>(7,829)</u>	<u>2,349</u>	<u>(5,480)</u>
2024			
Remeasurements of Post-employment benefit asset/liability (Note 9)	<u>(11,776)</u>	<u>3,533</u>	<u>(8,243)</u>

22. EARNINGS PER SHARE – BASIC AND DILUTED

Basic earnings per ordinary share is calculated by dividing the profit or loss for the year attributable to equity holders of the Company by the weighted average number of ordinary shares outstanding during the year.

	2025	2024
Profit attributable to equity holders (\$,000)	42,789	28,797
Weighted average # of ordinary shares in issue ('000) (Note 14)	26,244	26,244
Basic and diluted earnings per share (\$)	1.63	1.10

23. DIVIDENDS

On March 27, 2026, the Board of Directors declared a final dividend of \$0.33, bringing the total dividend in respect of 2025 to \$1.02 per share (2024: \$0.93 per share). The Board of Directors also approved a special dividend of \$0.43 per share resulting in total special dividends of \$4.61 per share for the year. These financial statements do not reflect the final dividend which will be accounted for as an appropriation of retained earnings in the year ending December 31, 2026.

Dividends accounted for as an appropriation of retained earnings are as follows:

	2025 \$'000	2024 \$'000
Final dividend for 2024: \$0.48 per share (2023: \$0.48 per share)	20,733	12,597
First Interim dividend for 2025: \$0.16 per share (2024: \$0.14 per share)	4,199	3,674
Second interim dividend for 2025: \$0.15 per share (2024: \$0.00 per share)	3,936	-
Third interim dividend for 2025: \$0.38 per share (2024: \$0.00 per share)	9,973	-
Special dividend for 2025: \$4.18 per share (2024:\$0.00 per share)	<u>109,699</u>	<u>-</u>
	<u>148,540</u>	<u>16,271</u>

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

24. FINANCIAL INSTRUMENTS

Financial instruments carried on the statement of financial position include cash at bank, lease liabilities, trade and other payables, trade and other receivables and due to and from related companies.

Classification and measurement of financial instruments

This classification of financial assets comprises the following captions:

- Cash and cash equivalents.
- Trade and other receivables (excluding statutory receivables). Due to their short-term nature, the Company initially recognises these assets at the original invoice or transaction amount less expected credit losses.
- Due from related parties

The Company's financial liabilities include trade and other payables, due to related parties, accruals and finance lease liabilities which are recognised initially at fair value and present value of future lease payments respectively.

Impairment losses of financial assets, including trade receivables, are recognised using the expected credit loss model for the entire lifetime of such financial assets on initial recognition, and at each subsequent reporting period, even in the absence of a credit event or if a loss has not yet been incurred, considering for their measurement past events and current conditions, as well as reasonable and supportable forecasts affecting collectability.

Financial instruments by category

The accounting policies for financial instruments have been applied to the line items below:

	2025 \$'000	2024 \$'000
Receivables at amortised cost:		
Assets as per statement of financial position		
Trade and other receivables	45,614	44,726
Cash at bank and in hand	114,957	186,379
Due from related parties	<u>2,558</u>	<u>10,865</u>
	<u>163,129</u>	<u>241,970</u>
Financial liabilities at amortised cost:		
Liabilities as per statement of financial position		
Trade and other payables	27,011	24,729
Lease liabilities	861	1,517
Due to related parties	<u>28,624</u>	<u>21,858</u>
	<u>56,496</u>	<u>48,104</u>

25. BANK FACILITIES

The Company has facilities with the following financial institutions:

- RBC Royal Bank (Trinidad and Tobago) Limited – overdraft facilities to a maximum of TT\$20 million (2024: TT\$20 million) on its TTD denominated accounts, with interest at the commercial prime rate of 7.5% (2024: 7.5%).
- Citibank (Trinidad and Tobago) Limited
 - Trade financing facility to a maximum of US\$5 million (2024: US\$5 million).
 - Working capital financing facility to a maximum of US\$1.25 million (2024: US\$1.25 million).
 - Overdraft temporary cash US\$1.25 million (2024: US\$1.25 million)

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

26. CONTINGENT LIABILITIES

	2025 \$'000	2024 \$'000
Custom bonds and other guarantees	<u>70</u>	<u>70</u>

These consist of bonds required to be kept by the Company in order to meet legal requirements with the Government of Trinidad and Tobago. The probability of this bond being utilised is remote.

There are contingent liabilities that have not yet been recognised for various claims against the Company. These primarily encompass former employee disputes that are currently being addressed in court. Based on information provided by the Company's attorneys, and due to the uncertainty surrounding the outcome of these claims, no provision has been made in these financial statements. Management and its external advisors expect a favourable outcome.

27. LEASE COMMITMENTS

The Company recognises short term and low value lease payments as an expense to the statement of profit or loss on a straight-line basis over the lease term.

2025 lease payments recognised directly in profit or loss for short term and low value leases under IFRS 16 amount to \$46 thousand. Interest on leases amount to \$71 thousand, and depreciation expenses amount to \$717 thousand (Note 8). Total lease payments amount to \$620 thousand.

2024 lease payments recognised directly in profit or loss for short term and low value leases under IFRS 16 amount to \$407 thousand. Interest on leases amount to \$797 thousand, and depreciation expenses amount to \$3,142 thousand (Note 8). Total lease payments amount to \$4,039 thousand.

	2025 \$'000	2024 \$'000
<i>Lease commitments</i>		
Less than one year	534	527
More than one year, but no more than five years	<u>327</u>	<u>990</u>
	<u>861</u>	<u>1,517</u>
The future aggregate minimum lease payments under the terms of non-cancellable operating leases are as follows:		
<i>Low-Value Asset Leases</i>		
Less than one year	23	23
More than one year, but no more than five years	<u>-</u>	<u>-</u>
	<u>23</u>	<u>23</u>

During 2025 the Company ended the warehousing lease agreement with the adoption of the new route-to-market structure.

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

28. OPERATING SEGMENTS

(a) Basis for segmentation

Management has determined the operating segments based on the reports reviewed by the Chief Operating Decision Maker, which is the management committee, that are used to make strategic decisions.

The Company has three (3) reportable segments which are:

- Beauty and Personal care – sale of a range of skin cleansing (soap, shower), hair care (shampoo, conditioner), skin care (face, hand & body moisturisers) and deodorants products.
- Home Care – sale of a range household products such as dish washing liquid and general household cleaning products.
- Foods – sale of dressings.

There are no sales or other transactions between the business segments.

(b) Information about reportable segments

Information related to each reportable segment is set out below. Segment operating profit is used to measure performance because management believes that this information is the most relevant in evaluating the results of the respective segments relative to other entities that operate in the same industries.

(i) Business

	Beauty & Personal Care		Home Care		Foods		Discontinued Operations		Total Continuing Operations	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Segment revenue	147,056	127,014	27,683	25,323	21,364	18,662	61,083	58,043	196,103	170,999
Cost of sales, selling and distribution and administrative expenses	(119,027)	(101,914)	(23,426)	(21,153)	(17,015)	(14,487)	(43,877)	(50,468)	(159,468)	(137,554)
Operating Profit before restructuring cost	<u>28,029</u>	<u>25,100</u>	<u>4,257</u>	<u>4,170</u>	<u>4,349</u>	<u>4,175</u>	<u>17,206</u>	<u>7,575</u>	<u>36,635</u>	<u>33,445</u>

(ii) Geographical

	2025 \$'000	2024 \$'000
Revenue		
Trinidad and Tobago	109,973	115,255
Other	<u>86,130</u>	<u>55,744</u>
	<u>196,103</u>	<u>170,999</u>
Operating profit before restructuring cost		
Trinidad and Tobago	28,447	22,940
Other	<u>8,188</u>	<u>10,505</u>
	<u>36,635</u>	<u>33,445</u>
Segment Assets		
Trinidad and Tobago	239,869	356,695
Other	<u>34,170</u>	<u>14,840</u>
	<u>274,039</u>	<u>371,535</u>

The "Other" segment includes revenue and receivables from sales to other Caribbean countries including CARICOM and the Dutch Caribbean.

Notes to the Financial Statements (continued)

December 31, 2025 (Expressed in Trinidad and Tobago Dollars)

28. OPERATING SEGMENTS (CONTINUED)

(b) Information about reportable segments (continued)

(iii) Major Customers

Revenues from two major customers of the Company represented approximately \$55,046 thousand (2024: \$41,479 thousand) and \$50,286 thousand (2024: \$35,516 thousand) of the total revenue respectively.

29. DISCONTINUED OPERATIONS (NOTE 1 & 13 (XII))

	2025 \$'000	2024 \$'000
(i) Profit and loss		
Revenue	61,083	58,043
Cost of sales	<u>(35,562)</u>	<u>(37,175)</u>
Gross profit	25,521	20,868
Selling and distribution cost	(5,123)	(9,952)
Marketing expenses	(2,670)	(3,341)
Administrative expenses	<u>(522)</u>	<u>-</u>
Results from discontinued activities before tax	17,206	7,575
Income tax expense from discontinued activities	<u>(5,162)</u>	<u>(2,273)</u>
Results from discontinued activities, net of tax	12,044	5,302
Gain on sale of discontinued operations	<u>11,180</u>	<u>-</u>
Profit from discontinued operations, net of tax	<u>23,224</u>	<u>5,302</u>
Earnings per share - Discontinued Operations	<u>0.88</u>	<u>0.20</u>
(ii) Statement of Cash Flows		
Net cash generated from operating activities	12,044	5,302
Net cash generated from investing activities	<u>11,180</u>	<u>-</u>
	<u>23,224</u>	<u>5,302</u>

The sale of the Ice Cream business had no impact on the Company's financial position.

30. SUBSEQUENT EVENTS

On March 23, 2026, the Board of Directors approved the divestment of the Company's rights to the laundry powder brands "Breeze" and "Radiante" across multiple territories, with effect from March 15, 2026.

The rights have been divested to Industria La Popular, Sociedad Anónima, as part of a broader regional divestment initiative undertaken by Unilever PLC.

The territories impacted by this transaction include Trinidad and Tobago, Costa Rica, El Salvador, Guatemala, Honduras, Panama, Dominican Republic, Nicaragua, Antigua and Barbuda, Barbados, Curaçao, Grenada, Guyana, Haiti, Jamaica, Montserrat, St Kitts and Nevis, St Lucia, St Maarten, St Vincent and the Grenadines, Suriname, and Dominica.

The transaction was completed for total consideration of \$20.3m, in accordance with the terms of the sale agreement. The results of the laundry business have been presented as discontinued operations (Notes 1 and 29) in these Financial Statements, in accordance with IFRS 5 Noncurrent Assets Held for Sale and Discontinued Operations.



Dove Men+care: Bridge the gap between men and care.

Dove Men+care believes that care is transformative for men – for themselves, for others, and for the next generation of boys.

It is important for men to take care of the things that matter most to them, and that should include their skin. Dove Men+care is a range of specific skincare products for men to clean, pre-shave, post-shave, moisturise and deodorise.

With the Dove Men+care range, men can give their face and body the daily care it deserves.

Corporate Information

BOARD OF DIRECTORS:

Daniela Bucaro - Chairperson
Carolina Arrieta Rojas
Camille Chatoor
Danielle Chow
Nicholas Gomez
Ginelle Lambie
Daniel Tomas Perez Muñoz

AUDIT COMMITTEE:

Nicholas Gomez - Chairman
Camille Chatoor
Danielle Chow

COMPANY SECRETARY:

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Port-of-Spain

BANKERS:

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Port of Spain

RBC Royal Bank (Trinidad & Tobago) Limited
Independence Square Branch
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ATTORNEYS:

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