



# Accelerating our growth

Unilever Caribbean Limited  
Annual Report and Accounts 2023





## Brand Love

Being an active sportsman, Degree has been a brand I have used and trusted for years.

Starting off with the stick, and graduating to the aerosol spray, I've never been disappointed in the quality protection I get from using Degree.

Being a globally recognised brand, and leading the line with cutting edge technology, Degree often sets the bar in odor and sweat control, that persons with active lifestyles come to demand from their deodorant brand.

Degree is actually the first anti-perspirant brand to include 72hour protection in their product, which is Body Heat activated.

With their captivating, eye catching marketing campaigns and advertisements, it actually does make me feel to Keep Moving!

**Jonathan Jardim, Sales Manager TT,  
Customer Development**



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## ONLINE

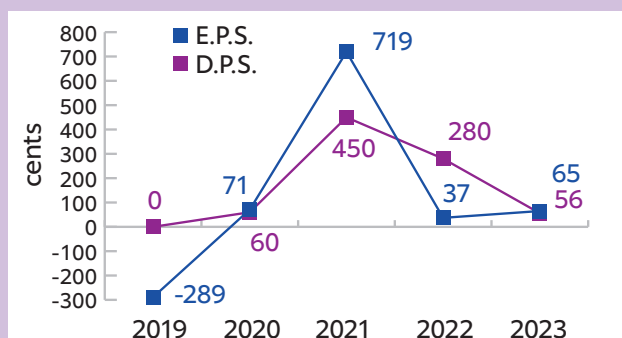
This annual report can be downloaded at <https://www.unilever.tt/investor-relations/>

Layout: Paria Publishing Co. Ltd.

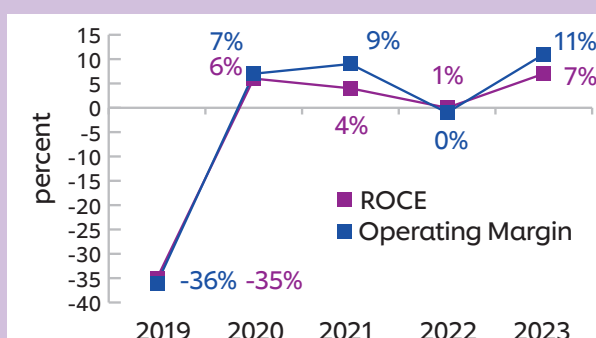
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# Five-Year Financial Review

(Loss) Earnings & Dividends  
Per Share (cents)



Operating Margin & Return on Capital  
Employed (Percent)



|                                                                  | 2023    | 2022    | 2021    | 2020    | 2019      |
|------------------------------------------------------------------|---------|---------|---------|---------|-----------|
| <b>Operating Performance</b>                                     |         |         |         |         |           |
| Turnover (TT\$000)                                               | 204,788 | 256,146 | 233,186 | 290,009 | 284,548   |
| Earnings (loss) before interest and tax (TT\$000)                | 23,225  | (1,754) | 19,877  | 21,464  | (103,280) |
| Profit (loss) before taxation (TT\$000)                          | 26,521  | 5,375   | 24,633  | 24,949  | (99,065)  |
| Taxation (TT\$000)                                               | (9,366) | 4,394   | (7,702) | (6,342) | 23,548    |
| Profit (loss) after taxation (TT\$000)                           | 17,155  | 9,769   | 16,931  | 18,607  | (75,517)  |
| Profit (loss) from discontinued operations, net of tax (TT\$000) | -       | -       | 171,881 | -       | (418)     |
| Profit (loss) for the year (TT\$000)                             | 17,155  | 9,769   | 188,812 | 18,607  | (75,935)  |
| Return on stockholders' equity                                   | 6.1%    | 2.9%    | 39.6%   | 6.4%    | -29.2%    |
| Return on capital employed                                       | 7.4%    | -0.5%   | 3.8%    | 6.4%    | -34.7%    |
| Operating margin                                                 | 11.3%   | -0.7%   | 8.5%    | 7.4%    | -36.3%    |
| <b>Liquidity Indicators</b>                                      |         |         |         |         |           |
| Current ratio                                                    | 4.6     | 3.7     | 4.2     | 2.5     | 1.8       |
| Net current assets (TT\$000)                                     | 200,223 | 254,055 | 372,200 | 145,771 | 124,594   |
| <b>Capital Structure and Long-Term Solvency Ratios</b>           |         |         |         |         |           |
| Stated capital (TT\$000)                                         | 26,244  | 26,244  | 26,244  | 26,244  | 26,244    |
| Capital reserves (TT\$000)                                       | -       | -       | 36,568  | 36,568  | 35,643    |
| Dividends (TT\$000)                                              | 14,697  | 73,483  | 118,097 | 15,746  | -         |
| Retained earnings (TT\$000)                                      | 254,074 | 311,319 | 414,131 | 228,775 | 198,346   |
| Total stockholders' funds (TT\$000)                              | 280,318 | 337,563 | 476,943 | 291,587 | 260,233   |
| Total liabilities (TT\$000)                                      | 91,130  | 127,196 | 165,495 | 144,987 | 202,146   |
| Capital employed (TT\$000)                                       | 315,778 | 371,732 | 524,641 | 336,234 | 297,291   |
| <b>Earnings and Dividends</b>                                    |         |         |         |         |           |
| Earnings (loss) per share (TT¢)                                  | 65      | 37      | 719     | 71      | (289)     |
| DPS (TT¢)                                                        | 56      | 280     | 450     | 60      | -         |
| <b>Market Indicators</b>                                         |         |         |         |         |           |
| Price earnings ratio                                             | 17.23   | 34.86   | 2.25    | 23.48   | (7.96)    |
| Dividend cover                                                   | 1.16    | 0.13    | 1.60    | 1.18    | 0.00      |
| Dividend yield (%)                                               | 5.00    | 21.71   | 27.78   | 3.60    | 0.00      |
| Share price at 31 December (TT\$)                                | 11.20   | 12.90   | 16.20   | 16.65   | 23.00     |
| Net asset value per share unit                                   | 10.68   | 12.86   | 18.17   | 11.11   | 9.92      |



## Financial Highlights

| TURNOVER      | OPERATING PROFIT<br>(% OF TURNOVER) |
|---------------|-------------------------------------|
| <b>-20.1%</b> | <b>11.3%</b>                        |
| 2022: 9.8%    | 2022: -0.7%                         |

| PROFIT BEFORE TAX<br>(% OF TURNOVER) | EARNINGS PER SHARE |
|--------------------------------------|--------------------|
| <b>13%</b>                           | <b>TT\$ 0.65</b>   |
| 2022: 2.1%                           | 2022: TT\$0.37     |

| INTERIM DIVIDEND<br>PER SHARE | FINAL DIVIDEND PER<br>SHARE |
|-------------------------------|-----------------------------|
| <b>TT\$ 0.08</b>              | <b>TT\$ 0.48</b>            |
| 2022: TT\$0.00                | 2022: TT\$2.80              |

| TOTAL DIVIDEND PER SHARE |
|--------------------------|
| <b>TT\$ 0.56</b>         |
| 2022: TT\$2.80           |

| RETURN ON CAPITAL<br>EMPLOYED | TOTAL<br>SHAREHOLDERS'<br>RETURN |
|-------------------------------|----------------------------------|
| <b>7.4%</b>                   | <b>-8.8%</b>                     |
| 2022: -0.5%                   | 2022: -3.1%                      |

# Our strategy and action plan

We are stepping up our execution to deliver faster growth, simplicity and productivity, and a performance culture.

## Our purpose

**Making sustainable living commonplace**

## Our financial ambition

**Consistent** and **competitive** growth driving top tier Total Shareholder Return

## Where to play

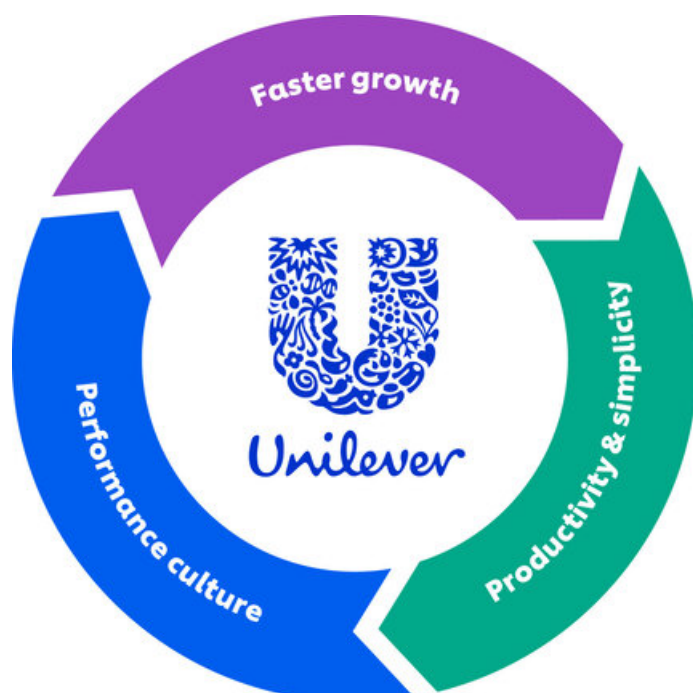
Build a high growth **portfolio** across five Business Groups

Win with our **brands**, powered by superior products, innovation and purpose

Accelerate in key **markets**

Lead in the **channels** of the future

## How to win



### Our action plan

**Strong fundamentals and a focused action plan to unlock potential and deliver consistent value creation:**

- **Faster growth:** driving unmissable brand superiority, innovation and investment behind our 30 Power Brands.
- **Productivity & simplicity:** building back gross margin and leveraging the full benefits of our organisation.
- **Performance culture:** dialling up our performance edge and rewarding out-performance.

## Faster growth

### 1 Focus first on 30 Power Brands

- Ensure consistent in-market execution and brand support for Power Brands.
- Apply same focused blueprint to other brands in the future.



### 2 Drive unmissable brand superiority

- Address all elements of consumer preference.
- Measure six superiority attributes: product, proposition, packaging, place, promotion, pricing.

### 3 Scale multi-year innovation

- Prioritise scalable innovations that drive category growth and market development.
- Make use of our strong science and technology platforms.

### 4 Increase brand investment and returns

- Focus incremental investment on bigger multi-channel platforms, including digital.
- Ensure increased effectiveness of investment.

### 5 Selectively optimise portfolio

- Further prune existing portfolio and focus on value-accretive bolt-on acquisitions.
- No major or transformational acquisitions in foreseeable future.

## Productivity & simplicity

### 6 Build back gross margin

- Shift focus from gross savings to net productivity.
- Step up capital expenditure and apply disciplined restructuring.

### 7 Focus sustainability commitments

- Four key priorities: Climate, Nature, Plastics, Livelihoods.
- Costed shorter-term roadmaps.

### 8 Drive benefits of new organisation

- Further simplify operating model.
- Strengthen frontline customer development roles.

## Performance culture

### 9 Renewed team

- Dial up performance edge.
- Drive fewer, clearer priorities with more single point accountability.

### 10 Drive and reward out-performance

- Set simpler, more visible in-year targets.
- Clearly link new reward framework to value creation.

# Chairman's Report



**"The Company's main focus has been on accelerating profitable growth for sustainable returns."**

**Daniela Bucaro**  
Chairman

## Performance

Difficult market conditions persisted throughout 2023, negatively impacting Unilever Caribbean Limited's business in both domestic and key export markets.

Revenue was TT\$204.8m, a decline by 20.1% versus the prior year (2022: TT\$256.1m).

The Company's main focus has been on accelerating profitable growth for sustainable returns. This was achieved in the Beauty and Personal Care category, which contributed 52.6% of total revenue, up from 39.8% in the previous year. The increased contribution of Beauty and Personal Care can be largely attributed to our diverse portfolio of globally sourced brands and products, which delivered growth across both local and regional markets. Although the Home Care sector represented 36.6% of total revenue in 2023, compared to 50% in the prior year, this significant shift has enhanced the overall Gross Margin. The Company also benefitted from favourable material and freight cost improvements experienced during 2023.

The company implemented widespread cost optimisation measures, resulting in an improvement in the operating margin before restructuring to 12.4%, compared to 11.2% in the prior year, amounting to \$7.7 million.

Profit Before Tax for the financial year ending December 31, 2023 increased to \$26.5 million, which represents a 393.5% increase or \$21 million compared to the previous year.

The Company's balance sheet remained in a solid position, characterised by healthy cash reserves and favourable retained earnings.

## Returns to Shareholders

With total earnings per share of \$0.65 driven by the strong bottom-line performance of the year, and taking into consideration the robust cash reserve, the Directors have declared a final dividend of \$0.48 per ordinary share, bringing the total dividend for the year to \$0.56.

## Globally

Unilever Caribbean Limited (UCL) is part of the Unilever Group and benefits significantly from strategic guidance, technology and training for the local operation. Globally, the Group is focused on Growth Action Plan (GAP) that is driving action by focusing on fewer, bigger priorities and by applying a more rigorous approach to execution and delivery. Unilever Caribbean Limited remains strategically focused on growing its more profitable segments,



aligned with Global. This will enable UCL to better leverage group resources and expertise to accelerate profitable growth.

### Board Composition and Succession

In 2023, Ignacio Segares resigned as my predecessor Chairman of the Board, as did Jean-Marc Mouttet as Managing Director and Tim Grothauzen as Finance Director. I would like to express my gratitude to Ignacio, Jean-Marc and Tim for their invaluable contributions in navigating the Company through challenging times.

I am pleased to welcome Carolina Arrieta Rojas, Category Finance CARICAM & Performance Management, and Jan Jacques Cot, Head of Customer Development, Caribbean, who both joined the Board as Executive Directors on July 14th, 2023. Ginelle Lambie was appointed Managing Director (Ag.) effective January 1st, 2024.

### Looking Ahead

The Company's continued focus will be on creating a sustainable business with a portfolio of leading competitive and profitable brands, driven by its Beauty and Personal Care categories whilst focusing on regaining market share in the Home Care category through innovation.

### Acknowledgment

I would like to express my gratitude to the outgoing Directors for their valuable contributions to Unilever Caribbean Limited. I am excited to collaborate with the new Directors who have recently joined our team. In addition, I want to recognise and appreciate the unwavering dedication and resilience demonstrated by our employees. Lastly, I want to extend my thanks to our customers, shareholders, and stakeholders for their continued loyalty to our Company.

  
**Daniela Bucaro**  
Chairman



*Breeze Lavender: an innovation launched in 2023*

# Board of Directors



**Daniela Bucaro**  
Chairman  
**Nationality**  
El Salvador  
**Age** 43, Female  
**Appointed** Dec 2022

Daniela Bucaro joined Unilever Central America in 2004. Over the last 18 years, she held several strategic marketing and leadership roles in Central America, the Andean Region and more recently adding the Greater Caribbean region to her scope. Daniela 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 & Well Being categories and is a member of the Leadership team for the newly created CARICAM region. She holds a Bachelor's degree in International Business from John Brown University - Arkansas, USA as well as minors in Philosophy and Theology.



**Ginelle Lambie**  
Managing Director (Ag.)  
Executive Director  
**Nationality**  
Trinidad and Tobago  
**Age** 44, Female  
**Appointed** January 2024

Ginelle Lambie was appointed Managing Director (Ag.) in January 2024 having joined Unilever Caribbean Limited in April 2023 as National Finance Manager. She is a highly analytical professional with over 20 years' experience in strategic planning, financial management, accounting, and auditing, and most recently held an executive management role in a local manufacturing FMCG company.

She is responsible for leading the senior leadership team through the strategic transformation to a sustainable profitable growth model. She has relevant experience in strategic planning, business analysis and the creation of high-performance teams. Ginelle holds a Bachelor of Business Administration Degree in Finance from Florida International University, a MSc. In Accounting from the University of Virginia and is the holder of a Certified Public Accountant license. She has worked in the United States and Trinidad and Tobago in various industries.



**Nicholas Gomez**  
Non-Executive Director  
**Nationality**  
Trinidad and Tobago  
**Age** 59, Male  
**Appointed** May 2018

AC

Nicholas Gomez is a member of the Board and the Chairman of the Audit Committee. He is currently the Executive Chairman of Gravitas Business Solutions Limited.

Mr. Gomez has over 30 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, multi-nationals 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 insurance, banking, pharmaceutical, FMCG, energy related and retail sectors and with a conglomerate locally and in the Caribbean.

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).



**Camille Chatoor**  
Non-Executive Director  
**Nationality**  
Trinidad and Tobago  
**Age** 54, Female  
**Appointed** July 2019

AC

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. She has also operated within the Unilever Caribbean Ltd marketing function.

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 organizations. She also serves in the capacity of director on other boards.

Mrs. Chatoor graduated from Howard University in 1991, Magna Cum Laude, with a B.A. in Business Administration with a concentration in Marketing.



**Danielle Chow**  
Non-Executive Director  
**Nationality**  
Trinidad and Tobago  
**Age** 65, Female  
**Appointed** Oct 2019

AC

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 has led teams in legal, corporate governance, external affairs, human resources, security, business continuity and sustainability functions. She is currently a director and Audit Committee member of another publicly listed FMCG company and 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.



**Jan Jacques Cot**  
Executive Director  
**Nationality**  
USA  
**Age** 54, Male  
**Appointed** July 2023

Jan Jacques Cot is a successful senior-level executive with over 25 years of proven, consistent track record of business growth and P&L transformation for several Fortune 500 companies. Recognised as profit oriented, innovative, and analytical, with strong interpersonal and communications skills. Managed budgets exceeding \$18 million; fully bilingual in English and Spanish, excellent collaboration ability.

In addition to his professional development, Jan Jacques is a Board of Trustees Member for the EDP University in Puerto Rico, an active member of the Sales and Marketing Executive Association of Puerto Rico and contributes with MIDA (Marketing Association of the Food Industry in Puerto Rico).

Mr. Cot joined Unilever in 2020 as General Manager, Puerto Rico and is now assigned to work as Head of Customer Development Caribbean where he has applied his experience to support the transition to the newly created CARICAM region developing synergies and strategies to continue the sustainable and profitable growth in the Caribbean countries.

## Board of Directors (continued)



**Carolina Arrieta Rojas**  
Executive Director  
**Nationality**  
Costa Rica  
**Age** 41, Female  
**Appointed** July 2023

Carolina Arrieta Rojas joined Unilever Central America in 2021. During these two years, she is being performing as Finance Manager of Central America region, and more recently adding 1UL Latam Countries (Greater Caribbean, Ecuador, Perú, Bolivia) to her scope. Before Unilever, she worked for around 15 years across multiple finance functions in different multinational companies, with focus on driving Financial Strategy and Business Performance for a healthy and sustainable delivery of results. All this combining deep knowledge of commercial/marketing strategy with results and forecast analysis, in order to mitigate risks and accelerate opportunities to the Business.

Ms. Arrieta Rojas is currently the Category Finance & Performance Mgmt Manager for 1UL Latam Countries and is member of CARICAM Finance Leadership Team. She holds a Bachelor's degree in Business Administration as well as minors in Marketing.

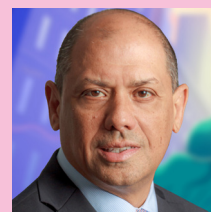


**Camilo Trujillo**  
Executive Director  
**Nationality**  
Colombia  
**Age** 47, Male  
**Appointed** Dec 2022

Camilo Trujillo was appointed Controller for the North of Latin America in 2020. He has over 20 years of Accounting and Tax experience, having worked at large auditing firms (Andersen) and big corporations (IBM, SABMiller) before joining Unilever in 2011.

He has relevant experience in control frameworks, financial and statutory reporting, tax strategy and planning and transfer pricing rules, having held senior roles in regions within Unilever as Middle Americas, Mexico and the United Kingdom and supported the Tax Team of Merger and Acquisitions in Unilever in significant transactions.

Mr. Trujillo holds a Bachelor's degree in Accounting and an undergraduate in Tax Law and has worked in Colombia, Mexico, England and Canada.



**Jean-Marc Mouttet**  
Former Managing Director  
**Resigned effective**  
**December 31, 2023**  
**Nationality**  
Trinidad and Tobago  
**Age** 57, Male  
**Appointed** Nov 2020

Jean-Marc Mouttet was appointed Managing Director in November 2020 having joined Unilever Caribbean Limited in September 2019 as National Sales Manager. He is a seasoned business professional with over 30 years' experience in General and Commercial Management with Multinational and Regional Distribution and FMCG Companies, managing businesses and building global brands across the Caribbean Region.

Mr. Mouttet holds a BSc. in Marketing and has worked in Trinidad and Tobago, Malta and The Dominican Republic.

## Key Areas of Experience of Directors and Board Attendance

|                                           | Daniela Bucaro | Ginelle Lambie | Nicholas Gomez | Camille Chatoor | Danielle Chow | Jan Jacques Cot | Carolina Arrieta Rojas | Camilo Trujillo | Jean-Marc Mouttet |
|-------------------------------------------|----------------|----------------|----------------|-----------------|---------------|-----------------|------------------------|-----------------|-------------------|
| 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 2023 | 8/8            | 0/0*           | 8/8            | 8/8             | 8/8           | 4/4             | 4/4                    | 8/8             | 8/8               |

\* Appointment date January 1st, 2024



# 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 Home Care, Personal Care and Foods and Refreshment 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 make sustainable living commonplace, and the vision is to be the leader in sustainable business. 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 Chairman 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 2023, the Directors exercised the care, diligence and skill that a reasonably prudent person 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 his powers to the members of his Leadership Team and to other professionals and experts. He determines their roles, activities and responsibilities, supervises them and they report to him. Leadership Team members (other than the Managing Director and the Finance Director) are not part of the Board's decisionmaking 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, Finance Manager, 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 Chairman of the Committee attends the Shareholder Meetings and is available to answer questions referred to him by the Chairman 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 Chairman sets the agendas for those meetings and ensures that the Directors receive accurate, timely and clear information. He 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 or he has the opportunity to discuss any agenda items with the Chairman beforehand.

### Independence and Conflicts

During 2023, the Board ensured that there were effective procedures in place to avoid conflicts of interest by Board members in accordance with Unilever Caribbean'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 or he has a conflict.

## Our Shares

### Share Capital

UCL's issued and fully paid share capital on 31 December 2023 was 26,243,832 ordinary shares with a market capitalisation of TT\$293,930,918.40. 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 Meetings have been convened each year. At this meeting, the Chairman gives his 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 2022, 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 responsible for the review of the financial statements before its approval by the Board of Directors. Its responsibilities include, but are not limited to, oversight of the following matters:

- integrity of Unilever Caribbean Limited's 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 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.

## 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. 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 (or part thereof) include the Managing Director, Finance Director, Internal Auditor, External Auditor (KPMG) and any other party deemed necessary by the members.

All members were in attendance at the five (5) Audit Committee meetings held in 2023.

## How the Committee has Discharged its Responsibilities

### A. Highlights of 2023

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:
  - Source to Pay Process;
  - Management of Logistics Expenses;
  - Assessment and impact consideration of contingent liabilities;
  - Accounting for restructuring provisions and disclosures;
  - Measurement of employee benefit obligations; and
  - Considerations of the impact of foreign exchange 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 Finance Director and the Managing Director;
- The full-year results and the external auditors' report; and
- This Annual Report and Accounts.

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

Particular attention was paid to the measurement of retirement benefit obligations – refer to Note 3(A) (i), accounting policy disclosure Note 4(m) and accompanying Note 9 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 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. Members of management attended the meeting of the Committee where their item was discussed 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.

The Committee is satisfied that, taken as a whole, the Unilever Caribbean Limited Annual Report and Accounts for 2023 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 2023 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;
- 2023 annual financial plan; and
- 2023 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, such as 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 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 will be proposing the re-appointment of KPMG at the next Annual Meeting.

# Managing Director's Review

**"When significant freight benefits materialised in the second half of the year, we passed these savings on to consumers through price reductions and regained some competitive standing."**

**Ginelle Lambie**  
Managing Director (Ag.)



2023 was the first year of operations in our new structure, which is based on global smart sourcing, leveraging global brands and regional expertise with a more efficient distribution model. The four-year transformation, which included the end of local manufacturing and the global sale of the teas and spreads business, against the backdrop of the unprecedented challenges of the global pandemic, is completed. We remain steadfast in our commitment to fostering a future fit organisation, creating a sustainable business with a portfolio of leading competitive and profitable brands, delivering consistent and responsible growth to our stakeholders.

In 2023, the global economy experienced softening growth combined with lingering above-average inflation. These residual effects of the global pandemic, especially in the first half of the year, presented challenges to our growth. Additionally, delayed normalisation of shipping rates for select routes, primarily in the earlier half of the year, and major shifts in consumer trends from increased market competition created operating margin pressures and highlighted the importance of cost optimisation measures to preserve profitability. The Company benefitted from favourable material and freight cost improvements and easing of domestic inflation in the second half of 2023, driving overall profitability improvements.

## Performance

The revenue performance in 2023 was impacted by changing market forces in specific channels as well as by the pressures in the macroeconomic environment, resulting in declines in Solution Wash sales in both the local and regional markets. The Solution Wash market was faced with significant competition from the influx of commoditised powders throughout the region and locally. This placed pricing pressures on our key brands BREEZE and RADIANTE, impacting overall Home Care performance. When significant freight benefits materialised in the second half of the year, we passed these savings on to consumers through price reductions and regained some competitive standing, closing the year in a much-improved position. However, with Home Care representing 36.6% of total revenue, the negative impact in the Home Care business overshadowed the strong growth in the Beauty & Personal Care and Food segments.

We continue to deliver strong results in the Beauty and Personal Care category, one of our strategic growth priorities. With revenue growth in the major brands in this category, both locally and regionally, we are poised to achieve a more sustainably profitable category mix, as Beauty and Personal Care represented 52.6% of total 2023 revenue (2022: 39.8%). This significant shift in product mix has boosted

profitability and is aligned to our strategic plan centered on portfolio optimisation and sustainable profitable growth for a future fit organisation.

Dominance in deodorants and healthy growth in Skin Care with strong double-digit growth in both categories came from DOVE, AXE, VASELINE and POND'S, largely attributed to our diverse portfolio of globally sourced brands and products, which delivered growth across both local and regional markets. Despite an overall decline in the Hair Care category, the new range of TRESEMME hair care products was well received and reported marginal growth in 2023.

The Foods and Refreshments category is led by HELLMANN'S, which contributed 65% of this category's revenue and recorded strong double-digit growth, offsetting declines in the Ice Cream business as we experienced challenges with sourcing and distribution.

## People and Processes

We are committed to investing in our most valuable resource, our people. In 2023, while we continued to work in an agile way, affording our people flexibility and remote work options to foster improved work-life harmony, we also sought the benefits of in-person training and development for our teams. The Customer Development team attended innovative hands-on training to refresh their skills and reinvigorate their relationships with our business partners. There were also various initiatives to promote employee appreciation and well-being throughout the year.

Operational excellence is critical to ensuring efficiency and effectiveness, maximising returns from the team's efforts. In 2023 we leveraged Unilever's global best practices to materialise improvements in planning and execution. Focus on digital transformation, use of technology to redefine and accelerate efficiency in the ways of working, together with the category focused business groups, will bring further benefits to our operations. We will continue to dial-up our performance culture to drive results and achievement of our strategic priorities.

## Outlook

As we look ahead, our focus continues to be sustainable growth. We will implement our Growth Action Plan that is designed to drive growth and unlock potential through greater focus and impact. Recapturing the Home Care market, competing aggressively with our exceptional brands Breeze, Radiante, Cif and Quix, while building on the momentum gained in Beauty and Personal Care with our market-leading brands Dove, Axe, Degree, Tresemme and Vaseline, will drive top line growth.

We have the right structure, resources and brands to win in the market and accelerate profitable growth for sustainable returns. We are committed to our core values and strategic priorities to achieve continued success.

## Thank You

I sincerely thank our shareholders for their continued support and confidence in the UCL team. Many thanks as well to our customers, distributors, business partners and consumers for your loyal support and love for our brands.

I would also like to thank the regional Unilever team and our dedicated Board of Directors for their unwavering support, steadfast guidance, and expertise as we weather the challenges ahead.

To the UCL employees, thank you for your dedication and hard work which have produced these results and your commitment to the Growth Action Plan which will bring future sustainable growth. Your excitement and dedication to Team UCL are invaluable to our success.



**Ginelle Lambie**  
Managing Director (Ag.)



# Leadership Team

## Ginelle Lambie

### Managing Director (Ag.)

Ginelle Lambie is an accomplished executive with over 20 years' experience in financial reporting, forecasting, business analysis, and auditing having worked in Trinidad, and in the United States. She has a proven track record in financial management, strategic planning, and delivery of short and long-term operational plans in close collaboration with the Sales, Marketing, Supply Chain, Production, and Logistics divisions. 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 1 January 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.

## Moonieram Maraj

### Customer Development Executive

Moonieram Maraj is a highly proficient executive with over 15 years of experience in Finance and Commercial Management, in the Multinational FMCG business, having served Unilever in various strategic roles locally and regionally. He has developed extensive competencies with a proven track record in business transformation and commercial excellence, with a focus on delivering results. Most recently he was appointed the Head of Commercial Operations for the Trinidad and Greater Caribbean Export Markets. Prior to this appointment, he held the role of Export Lead for Greater Caribbean, where he was responsible for the development of the English- and Dutch-speaking Caribbean Markets. His model leadership qualities, combined with his proclivity for success, have been instrumental in his accomplishments over the years at Unilever. Mr. Maraj holds a B.Sc. in Management Studies with a specialisation in Finance from the University of the West Indies.

## Jade de Vert

### Human Resources Country Lead

Jade de Vert is the Head of HR and has been with UCL for the past six years. She has operated in all functional roles within the HR Department, managing the entire HR Portfolio, including the payroll, benefits, all major HR projects, HR Business partnering Supply Chain, managing all Trade Union related matters, major HR Projects and all end-to-end processing. She was also appointed as the Chairwoman of the company's Pension Committee managing the two pension plans. Mrs. de Vert also manages the Workplace Services portfolio for the company's office in Albion Plaza, Port-of-Spain. Mrs. de Vert has been a practicing HR Professional for the past 18 years, operating in the Banking Sector, the Hospitality Industry, the Public Sector, the Retail Industry and now in the FMCG at Unilever Caribbean Ltd. This has provided practical experience, which included Training and Development, Industrial Relations, Performance Management and Development of HR Policies and Procedures. She holds a B.A. in Human Resource Management (Hons) from the University of Greenwich, England, and a Higher National Diploma in Business Management.



## Leadership Team (continued)





# Management Discussion and Analysis

## Overview

Unilever Caribbean Limited (UCL) is engaged in the marketing and sales of consumer goods in the Home Care, Beauty and Personal Care, Foods and Refreshments categories. The geographical markets covered by Unilever Caribbean Limited include Trinidad and Tobago, the OECS, the Netherlands Antilles and the Southern Caribbean territories including Barbados, Guyana and Suriname. Revenue generated from markets outside of Trinidad accounted for 37.8% (compared to 34.9% in 2022) of UCL's total revenue.

## Financial Highlights

The Company saw a significant growth in profitability from 2022 to 2023, with profit after tax increasing from \$9.8 million to \$17.2 million, representing a 75.6% year-on-year increase. This achievement was realised despite a 20.1% decrease in revenue in a highly competitive market for the Home Care Category and challenging macroeconomic conditions prevailing throughout the year. Revenue for the year closed at \$204.8 million versus prior year of \$256.1 million.

Gross margin improved by 490 bps, closing at 46% driven by the growth in the Beauty and Personal category, which contributed 52.6% of total revenue, up from 39.8% in the previous year. The Company also benefitted from favourable material and freight cost improvements experienced during 2023.

Operating expenses decreased by 10% compared to the previous year due to the implementation of widespread cost optimisation measures, which resulted in a savings of \$7.7 million. Additionally, profit before tax saw a significant increase of \$21.1 million, closing at \$26.5 million.

Earnings per ordinary share for the current year were \$0.65, representing a significant increase of 75.6% compared to the prior year's earnings of \$0.37. During the financial year, dividends totalling \$75.3 million were distributed. Net cash generated from operating activities amounted to \$63.8 million. The net asset value per share at the end of the financial year was \$10.68, and the closing balance of cash at bank was \$157.8 million.

## Economies and Markets

In the local economy, there has been a notable improvement in supply chain, a return to pre-pandemic shipping costs and delivery times. On the other hand, certain factors that inhibited growth in 2022 persisted, such as the ongoing impact of inflation on household purchasing power, which continues to be a key challenge. In the regional markets, there was a noticeable uptick in recovery progress in early 2023, as most markets made significant strides toward pre-pandemic levels of output and employment.

The rise in travel demand resulted in a considerable resurgence in tourism services, consequently driving growth in related industries.

The Company began to see positive results in the second half of the year due to favourable material and cost improvements, which were achieved by utilising our extensive global supply chain network. Besides the Company's extensive cost optimisation initiatives, and pricing strategies and product mix were also improved. These efforts would have led to a better bottom line, even in challenging circumstances.

### Category Performance

#### Home Care

The Home Care business includes a range of laundry detergents (both powder and liquid), fabric conditioners, dishwashing liquids and general-purpose cleaners, with market-leading brands including BREEZE, RADIANTE, QUIX, COMFORT and CIF. Revenue in this category declined by 41.5% vs. prior year, driven by a highly competitive market. Home Care accounted for 36.6% of total revenue in 2023, down from 50% in the previous year. It is worth noting that there was a 7.8% increase in sales of our CIF Cream product.

#### Beauty & Personal Care

The Beauty & Personal Care business includes a range of skin cleansing, hair care, skin care and deodorant products, with market leading brands including DOVE, AXE, VASELINE, DEGREE, TRESEMMÉ, LIFEBOUY, PONDS, LUX, ST. IVES and SEDAL. Revenue for the category experienced a 6% increase, with significant gains in deodorants through improved sourcing, growing by 21.5% over the previous year. Skin care also showed double-digit growth of 11.2% compared to 2022, due to our focused efforts and investments in impactful innovations. The sales mix within the category contributed to a significant increase in its operating profit before restructuring, rising to 12.1% over the previous year due to improved margins.

#### Foods & Refreshments

The Foods & Refreshments business includes a range of ice cream, dressings, and other savory products, with brands such as HELLMANN'S, CONTINENTAL, MAIZENA, KNORR, BEN & JERRYS, BREYERS, GOOD HUMOR, MAGNUM and KLONDIKE. Revenue for this



*Hellmann's Mayonnaise sales yielded great results.*

category experienced a decrease of 15.5% compared to the previous year, primarily attributed to challenges related to sourcing and distribution in the ice cream business. However, the Foods segment, specifically the HELLMANN'S brand, achieved significant growth in both domestic and export markets.

### Summary and Outlook

The Company has undergone significant transformational changes in recent years that are now beginning to yield positive results. With a more cost-efficient business model in place, overall profitability has increased, enabling strategic reinvestment in key categories and brands to ensure long-term sustainability.

Looking ahead the Company anticipates a favourable outlook for a more robust performance in 2024, taking into consideration the expected economic growth of both the domestic market and Caribbean economies.



# Directors' Report

| FINANCIAL RESULTS FOR THE YEAR<br>ENDED 31 DECEMBER 2023 |  | \$'000         |
|----------------------------------------------------------|--|----------------|
| <b>Revenue</b>                                           |  | 204,788        |
| Profit before taxation                                   |  | 26,521         |
| Taxation expense                                         |  | <u>(9,366)</u> |
| Profit after taxation                                    |  | 17,155         |
| Other comprehensive income                               |  | <u>1,182</u>   |
| <b>Total comprehensive income for the year</b>           |  | <u>18,337</u>  |
| <b>Dividends</b>                                         |  |                |
| Final dividend for 2022                                  |  | (73,483)       |
| Interim dividend for 2023                                |  | <u>(2,100)</u> |
|                                                          |  | (75,582)       |
| Loss retained for the year                               |  | (57,245)       |
| Retained earnings brought forward                        |  | <u>311,319</u> |
| Retained earnings carried forward                        |  | <u>254,074</u> |

## Changes to the Board

On 31st January, 2023, Mr. Tim Grothauzen, Executive Director and National Finance Manager, resigned from the Board.

On 28th June, 2023, Mr. Ignacio Segares, Non-Executive Director and Chairman of the Board, resigned from the Board.

On 14th July, 2023, Ms. Daniela Maria Bucaro, Non-Executive Director, was elected Chairman of the Board.

On 14th July, 2023, Ms. Carolina Arrieta Rojas was appointed to the Board as a Non-Executive Director.

On 14th July, 2023, Mr. Jan Jacques Cot was appointed to the Board as a Non-Executive Director.

On 31st December, 2023, Mr. Jean-Marc Mouttet, Executive Director and Managing Director resigned from the Director.

## Election of Directors

To re-elect Ms. Daniela Maria Bucaro 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 elect Ms. Carolina Arrieta Rojas 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 elect Mr. Jan Jacques Cot as a Director in accordance with section 4.3.1 of Bye law No.1 of the Company for a term from his date of election until the close of the third Annual Meeting of the Company following his 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\$336K. 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**

The Auditors, KPMG, retire at the Ninety-Fourth Annual Meeting, and being eligible, offer themselves for re-appointment.

## 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 31 December 2023

| <b>DIRECTORS</b>       | <b>ORDINARY SHARES</b> | <b>NO. OF SHARES HELD BY CONNECTED PERSONS</b> |
|------------------------|------------------------|------------------------------------------------|
| Daniela Maria Bucaro   | 0                      | 0                                              |
| Jean-Marc Mouttet      | 0                      | 0                                              |
| Nicholas Gomez         | 0                      | 0                                              |
| Camille Chatoor        | 0                      | 0                                              |
| Danielle Chow          | 0                      | 0                                              |
| Camilo Trujillo        | 0                      | 0                                              |
| Carolina Arrieta Rojas | 0                      | 0                                              |
| Jan Jacques Cot        | 0                      | 0                                              |
| <b>SENIOR OFFICERS</b> | <b>ORDINARY SHARES</b> | <b>NO. OF SHARES HELD BY CONNECTED PERSONS</b> |
| Ginelle Lambie         | 0                      | 0                                              |
| Moonieram Maraj        | 0                      | 0                                              |
| Jade de Vert           | 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, 2023.

|                                                        | TOTAL SHARES HELD | HOLDING % |
|--------------------------------------------------------|-------------------|-----------|
| UNILEVER OVERSEAS HOLDINGS AG                          | 13,123,194        | 50.00     |
| RBC Trust Limited - All Accounts                       | 1,208,455         | 4.60      |
| First Citizens Asset Management Limited - All Accounts | 630,722           | 2.40      |
| Republic Bank Limited - All Accounts                   | 514,618           | 1.96      |
| National Insurance Board                               | 511,038           | 1.95      |
| Steve Persad                                           | 401,800           | 1.53      |
| T & T Unit Trust Corporation – All Accounts            | 300,873           | 1.15      |
| JMMB Securities Ltd House Account – All Accounts       | 275,000           | 1.05      |
| Proteus Limited                                        | 251,002           | 0.96      |
| Venture Credit Union Co-Operative Society Ltd          | 250,000           | 0.95      |

| SHAREHOLDING MIX AS AT DECEMBER 31, 2023 |                        |                   |               |
|------------------------------------------|------------------------|-------------------|---------------|
| Size of shareholding                     | Number of shareholders | Total shares held | Holding %     |
| Up to 100                                | 570                    | 30,232            | 0.12          |
| 101 to 500                               | 1,023                  | 270,678           | 1.03          |
| 501 to 1,000                             | 441                    | 338,001           | 1.29          |
| 1,001 to 5,000                           | 524                    | 1,222,093         | 4.66          |
| 5,001 to 10,000                          | 145                    | 1,060,850         | 4.04          |
| 10,001 to 100,000                        | 186                    | 5,248,206         | 20.00         |
| 100,001 to 1,000,000                     | 22                     | 4,950,578         | 18.86         |
| Over 1,000,000                           | 1                      | 13,123,194        | 50.00         |
| <b>TOTAL</b>                             | <b>2,912</b>           | <b>26,243,832</b> | <b>100.00</b> |

On behalf of the Board,



**Ginelle Lambie**

Managing Director (Ag.)



**Nicholas Gomez**

Director





I remember my Mom using Breeze when I was a child and it was a brand of choice even before coming to Unilever to work. I felt proud buying Breeze then and even more proud now.

Breeze leaves me amazed as how little is required to get the job done. Breeze is a sustainable and high-quality product. It demonstrates how much research and effort Unilever invests in a brand to ensure the consumer gets value for money.

**Brenda Lalchan, Distribution Chief**

# Brand Love



As a Boy Mom, I've come to embrace the saying "Dirt is Good," knowing that with my go-to laundry detergent, Breeze, the job will always get done!! Its unparalleled cleaning power combined with its refreshing fragrance, makes tackling laundry day "ah breeze".

**Nikisha Cropper, International Logistics Chief - TT & Caribbean Exports.**





# Mt. D'or Primary School

## Graduation and Children's Christmas Party 2023

Even though our company is no longer situated in Champ Fleurs, we continue to support the Mt. D'Or Primary School.

Last year, we celebrated graduation with the children and sponsored a Christmas party for them.





# Brand Love



Dove is a globally recognised brand, with a longstanding heritage of more than 50 years of caring for not only its consumers' skin, but their self-esteem and wellbeing.

The brand has always focused on ensuring consumers are comfortable in the skin they are in, and many marketing campaigns focused on just that, showcasing all walks of life, as skin care and personal care are universal.

Dove always finds a way to innovate, with the latest on-trend ingredients and formats which consumers crave, while still being affordable enough for everyone to enjoy. Dove believes beauty should be a source of confidence and not anxiety.

**Germary Hernandez, Customer Service Manager, Supply Chain**

# 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, 2023, 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 International Financial Reporting Standards, as issued by the International Accounting Standards Board and adopted by the Institute of Chartered Accountants of Trinidad and Tobago. Where International Financial Reporting 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 (Ag.)

Date: 26 March, 2024



**Amit Rampersad**

National Finance Manager (Ag.)

Date: 26 March, 2024



# Independent Auditors' Report

## TO THE SHAREHOLDERS OF UNILEVER CARIBBEAN LIMITED

### Report on the Audit of the Financial Statements

#### Opinion

We have audited the accompanying financial statements of Unilever Caribbean Limited ("the Company"), which comprise the statement of financial position as at December 31, 2023, the statements of profit or loss, 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 present fairly, in all material respects, the financial position of the Company as at December 31, 2023, 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

A key audit matter is a matter that, in our professional judgement, was of most significance in our audit of the financial statements of the current period. This matter was 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 this matter.

## Independent Auditors' Report (continued)

| Key audit matter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | How our audit addressed the key audit matter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| <p><b>Measurement of the retirement benefit obligation</b></p> <p><i>Assumptions and estimation uncertainty disclosure Note 3(a)(i), accounting policy disclosure Note 4(m) and accompanying Note 9 in the financial statements. The aggregated obligation of the pension plan schemes totals to \$227,534 thousand (2022: \$229,707 thousand)</i></p> <p>The Company operates four (4) pension plan schemes as outlined below:</p> <ul style="list-style-type: none"> <li>• Monthly-Rated Employees' Pension Fund</li> <li>• Hourly-Rated Employees' Pension Plan</li> <li>• Termination Lump Sum Plan (TLS)</li> <li>• Supplementary Pension Scheme</li> </ul> <p>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.</p> <p>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.</p> <p>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.</p> <p>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, and disclosures around sensitivity of assumptions, are key to explaining the key judgements made by management.</p> | <p>Our audit procedures comprised but was not limited to the following:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Assessing the reasonableness of the data used in the estimate by selecting a sample of the underlying data and agreeing the items back to the underlying source records.</li> <li>• Engaging our own actuarial specialists to independently evaluate the methods and assumptions used to develop the estimate of the pensions and post-employment benefit obligation which included but were not limited to the following: <ul style="list-style-type: none"> <li>- Applying industry knowledge and experience to compare the methodology used against industry standard actuarial practice;</li> <li>- Assessing the appropriateness of the methodology adopted by reference to the requirements of the relevant accounting standards;</li> <li>- Challenging the mortality and discount rate assumptions utilised by management and comparing these to the actual mortality experience of the plan and relevant industry data; and</li> <li>- 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</li> </ul> </li> <li>• Determining whether the Company's accounting policies and disclosures are in compliance with the requirements of the relevant accounting standards.</li> </ul> |

### Other Information

Management is responsible for the other information. The other information comprises the information included in the Company's annual report such as the management report, director report and chairman's statement, but does not include the financial statements and our auditors' report thereon. The 2023 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 do not express any form of assurance or conclusion thereon.

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

When we read the 2023 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 the Trinidad and Tobago Companies Act, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

## Independent Auditors' Report (continued)

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.
- 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.

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.



Chartered Accountants  
Port of Spain  
Trinidad and Tobago  
March 28, 2024



# Statement of Financial Position

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

|                                               | Notes | 2023<br>\$'000 | 2022<br>\$'000 |
|-----------------------------------------------|-------|----------------|----------------|
| <b>ASSETS</b>                                 |       |                |                |
| <b>Non-current assets</b>                     |       |                |                |
| Property, plant and equipment                 | 8     | 3,008          | 4,285          |
| Retirement benefit asset                      | 9(i)  | 104,950        | 99,142         |
| Deferred tax asset                            | 10    | <u>7,597</u>   | <u>14,250</u>  |
|                                               |       | 115,555        | 117,677        |
| <b>Current assets</b>                         |       |                |                |
| Inventories                                   | 11    | 18,993         | 29,250         |
| Taxation recoverable                          |       | 7,575          | 7,575          |
| Trade and other receivables                   | 12    | 30,112         | 63,988         |
| Due from related companies                    | 13    | 41,388         | 74,491         |
| Cash at bank and in hand                      |       | <u>157,825</u> | <u>171,778</u> |
|                                               |       | 255,893        | 347,082        |
| <b>Total assets</b>                           |       | <u>371,448</u> | <u>464,759</u> |
| <b>EQUITY AND LIABILITIES</b>                 |       |                |                |
| <b>EQUITY</b>                                 |       |                |                |
| Stated capital                                | 14    | 26,244         | 26,244         |
| Retained earnings                             |       | <u>254,074</u> | <u>311,319</u> |
| <b>Total equity</b>                           |       | 280,318        | 337,563        |
| <b>LIABILITIES</b>                            |       |                |                |
| <b>Non-current liabilities</b>                |       |                |                |
| Retirement and termination benefit obligation | 9(ii) | 2,989          | 3,085          |
| Lease liabilities                             | 27    | 1,518          | 1,979          |
| Deferred tax liabilities                      | 10    | <u>30,953</u>  | <u>29,105</u>  |
|                                               |       | 35,460         | 34,169         |
| <b>Current liabilities</b>                    |       |                |                |
| Trade and other payables                      | 15    | 43,009         | 72,280         |
| Lease liabilities                             | 27    | 461            | 711            |
| Due to related companies                      | 13    | 9,353          | 14,878         |
| Provisions for other liabilities              | 16    | <u>2,847</u>   | <u>5,158</u>   |
|                                               |       | 55,670         | 93,027         |
| <b>Total liabilities</b>                      |       | <u>91,130</u>  | <u>127,196</u> |
| <b>Total equity and liabilities</b>           |       | <u>371,448</u> | <u>464,759</u> |

The notes are an integral part of these financial statements.

On March 26, 2024 the Board of Directors of Unilever Caribbean Limited authorised these financial statements for issue.

 Director
  Director

# Statement of Profit or Loss

Year ended December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

|                                                          | Notes | 2023<br>\$'000 | 2022<br>\$'000 |
|----------------------------------------------------------|-------|----------------|----------------|
| <b>Revenue</b>                                           | 17    | 204,788        | 256,146        |
| <b>Cost of sales</b>                                     |       | (110,635)      | (150,897)      |
| <b>Gross profit</b>                                      |       | 94,153         | 105,249        |
| <b>Expenses</b>                                          |       |                |                |
| Selling and distribution costs                           |       | (52,256)       | (60,554)       |
| Administrative expenses                                  |       | (16,813)       | (16,252)       |
| Impairment reversal on trade receivables                 |       | 348            | 358            |
|                                                          |       | (68,721)       | (76,448)       |
| <b>Operating profit before restructuring costs</b>       |       | 25,432         | 28,801         |
| Restructuring cost comprising:                           | 29    |                |                |
| Net gain on disposal of property, plant and equipment    |       | -              | 4,493          |
| Manpower cost                                            |       | (1,256)        | (31,528)       |
| Gain on curtailment and settlement                       |       | -              | 10,752         |
| Other expenses                                           |       | (951)          | (14,272)       |
|                                                          |       | (2,207)        | (30,555)       |
| <b>Operating profit (loss) after restructuring costs</b> |       | 23,225         | (1,754)        |
| Finance income                                           |       | 2,611          | 551            |
| Finance expense                                          |       | (658)          | (450)          |
| Net Finance income                                       | 20    | 1,953          | 101            |
| Other income                                             | 19    | 1,343          | 7,028          |
| <b>Profit before tax</b>                                 |       | 26,521         | 5,375          |
| Taxation (expense) credit                                | 21    | (9,366)        | 4,394          |
| <b>Profit for the year</b>                               |       | 17,155         | 9,769          |

During 2023, the Company, modified the presentation of the statement of profit or loss to reflect more appropriately, the finance income and finance expense for the period. As a result, the prior period finance income of \$551 thousand and finance expense of \$450 thousand were presented separately.

*The notes are an integral part of these financial statements.*

# Statement of Comprehensive Income

Year ended December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

|                                                                                                        | Notes | 2023<br>\$'000 | 2022<br>\$'000  |
|--------------------------------------------------------------------------------------------------------|-------|----------------|-----------------|
| <b>Profit for the year</b>                                                                             |       | 17,155         | 9,769           |
| <b>Other comprehensive income (loss)</b>                                                               |       |                |                 |
| <b>Items that will not be reclassified to profit or loss</b>                                           |       |                |                 |
| Re-measurements of retirement and termination benefit obligation                                       | 9(iv) | 1,689          | (51,857)        |
| Tax on re-measurement of retirement and termination benefit obligations                                | 10    | <u>(507)</u>   | <u>15,557</u>   |
| Other comprehensive income (loss) for the year, net of tax                                             |       | <u>1,182</u>   | <u>(36,300)</u> |
| <b>Total comprehensive income (loss) for the year</b>                                                  |       | <u>18,337</u>  | <u>(26,531)</u> |
| <b>Earnings per share for profit attributable to the equity holders of the Company during the year</b> |       |                |                 |
| <b>Basic and diluted earnings per share</b>                                                            |       |                |                 |
| - Basic and diluted earnings per ordinary share                                                        | 22    | <u>\$0.65</u>  | <u>\$0.37</u>   |

*The notes are an integral part of these financial statements.*

# Statement of Changes in Equity

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

|                                                        | Stated<br>Capital<br>\$'000 | Property<br>Revaluation<br>Surplus<br>\$'000 | Retained<br>Earnings<br>\$'000 | Total<br>Equity<br>\$'000 |
|--------------------------------------------------------|-----------------------------|----------------------------------------------|--------------------------------|---------------------------|
| <b>Year ended December 31, 2023</b>                    |                             |                                              |                                |                           |
| Balance as at January 1, 2022                          | 26,244                      | -                                            | 311,319                        | 337,563                   |
| Profit for the year                                    | -                           | -                                            | 17,155                         | 17,155                    |
| Other comprehensive income for the year                | -                           | -                                            | 1,182                          | 1,182                     |
| <b>Total comprehensive income for the year</b>         | 26,244                      | -                                            | 329,656                        | 355,900                   |
| <b>Transactions with the owners<br/>of the Company</b> |                             |                                              |                                |                           |
| Dividends (Note 23)                                    | -                           | -                                            | (75,582)                       | (75,582)                  |
| <b>Balance as at December 31, 2023</b>                 | 26,244                      | -                                            | 254,074                        | 280,318                   |
| <b>Year ended December 31, 2022</b>                    |                             |                                              |                                |                           |
| Balance as at January 1, 2021                          | 26,244                      | 36,568                                       | 414,131                        | 476,943                   |
| Profit for the year                                    | -                           | -                                            | 9,769                          | 9,769                     |
| Other comprehensive loss for the year                  | -                           | -                                            | (36,300)                       | (36,300)                  |
| <b>Total comprehensive loss for the year</b>           | -                           | -                                            | (26,531)                       | (26,531)                  |
| Transfer                                               | -                           | (36,568)                                     | 36,568                         | -                         |
| Dividends (Note 23)                                    | -                           | -                                            | (112,849)                      | (112,849)                 |
| <b>Balance as at December 31, 2022</b>                 | 26,244                      | -                                            | 311,319                        | 337,563                   |

The notes are an integral part of these financial statements.



# Statement of Cash Flows

Year ended December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

|                                                                             | Notes | 2023<br>\$'000 | 2022<br>\$'000 |
|-----------------------------------------------------------------------------|-------|----------------|----------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                                 |       |                |                |
| Profit for the year                                                         |       | 17,155         | 9,769          |
| Adjustments for:                                                            |       |                |                |
| Depreciation                                                                | 8     | 4,539          | 4,947          |
| Interest expense                                                            | 20    | 658            | 450            |
| Gain on disposal of and impairment losses on property, plant, and equipment |       | -              | (4,493)        |
| Net pension benefit                                                         | 9     | (3,043)        | (15,269)       |
| Contributions paid                                                          | 9     | (1,172)        | (2,595)        |
| Interest income                                                             | 20    | (2,611)        | (551)          |
| Taxation expense (credit)                                                   | 21    | 9,366          | (4,394)        |
|                                                                             |       | 24,892         | (12,136)       |
| Changes in:                                                                 |       |                |                |
| Inventories                                                                 |       | 10,257         | (2,442)        |
| Trade and other receivables                                                 |       | 33,876         | 38,960         |
| Due from related companies                                                  |       | 33,103         | 101,897        |
| Trade and other payables                                                    |       | (28,689)       | 7,154          |
| Provisions for other liabilities                                            |       | (2,311)        | (10,592)       |
| Due to related companies                                                    |       | (5,525)        | (16,650)       |
| Cash from operating activities                                              |       | 65,603         | 106,191        |
| Interest paid                                                               | 20    | (658)          | (450)          |
| Taxation paid                                                               |       | (1,372)        | (1,787)        |
| <b>Net cash generated from operating activities</b>                         |       | 63,573         | 103,954        |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                                 |       |                |                |
| Interest received                                                           |       | 2,611          | 551            |
| Purchase of plant and equipment                                             | 8     | (55)           | (1,434)        |
| Proceeds from sale of property, plant and equipment                         |       | -              | 67,345         |
| <b>Net cash generated from investing activities</b>                         |       | 2,556          | 66,462         |
| <b>CASH FLOWS FINANCING ACTIVITIES</b>                                      |       |                |                |
| Dividends paid                                                              | 23    | (75,582)       | (112,849)      |
| Payment of lease liabilities                                                | 27    | (4,500)        | (3,921)        |
| <b>Net cash used in financing activities</b>                                |       | (80,082)       | (116,770)      |
| <b>(Decrease) increase in cash and cash equivalents</b>                     |       | (13,953)       | 53,646         |
| <b>Cash and cash equivalents at beginning of year</b>                       |       | 171,778        | 118,132        |
| <b>Cash and cash equivalents at end of year</b>                             |       | 157,825        | 171,778        |
| <b>Represented by:</b>                                                      |       |                |                |
| Cash at bank and in hand                                                    |       | 157,825        | 171,778        |

The notes are an integral part of these financial statements.

# Notes to the Financial Statements

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

## 1. GENERAL INFORMATION

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 home care, personal 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, a company incorporated in the United Kingdom.

## 2. BASIS OF ACCOUNTING

These financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and interpretations issued by the IFRS Interpretations Committee (IFRIC) applicable to companies reporting under IFRS. The financial statements have been prepared under the historical cost convention, except for the following:

- Net defined benefit asset (obligation) recognised net of the fair value of plan assets, adjusted by re-measurements through other comprehensive income (OCI), less the present value of the defined benefit obligation adjusted by experience gains (losses) on revaluation, limited as explained in Note 4(m) and Note 9

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.

The company has recognised a net profit after tax of \$17,155 thousand for the year ended December 31, 2023 and, as at that date current assets exceed current liabilities by \$200,223 thousand.

## 3. USE OF ACCOUNTING ESTIMATES AND JUDGEMENTS

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

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively.

### A. Assumptions and estimation uncertainties

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment in the next financial year to amounts reported as at and for the year ended December 31, 2023, 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, as well as the rate for future pension increases.

The Company determines the appropriate discount rate at the end of each year. This is the interest 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.

## Notes to the Financial Statements (continued)

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

### 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 (Note 5).

#### (a) Foreign currency translation

##### (i) Functional and presentation currency

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.

##### (ii) Transactions and balances

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

##### Cost

Property, plant 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 measured 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, plant 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 are not depreciated. The estimated useful lives of property, plant and equipment for current and comparative periods are as follows:

|                                    |                        |
|------------------------------------|------------------------|
| Buildings                          | - Lease term (Note 27) |
| Plant and equipment                | - 3 - 15 years         |
| Motor vehicles/Warehouse/Forklifts | - Lease term           |

Gains and losses on disposal of property, plant 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.

For impairment testing, assets are grouped together into the smallest identifiable group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or Cash-Generating Units (CGUs). Goodwill arising from a business combination is allocated to CGUs or groups of CGUs that are expected to benefit from the synergies of the combination.

# Notes to the Financial Statements (continued)

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

## 4. MATERIAL ACCOUNTING POLICIES (CONTINUED)

### (d) Impairment of non-financial assets (continued)

The recoverable amount of an asset or CGU 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 or CGU.

An impairment loss is recognised if the carrying amount of an asset or CGU 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 are originated. 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 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 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 'effective interest rate' is the rate that exactly discounts the estimated future cash payments or receipts through the expected life of the financial assets or liability (or, where appropriate, a shorter period) to the gross carrying amount of the financial asset or the amortised cost of the financial liability. 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.

The Company enters into transactions whereby it transfers assets recognised in its statement of financial position but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognised.



## Notes to the Financial Statements (continued)

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

### 4. MATERIAL ACCOUNTING POLICIES (CONTINUED)

#### (e) Financial instruments (continued)

##### (iii) Derecognition (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).

##### 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 unfavorable to the Company.

#### (f) Impairment of Non-Derivative financial assets

##### (i) Financial assets

##### Financial instruments

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.

The Company considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Company in full, without recourse by the Company to actions such as realizing security (if any is held); or
- the financial asset is more than 365 days past due.

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).

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, 2023 (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.

#### (ii) 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 the financial asset is 365 days past due, or an individual assessment has been performed with respect to the timing and amount of write-off. 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 bases, which have been consistently applied:

- Inventories are stated at the lower of weighted average cost or net realisable value. The inventories relating to the spreads and teas businesses were derecognised and classed as other receivables, and intercompany receivables respectively.
- The cost of finished goods is determined on a weighted average cost basis.
- Engineering and general stores are valued at weighted average cost.
- 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 Value Added Tax (VAT) recoverable, prepayments and amounts receivable as part of the Reverse Master Supply Agreement related to spreads production and sale.

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.

# Notes to the Financial Statements (continued)

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

## 4. MATERIAL ACCOUNTING POLICIES (CONTINUED)

### (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 also includes any tax arising from dividends.

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

#### (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 individual subsidiaries in 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. Deferred tax assets and liabilities are offset only if certain criteria are met.

### (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. A provision 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. 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 OCI.

# Notes to the Financial Statements (continued)

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

## 4. MATERIAL ACCOUNTING POLICIES (CONTINUED)

### **(m) Employee benefits (continued)**

#### *(ii) Defined benefit plans (post-employment) (continued)*

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.

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 provision where contractually obliged or where there is a past practice that has created a constructive obligation.

### **(n) Provisions**

Restructuring provisions and expenses primarily include the cost of compensation where manufacturing, distribution, service or selling agreements are to be terminated or significantly altered, people costs, and reversals or adjustments to impairments and provisions. (Notes 18 and 29)

### **(o) Restructuring Expense**

Restructuring provisions and expenses primarily include the cost of compensation where manufacturing, distribution, service or selling agreements are to be terminated or significantly altered, people costs, and reversals or adjustments to impairments and provisions. (Notes 18 and 29)



## Notes to the Financial Statements (continued)

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

### 4. MATERIAL ACCOUNTING POLICIES (CONTINUED)

#### (p) Revenue recognition

The Company's policies under IFRS 15 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.

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 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.

##### *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. For these transactions the Company has arranged the procurement as an agent.

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.

#### (q) Leases

At inception of a contract, the Company 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.

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.

## Notes to the Financial Statements (continued)

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

### 5. CHANGES IN MATERIAL ACCOUNTING POLICIES

The Company adopted Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2) from January 1, 2023. Although the amendments did not result in any changes to the accounting policies themselves, they impact the accounting policy information disclosed in the financial statements.

The amendments require the disclosure of 'material', rather than 'significant' accounting policies. The amendments also provide guidance on the application of materiality to disclosure of accounting policies, to be able to assist us in providing useful accounting policy information that users need to understand other information in the financial statements.

Management reviewed the accounting policies, detailed in Note 4, and made updates to the information disclosed in certain instances, in line with the amendments.

A number of new standards are effective from January 1, 2023, but do not have a material effect on the Company's financial statements.

#### (i) *New standards, amendments and interpretations adopted by the Company*

The following standards were new standards, amendments and interpretations requiring adoption by the Company for the first time for the financial year beginning on January 1, 2023.

- Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2).
- Definition of Accounting Estimates (Amendments to IAS 8).
- Deferred Tax related to Assets and Liabilities arising from a Single Transaction (Amendments to IAS 12).

These standards did not have a significant impact on the Company's financial statements.

#### (ii) *Forthcoming requirements*

The following new standards, amendments and interpretations are required to be applied for annual periods beginning after January 1, 2024 and that are available for early adoption in annual periods beginning on January 1, 2024. These standards are not expected to have a significant impact on the Company's financial statements.

- Non-current Liabilities with Covenants (Amendments to IAS 1)
- Classification of Liabilities as Current or Non-current (Amendments to IAS 1)
- Lease Liability in a Sale and Leaseback (Amendments to IFRS 16)
- Supplier Finance Arrangements (Amendments to IAS 7 and IFRS 7)

### 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 \$353 thousand (2022: \$990 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 accounts receivable and amounts due from related parties.

## Notes to the Financial Statements (continued)

December 31, 2023 (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<br>\$     | Euro<br>\$  | Total<br>\$   |
|-----------------------------------------------------|---------------|-------------|---------------|
| <b>2023</b>                                         |               |             |               |
| Trade receivables (Note 12)                         | 4,712         | -           | 4,712         |
| Due from related parties (Note 13)                  | 41,388        | -           | 41,388        |
| Trade payables                                      | (937)         | (13)        | (950)         |
| Due to related parties (Note 13)                    | (9,353)       | -           | (9,353)       |
| <b>Net statement of financial position exposure</b> | <b>35,810</b> | <b>(13)</b> | <b>35,797</b> |
| <b>2022</b>                                         |               |             |               |
| Trade receivables (Note 12)                         | 27,527        | -           | 27,527        |
| Due from related parties (Note 13)                  | 74,491        | -           | 74,491        |
| Trade payables                                      | (2,422)       | (11)        | (2,433)       |
| Due to related parties (Note 13)                    | (14,878)      | -           | (14,878)      |
| <b>Net statement of financial position exposure</b> | <b>84,718</b> | <b>(11)</b> | <b>84,707</b> |

##### (ii) Cash flow and fair value 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

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(b)).

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(b) and due from related parties. Due from related parties primarily comprises the Unilever Group Treasury Account (Note 13(iv)). 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 \$157,825 thousand (2022: \$171,778 thousand) is held with reputable financial institutions. The income in foreign currency is deposited in an intercompany interest-bearing current account managed by the Company 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, 2023 (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.

During 2023, the Company modified the disclosures to remove Provision for other liabilities to reflect more appropriately the accounting standard.

|                           | 2023<br>\$'000 | 2022<br>\$'000 |
|---------------------------|----------------|----------------|
| <b>Less than one year</b> |                |                |
| Trade and other payables  | 43,009         | 72,280         |
| Due to related companies  | 9,353          | 14,878         |
| Lease liabilities         | 461            | 711            |
|                           | <u>52,823</u>  | <u>87,869</u>  |
| <b>More than one year</b> |                |                |
| Lease liabilities         | <u>1,518</u>   | <u>1,979</u>   |

#### (ii) Fair value estimation

The carrying amount 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.



## Notes to the Financial Statements (continued)

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

### 8. PROPERTY, PLANT AND EQUIPMENT

|                                     | Buildings<br>\$'000 | Plant and<br>Equipment<br>\$'000 | Motor<br>Vehicles<br>\$'000 | Work in<br>Progress<br>\$'000 | Total<br>\$'000 |
|-------------------------------------|---------------------|----------------------------------|-----------------------------|-------------------------------|-----------------|
| <b>Year ended December 31, 2023</b> |                     |                                  |                             |                               |                 |
| Opening net book value              | 2,859               | 855                              | 571                         | -                             | 4,285           |
| Additions                           | 3,207               | 55                               | -                           | -                             | 3,262           |
| Disposals                           | -                   | -                                | -                           | -                             | -               |
| Depreciation charge                 | (3,802)             | (166)                            | (571)                       | -                             | (4,539)         |
| <b>Closing net book value</b>       | <b>2,264</b>        | <b>744</b>                       | <b>-</b>                    | <b>-</b>                      | <b>3,008</b>    |
| <b>At December 31, 2023</b>         |                     |                                  |                             |                               |                 |
| Cost                                | 13,232              | 5,511                            | 4,594                       | -                             | 23,337          |
| Accumulated depreciation            | (10,968)            | (4,767)                          | (4,594)                     | -                             | (20,329)        |
| <b>Net book value</b>               | <b>2,264</b>        | <b>744</b>                       | <b>-</b>                    | <b>-</b>                      | <b>3,008</b>    |
| <b>Year ended December 31, 2022</b> |                     |                                  |                             |                               |                 |
| Opening net book value              | 3,499               | 3,788                            | 1,143                       | 513                           | 8,943           |
| Additions                           | 3,028               | 438                              | -                           | -                             | 3,466           |
| Transfers                           | -                   | 513                              | -                           | (513)                         | -               |
| Disposals                           | -                   | (513)                            | -                           | -                             | (513)           |
| Held for sale                       | -                   | (2,664)                          | -                           | -                             | (2,664)         |
| Depreciation charge                 | (3,668)             | (707)                            | (572)                       | -                             | (4,947)         |
| <b>Closing net book value</b>       | <b>2,859</b>        | <b>855</b>                       | <b>571</b>                  | <b>-</b>                      | <b>4,285</b>    |
| <b>At December 31, 2022</b>         |                     |                                  |                             |                               |                 |
| Cost or valuation                   | 10,025              | 5,457                            | 4,594                       | -                             | 20,076          |
| Accumulated depreciation            | (7,166)             | (1,938)                          | (4,023)                     | -                             | (13,127)        |
| Impairment                          | -                   | (2,664)                          | -                           | -                             | (2,664)         |
| <b>Net book value</b>               | <b>2,859</b>        | <b>855</b>                       | <b>571</b>                  | <b>-</b>                      | <b>4,285</b>    |

(i) Depreciation expense

Depreciation expense of \$14 thousand (2022: \$507 thousand) has been charged in cost of sales, \$3,835 thousand (2022: \$4,117 thousand) in distribution costs and \$690 thousand (2022: \$323 thousand) in administrative expenses.

(ii) Right-of-use

Right-of-use assets related to leased properties that do not meet the definition of investment property are presented as property, plant and equipment. The book value of right-of-use assets included as part of Property, Plant and equipment are stated below:

|                                  | Buildings<br>\$'000 | Motor<br>Vehicles<br>\$'000 | Total<br>\$'000 |
|----------------------------------|---------------------|-----------------------------|-----------------|
| <b>2023</b>                      |                     |                             |                 |
| Balance at January 1             | 1,862               | 571                         | 2,433           |
| Additions                        | 3,207               | -                           | 3,207           |
| Depreciation charge for the year | (3,613)             | (571)                       | (4,184)         |
| Balance at December 31           | <u>1,456</u>        | <u>-</u>                    | <u>1,456</u>    |
| <b>2022</b>                      |                     |                             |                 |
| Balance at January 1             | 3,499               | 1,143                       | 4,642           |
| Additions                        | 2,032               | -                           | 2,032           |
| Depreciation charge for the year | (3,668)             | (572)                       | (4,240)         |
| Balance at December 31           | <u>1,863</u>        | <u>571</u>                  | <u>2,434</u>    |

During 2023 the Company extended the warehousing lease agreement by another year. This has been adjusted and recognised on the books according to IFRS 16.

## Notes to the Financial Statements (continued)

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

### 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 Labor Agreement.

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

|                                                                 | 2023<br>\$'000 | 2022<br>\$'000  |
|-----------------------------------------------------------------|----------------|-----------------|
| <b>Defined benefit asset (liability)</b>                        |                |                 |
| <b>(i) Net retirement benefit asset:</b>                        |                |                 |
| Monthly paid staff (a)                                          | 104,950        | 99,142          |
| <b>(ii) Net retirement benefit and termination liabilities:</b> |                |                 |
| Hourly paid staff (b)                                           | (2,013)        | (1,802)         |
| Supplementary pension scheme (c)                                | (563)          | (581)           |
| Termination benefits – lump sum plan (d)                        | (413)          | (702)           |
|                                                                 | <u>(2,989)</u> | <u>(3,085)</u>  |
| <b>(iii) Movement in net defined benefit asset</b>              |                |                 |
| Net retirement benefit asset                                    | 104,950        | 99,142          |
| Net retirement and termination benefit obligations              | <u>(2,989)</u> | <u>(3,085)</u>  |
|                                                                 | <u>101,961</u> | <u>96,057</u>   |
| Balance at January 1                                            | 96,057         | 130,050         |
| Net pension benefit                                             | 3,043          | 15,269          |
| Re-measurements recognised in OCI                               | 1,689          | (51,857)        |
| Contributions paid                                              | <u>1,172</u>   | <u>2,595</u>    |
| Balance at December 31                                          | <u>101,961</u> | <u>96,057</u>   |
| <b>(iv) Total amounts recognised in OCI:</b>                    |                |                 |
| Monthly paid staff                                              | (1,713)        | 49,905          |
| Hourly paid staff                                               | 103            | 2,026           |
| Supplementary pension scheme                                    | (113)          | 43              |
| Termination benefits – lump sum plan                            | <u>34</u>      | <u>(117)</u>    |
|                                                                 | <u>(1,689)</u> | <u>51,857</u>   |
| <b>(v) Total amounts recognised in profit or loss:</b>          |                |                 |
| Current service cost                                            | 2,147          | 3,422           |
| Net interest on net defined benefit asset                       | (5,806)        | (8,184)         |
| Gains on curtailment and settlement                             | -              | (10,752)        |
| Administration expenses                                         | <u>616</u>     | <u>245</u>      |
| <b>Net pension benefit (Note 18 (b))</b>                        | <u>(3,043)</u> | <u>(15,269)</u> |
| <b>Net pension benefit includes:</b>                            |                |                 |
| Monthly paid staff                                              | (3,219)        | (10,751)        |
| Hourly paid staff                                               | 108            | 413             |
| Supplementary pension scheme                                    | 32             | 32              |
| Termination benefits – lump sum plan                            | <u>36</u>      | <u>(4,963)</u>  |
|                                                                 | <u>(3,043)</u> | <u>(15,269)</u> |

## Notes to the Financial Statements (continued)

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

### 9. POST-EMPLOYMENT AND TERMINATION BENEFITS (CONTINUED)

#### Defined benefit asset (liability) (continued)

Pension benefit of \$3,194 thousand (2022: \$1,193 thousand) has been charged in cost of sales, \$187 thousand (2022: \$(215) thousand) in distribution costs and \$36 thousand (2022: \$(61) thousand) in administrative expenses.

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

|                               | Per annum<br>2023<br>% | Per annum<br>2022<br>% |
|-------------------------------|------------------------|------------------------|
| Discount rate (all Plans)     | 6.00                   | 6.00                   |
| Salary increases:             |                        |                        |
| - Monthly paid employees      | 4.50                   | 4.50                   |
| - Supplementary pension       | 2.75                   | 2.75                   |
| - Termination/lump sum        | 4.00                   | 4.00                   |
| NIS ceiling/pension increases |                        |                        |
| - Future pension increases    | 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:

|                                                      | 2023<br>Years | 2022<br>Years |
|------------------------------------------------------|---------------|---------------|
| Life expectancy at age 60 for current pensioner      |               |               |
| - Male                                               | 21.9          | 21.9          |
| - Female                                             | 26.2          | 26.1          |
| Life expectancy at age 60 for current members age 40 |               |               |
| - Male                                               | 22.8          | 22.7          |
| - Female                                             | 27.1          | 27.1          |

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

|                              | 2023<br>Years | 2022<br>Years |
|------------------------------|---------------|---------------|
| Monthly                      | 13.1          | 13.3          |
| Hourly                       | 8.5           | 8.9           |
| Termination lump sum         | 6.9           | 6.8           |
| Supplementary pension scheme | 6.1           | 6.2           |

#### (vii) Sensitivity analysis

The following table summarises how the defined benefit obligation as at December 31, 2023, would have changed as a result of a change in the other assumptions used:

|                                       | 2023<br>increase<br>\$'000 | 2023<br>decrease<br>\$'000 | 2022<br>increase<br>\$'000 | 2022<br>decrease<br>\$'000 |
|---------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <b>Monthly-Rated Pension Plan</b>     |                            |                            |                            |                            |
| Discount rate (1% movement)           | (22,980)                   | 28,725                     | (23,481)                   | 29,456                     |
| Future pension increase (1% movement) | 4,043                      | (3,503)                    | 4,193                      | (3,622)                    |
| Future salary increase (1% movement)  | 26,092                     | (21,622)                   | 26,707                     | (22,059)                   |

An increase of one (1) year in the assumed life expectancies shown in (Note 9 (vi)) would increase the defined benefit obligation as at December 31, 2023, by \$5,138 thousand (2022: \$5,031 thousand.)

|                                  | 2023<br>increase<br>\$'000 | 2023<br>decrease<br>\$'000 | 2022<br>increase<br>\$'000 | 2022<br>decrease<br>\$'000 |
|----------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <b>Hourly-Rated Pension Plan</b> |                            |                            |                            |                            |
| Discount rate (1% movement)      | (1,354)                    | 1,661                      | (1,490)                    | 1,841                      |

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, 2023, by \$414 thousand (2022: \$413 thousand).

# Notes to the Financial Statements (continued)

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

## 9. POST-EMPLOYMENT AND TERMINATION BENEFITS (CONTINUED)

### (vii) Sensitivity analysis (continued)

|                                      | 2023<br>increase<br>\$'000 | 2023<br>decrease<br>\$'000 | 2022<br>increase<br>\$'000 | 2022<br>decrease<br>\$'000 |
|--------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <b>Termination Lump Sum Plan</b>     |                            |                            |                            |                            |
| Discount rate (1% movement)          | (25)                       | 29                         | (41)                       | 49                         |
| Future salary increase (1% movement) | 30                         | (25)                       | (49)                       | (42)                       |
| <b>Supplementary Pension Plan</b>    |                            |                            |                            |                            |
| Discount rate (1% movement)          | (30)                       | 34                         | (32)                       | 36                         |
| Future salary increase (1% movement) | 38                         | (34)                       | 40                         | (36)                       |

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

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

#### (a) Retirement benefit asset (Monthly paid staff)

|                                                                                      | 2023<br>\$'000 | 2022<br>\$'000  |
|--------------------------------------------------------------------------------------|----------------|-----------------|
| <b>(i) Amounts recognised in the statement of financial position are as follows:</b> |                |                 |
| Fair value of plan assets                                                            | 312,913        | 307,767         |
| Present value of defined benefits obligation                                         | (207,963)      | (208,625)       |
| <b>Net retirement benefit asset</b>                                                  | <u>104,950</u> | <u>99,142</u>   |
| <b>(ii) Movement in the asset recognised in the statement of financial position:</b> |                |                 |
| <b>Net asset as at January 1</b>                                                     | 99,142         | 137,039         |
| Net pension benefit                                                                  | 3,219          | 10,751          |
| Re-measurements recognised in OCI                                                    | 1,713          | (49,905)        |
| Contributions paid                                                                   | 876            | 1,257           |
| <b>Net asset as at December 31</b>                                                   | <u>104,950</u> | <u>99,142</u>   |
| <b>(iii) Amounts recognised in profit or loss:</b>                                   |                |                 |
| Current service cost                                                                 | 2,147          | 2,961           |
| Net interest                                                                         | (5,982)        | (8,426)         |
| Gains on curtailment and settlement                                                  | -              | (5,463)         |
| Administration expenses                                                              | 616            | 177             |
| <b>Net pension benefit</b>                                                           | <u>(3,219)</u> | <u>(10,751)</u> |
| <b>(iv) Change in plan assets</b>                                                    |                |                 |
| <b>Plan assets at start of year</b>                                                  | 307,767        | 342,614         |
| Return on plan assets                                                                | 677            | (41,087)        |
| Interest expense                                                                     | 18,064         | 20,146          |
| Company contributions                                                                | 876            | 1,257           |
| Members' contributions                                                               | 871            | 1,258           |
| Benefits paid                                                                        | (14,726)       | (16,244)        |
| Expenses paid                                                                        | (616)          | (177)           |
| <b>Plan assets at end of year</b>                                                    | <u>312,913</u> | <u>307,767</u>  |



## Notes to the Financial Statements (continued)

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

### 9. POST-EMPLOYMENT AND TERMINATION BENEFITS (CONTINUED)

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

##### (a) Retirement benefit asset (Monthly paid staff) (continued)

##### (iv) Change in plan assets Plan assets at start of year (continued)

Plan assets are comprised as follows:

|                                 | 2023           |            | 2022           |            |
|---------------------------------|----------------|------------|----------------|------------|
|                                 | \$'000         | %          | \$'000         | %          |
| Locally listed equities         | 76,499         | 24         | 96,979         | 31         |
| Overseas equities               | 84,650         | 27         | 68,108         | 22         |
| TT\$ denominated bonds          | 79,901         | 26         | 77,140         | 25         |
| US\$ denominated bonds          | 62,577         | 20         | 54,058         | 18         |
| Property (mutual funds)         | 92             | -          | 92             | -          |
| Cash and cash equivalents       | 9,055          | 3          | 11,245         | 4          |
| Other (annuity policies)        | 139            | -          | 145            | -          |
| <b>Fair value of Plan asset</b> | <b>312,913</b> | <b>100</b> | <b>307,767</b> | <b>100</b> |

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.

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) (iv)) for hourly pension plan assets).

|                                                    | 2023<br>\$'000 | 2022<br>\$'000 |
|----------------------------------------------------|----------------|----------------|
| <b>(v) Change in defined benefit obligation</b>    |                |                |
| <b>Defined benefit obligation at start of year</b> | 208,625        | 205,575        |
| Service cost                                       | 2,147          | 2,961          |
| Interest cost                                      | 12,082         | 11,720         |
| Members' contribution                              | 871            | 1,258          |
| Gains on curtailment and settlement                | -              | (5,463)        |
| Experience adjustment                              | (1,036)        | 8,818          |
| Benefits paid                                      | (14,726)       | (16,244)       |
| <b>Defined benefit obligation at end of year</b>   | <b>207,963</b> | <b>208,625</b> |

##### (vi) 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 expects to pay \$900 thousand to the Pension Plan during 2024.

## Notes to the Financial Statements (continued)

December 31, 2023 (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 paid staff)

|                                                                                           | 2023<br>\$'000 | 2022<br>\$'000 |
|-------------------------------------------------------------------------------------------|----------------|----------------|
| <b>(i) Amounts recognised in the statement of financial position are as follows:</b>      |                |                |
| Fair value of plan assets                                                                 | 16,582         | 17,997         |
| Present value of defined benefit obligation                                               | (18,595)       | (19,799)       |
| <b>Retirement benefit obligation</b>                                                      | <b>(2,013)</b> | <b>(1,802)</b> |
| <b>(ii) Movement in the obligation recognised in the statement of financial position:</b> |                |                |
| <b>Defined benefit obligation as at January 1</b>                                         | <b>(1,802)</b> | <b>-</b>       |
| Net pension cost                                                                          | (108)          | (413)          |
| Remeasurements recognised in OCI                                                          | (103)          | (2,026)        |
| Contributions paid                                                                        | -              | 637            |
| <b>Defined benefit obligation as at December 31</b>                                       | <b>(2,013)</b> | <b>(1,802)</b> |
| <b>(iii) Amounts recognised in profit or loss:</b>                                        |                |                |
| Current service cost                                                                      | -              | 427            |
| Net interest                                                                              | 108            | (28)           |
| Gains on curtailment and settlement                                                       | -              | (54)           |
| Administration expenses                                                                   | -              | 68             |
| <b>Net pension cost</b>                                                                   | <b>108</b>     | <b>413</b>     |
| <b>(iv) Change in plan assets</b>                                                         |                |                |
| <b>Plan assets at start of year</b>                                                       | <b>17,997</b>  | <b>25,029</b>  |
| Return on plan assets                                                                     | (19)           | (2,948)        |
| Interest income                                                                           | 1,009          | 1,341          |
| Company contributions                                                                     | -              | 637            |
| Members' contributions                                                                    | -              | 337            |
| Benefits paid                                                                             | (2,262)        | (6,331)        |
| Expense allowance                                                                         | (143)          | (68)           |
| <b>Plan assets at end of year</b>                                                         | <b>16,582</b>  | <b>17,997</b>  |

Plan assets are comprised as follows:

|                                  | 2023          |            | 2022          |            |
|----------------------------------|---------------|------------|---------------|------------|
|                                  | \$'000        | %          | \$'000        | %          |
| Locally listed equities          | 3,146         | 19         | 5,370         | 30         |
| Overseas equities                | 5,195         | 31         | 4,688         | 26         |
| TT\$ denominated bonds           | 5,725         | 35         | 5,940         | 33         |
| US\$ denominated bonds           | 1,852         | 11         | 1,449         | 8          |
| Cash and cash equivalents        | 664           | 4          | 550           | 3          |
| <b>Fair value of Plan assets</b> | <b>16,582</b> | <b>100</b> | <b>17,997</b> | <b>100</b> |

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.

## Notes to the Financial Statements (continued)

December 31, 2023 (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 paid staff) (continued)

|                                                      | 2023<br>\$'000 | 2022<br>\$'000 |
|------------------------------------------------------|----------------|----------------|
| <b>(v) Change in defined benefit obligation</b>      |                |                |
| <b>Defined benefit obligation at start of year</b>   | 19,799         | 25,029         |
| Service cost                                         | -              | 427            |
| Interest cost                                        | 1,117          | 1,313          |
| Members' contribution                                | -              | 337            |
| Gains on curtailment and settlement                  | -              | (54)           |
| Experience adjustments                               | 84             | (1,422)        |
| Actuarial losses from changes                        | -              | -              |
| Actuarial gain from changes in financial assumptions | -              | 500            |
| Expenses paid                                        | (143)          | -              |
| Benefits paid                                        | (2,262)        | (6,331)        |
| <b>Defined benefit obligation at end of year</b>     | <u>18,595</u>  | <u>19,799</u>  |

##### (vi) 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. An actuarial valuation is due at 31 December 2023 and the Plan's Actuary will advise on the contributions required as part of this valuation. . The Company expects to pay no contribution to the Pension Plan during 2024.

##### (c) Supplementary pension scheme

|                                                                                      | 2023<br>\$'000 | 2022<br>\$'000 |
|--------------------------------------------------------------------------------------|----------------|----------------|
| <b>(i) Amounts recognised in the statement of financial position are as follows:</b> |                |                |
| Present value of defined benefit obligation                                          | <u>(563)</u>   | <u>(581)</u>   |
| <b>(ii) Re-measurements recognised in OCI</b>                                        |                |                |
| Experience losses                                                                    | <u>34</u>      | <u>43</u>      |
| <b>(iii) Amounts recognised in profit or loss:</b>                                   |                |                |
| Interest on defined benefit obligation                                               | <u>32</u>      | <u>32</u>      |
| <b>(iv) Change in defined benefit obligation</b>                                     |                |                |
| <b>Defined benefit obligation at start</b>                                           | (581)          | (575)          |
| Interest cost                                                                        | (32)           | (32)           |
| Actuarial losses                                                                     | (34)           | (43)           |
| Benefits paid                                                                        | 84             | 69             |
| <b>Defined benefit obligation at end of year</b>                                     | <u>(563)</u>   | <u>(581)</u>   |

##### (v) Funding

The Company pays the pension benefits as they become due. The Company expects to pay \$79 thousand to the Pension Plan during 2024.

## Notes to the Financial Statements (continued)

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

### 9. POST-EMPLOYMENT AND TERMINATION BENEFITS (CONTINUED)

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

##### (d) Termination benefits lump sum plan

|                                                                                                              | 2023<br>\$'000 | 2022<br>\$'000 |
|--------------------------------------------------------------------------------------------------------------|----------------|----------------|
| <b>(i) Amounts recognised in the statement of financial position are as follows:</b>                         |                |                |
| Present value of defined benefit obligation                                                                  | (413)          | (702)          |
| <b>(ii) Re-measurements recognised in OCI</b>                                                                |                |                |
| Experience gains                                                                                             | (113)          | (117)          |
| <b>(iii) Amounts recognised in profit or loss:</b>                                                           |                |                |
| Current service cost                                                                                         | -              | 34             |
| Interest on defined benefit obligation                                                                       | 36             | 238            |
| Gains on curtailment and settlement                                                                          | -              | (5,235)        |
| <b>Net pension cost/(benefit)</b>                                                                            | <b>36</b>      | <b>(4,963)</b> |
| <b>(vi) Change in defined benefit obligation:</b>                                                            |                |                |
| Defined obligation at start                                                                                  | 702            | 6,414          |
| Current service cost                                                                                         | -              | 34             |
| Interest cost                                                                                                | 36             | 238            |
| Gains on curtailment and settlement                                                                          | -              | (5,235)        |
| Experience adjustment                                                                                        | (113)          | (117)          |
| Benefits paid                                                                                                | (212)          | (632)          |
| <b>Defined benefit obligation at end of year</b>                                                             | <b>413</b>     | <b>702</b>     |
| <b>(v) Funding</b>                                                                                           |                |                |
| The Company pays the termination lump sums as they fall due. The Company expects to pay no lump sum in 2024. |                |                |

## Notes to the Financial Statements (continued)

December 31, 2023 (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:

|                                 | 2022     | Note 21<br>Charge<br>(Credit) to<br>Profit or Loss | Charge<br>to OCI | 2023     |
|---------------------------------|----------|----------------------------------------------------|------------------|----------|
|                                 | \$'000   | \$'000                                             | \$'000           | \$'000   |
| <b>Deferred tax liabilities</b> |          |                                                    |                  |          |
| Accelerated tax depreciation    | 638      | (105)                                              | -                | 533      |
| Retirement benefit asset        | (29,743) | (1,236)                                            | (507)            | (31,486) |
|                                 | (29,105) | (1,341)                                            | (507)            | (30,953) |
| <b>Deferred tax asset</b>       |          |                                                    |                  |          |
| Accumulated tax losses          | 12,437   | (6,300)                                            | -                | 6,137    |
| Retirement benefit obligation   | 925      | (29)                                               | -                | 896      |
| Impairment on trade receivables | 346      | (104)                                              | -                | 242      |
| Net lease liability             | 77       | 80                                                 | -                | 157      |
| Legal provision                 | 465      | (300)                                              | -                | 165      |
|                                 | 14,250   | (6,653)                                            | -                | 7,597    |
| Net deferred tax liability      | (14,855) | (7,994)                                            | (507)            | (23,356) |

|                                 | 2021     | Note 21<br>Charge<br>(Credit) to<br>Profit or Loss | Charge<br>to OCI | 2022     |
|---------------------------------|----------|----------------------------------------------------|------------------|----------|
|                                 | \$'000   | \$'000                                             | \$'000           | \$'000   |
| <b>Deferred tax liabilities</b> |          |                                                    |                  |          |
| Accelerated tax depreciation    | 1,007    | (369)                                              | -                | 638      |
| Retirement benefit asset        | (41,111) | (4,189)                                            | 15,557           | (29,743) |
|                                 | (40,104) | (4,558)                                            | 15,557           | (29,105) |
| <b>Deferred tax asset</b>       |          |                                                    |                  |          |
| Accumulated tax losses          | 3,202    | 9,235                                              | -                | 12,437   |
| Retirement benefit obligation   | 2,096    | (1,171)                                            | -                | 925      |
| IFRS 9                          | 656      | (310)                                              | -                | 346      |
| Net lease liability             | 40       | 37                                                 | -                | 77       |
| Legal provision                 | 465      | -                                                  | -                | 465      |
|                                 | 6,459    | 7,791                                              | -                | 14,250   |
| Net deferred tax liability      | (33,645) | 3,233                                              | 15,557           | (14,855) |



## Notes to the Financial Statements (continued)

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

### 11. INVENTORIES

|                                                               | 2023<br>\$'000 | 2022<br>\$'000 |
|---------------------------------------------------------------|----------------|----------------|
| Finished goods                                                | 18,365         | 31,992         |
| Goods in transit (finished goods)                             | <u>2,649</u>   | <u>2,230</u>   |
|                                                               | 21,014         | 34,222         |
| Write down to net realisable value                            | <u>(2,021)</u> | <u>(4,972)</u> |
|                                                               | <u>18,993</u>  | <u>29,250</u>  |
| Analysis of write down to net realisable value is as follows: |                |                |
| At January 1                                                  | 4,972          | 692            |
| Write down to net realisable value- charge for the year       | 1,862          | 6,632          |
| Write-offs                                                    | <u>(4,813)</u> | <u>(2,352)</u> |
| At December 31                                                | <u>2,021</u>   | <u>4,972</u>   |

The cost of inventories recognised as an expense and included in cost of sales amounted to \$122,472 thousand (2022: \$159,476 thousand).

### 12. TRADE AND OTHER RECEIVABLES

|                                      | 2023<br>\$'000 | 2022<br>\$'000 |
|--------------------------------------|----------------|----------------|
| Trade receivables                    | 29,221         | 43,630         |
| Allowance for expected credit losses | <u>(806)</u>   | <u>(1,154)</u> |
| Trade receivables - net              | 28,415         | 42,476         |
| Value added tax recoverable          | 427            | 3,502          |
| Other receivables and prepayments    | <u>1,270</u>   | <u>18,010</u>  |
|                                      | <u>30,112</u>  | <u>63,988</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 large and diverse. The historical experience of collecting receivables, supported by the level of default, is that credit risk is low across regions 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.

Other Receivables of \$1,271 thousand consist of prepayments. The 2022 balance of \$15,234 thousand, resulted from the Reverse Master Supply Agreement between the Company and the Spreads business, effective October 1, 2019. This agreement ended as at July 1, 2022.

|                                     | Weighted<br>average<br>loss rate | Gross<br>carrying<br>amount | Expected<br>loss<br>allowance | Credit<br>impaired |
|-------------------------------------|----------------------------------|-----------------------------|-------------------------------|--------------------|
| <b>December 31, 2023</b>            |                                  |                             |                               |                    |
| <b>\$'000</b>                       |                                  |                             |                               |                    |
| Current (not past due)              | 0.0%                             | 23,387                      | (6)                           | No                 |
| Overdue by less than 3 months       | 0.2%                             | 4,638                       | (9)                           | No                 |
| Overdue by less than 3 to 6 months  | 1.0%                             | 523                         | (5)                           | No                 |
| Overdue by less than 6 to 12 months | 30.0%                            | 290                         | (88)                          | No                 |
| Overdue by greater than 12 months   | 100%                             | <u>698</u>                  | <u>(698)</u>                  | Yes                |
|                                     |                                  | <u>29,536</u>               | <u>(806)</u>                  |                    |

## Notes to the Financial Statements (continued)

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

### 12. TRADE AND OTHER RECEIVABLES (CONTINUED)

|                                     | Weighted<br>average<br>loss rate | Gross<br>carrying<br>amount | Expected<br>loss<br>allowance | Credit<br>impaired |
|-------------------------------------|----------------------------------|-----------------------------|-------------------------------|--------------------|
| <b>December 31, 2022</b>            |                                  |                             |                               |                    |
| <b>\$'000</b>                       |                                  |                             |                               |                    |
| Current (not past due)              | 0.5%                             | 51,501                      | (202)                         | No                 |
| Overdue by less than 3 months       | 2.4%                             | 7,044                       | (172)                         | No                 |
| Overdue by less than 3 to 6 months  | 11.1%                            | 282                         | (31)                          | No                 |
| Overdue by less than 6 to 12 months | 30.0%                            | 46                          | (14)                          | No                 |
| Overdue by greater than 12 months   | 75.0%                            | 747                         | (735)                         | Yes                |
|                                     |                                  | <u>59,620</u>               | <u>(1,154)</u>                |                    |

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

|                                     | 2023<br>\$'000 | 2022<br>\$'000 |
|-------------------------------------|----------------|----------------|
| Balance at January 1                | 1,154          | 2,188          |
| Net remeasurement of loss allowance | (348)          | (358)          |
| Amounts written off                 | -              | (676)          |
| Balance at December 31              | <u>806</u>     | <u>1,154</u>   |

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

|                             | 2023<br>\$'000 | 2022<br>\$'000 |
|-----------------------------|----------------|----------------|
| Trinidad and Tobago dollars | 25,400         | 36,461         |
| United States dollars       | <u>4,712</u>   | <u>27,527</u>  |
|                             | <u>30,112</u>  | <u>63,988</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:

|                                                                  | 2023<br>\$'000 | 2022<br>\$'000 |
|------------------------------------------------------------------|----------------|----------------|
| (i) Purchases from fellow subsidiaries                           | 179,469        | 184,137        |
| (ii) Royalties and service fees paid to parent company (Note 18) | 11,958         | 14,046         |
| (iii) Shared services provided by fellow subsidiaries (Note 18)  | 2,315          | 5,284          |
| (iv) Key management compensation:                                |                |                |
| - Short-term employee benefits                                   | 4,425          | 5,646          |
| - Post-employment benefits                                       | 203            | 267            |

- (i) The Company purchases Finished Products from fellow subsidiaries within the Unilever Group across the Globe.
- (ii) 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.
- (iii) The Company pays a shared service charge for Enterprise & Technology services, which are provided to the Company by other entities within the Unilever Group.
- (iv) Compensation of the Company's key management personnel includes salaries, non-cash benefits and contributions to a post-employment defined benefit plan (Note 9).

# Notes to the Financial Statements (continued)

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

## 13. RELATED PARTY TRANSACTIONS AND BALANCES (CONTINUED)

|                                                                                              | 2023<br>\$'000 | 2022<br>\$'000 |
|----------------------------------------------------------------------------------------------|----------------|----------------|
| <b>Balances:</b>                                                                             |                |                |
| (vii) Year end balances arising from purchases of goods/services, royalties and service fees |                |                |
| Due from fellow subsidiaries                                                                 | 41,388         | 74,491         |
| Due to fellow subsidiaries                                                                   | 9,353          | 14,878         |

The amounts due from fellow subsidiaries included \$40,692 thousand which is held in the Unilever Group Treasury account. No expense has been recognised in the current year or prior year for expected credit losses in respect of amounts due from related parties. The amounts due to related companies 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.

|                                                        | 2023<br>\$'000 | 2022<br>\$'000 |
|--------------------------------------------------------|----------------|----------------|
| <b>Authorised</b>                                      |                |                |
| An unlimited number of ordinary shares of no-par value |                |                |
| <b>Issued and fully paid</b>                           |                |                |
| 26,243,832 ordinary shares of no-par value             | 26,244         | 26,244         |

## 15. TRADE AND OTHER PAYABLES

|                             | 2023<br>\$'000 | 2022<br>\$'000 |
|-----------------------------|----------------|----------------|
| Trade payables              | 10,500         | 17,793         |
| Other payables and accruals | 32,509         | 54,487         |
|                             | <u>43,009</u>  | <u>72,280</u>  |

## 16. PROVISIONS FOR OTHER LIABILITIES

|                                     | Legal<br>\$'000 | Other<br>\$'000 | Total<br>\$'000 |
|-------------------------------------|-----------------|-----------------|-----------------|
| <b>Balance at December 31, 2022</b> | 1,879           | 3,279           | 5,158           |
| Additional provisions               | -               | 1,932           | 1,932           |
| Unused amounts reversed             | (150)           | -               | (150)           |
| Used during the year                | (1,179)         | (2,914)         | (4,093)         |
| <b>Balance at December 31, 2023</b> | <u>550</u>      | <u>2,297</u>    | <u>2,847</u>    |

These items relate to other employee related provisions which are primarily, variable employee compensation and outstanding paid leave. The Company expects these provisions to be substantially utilised within the next twelve months. The provisions hold a certain level of estimation uncertainty, as assumption are used to estimate them, such as legal risk, and expected performance outcomes.

## 17. REVENUE

|                   | Total Revenue  |                |
|-------------------|----------------|----------------|
|                   | 2023<br>\$'000 | 2022<br>\$'000 |
| Third Party Sales | <u>204,788</u> | <u>256,146</u> |

The Company only sells products to third parties.

## Notes to the Financial Statements (continued)

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

### 18. EXPENSES

|                                                                                                                  | 2023<br>\$'000 | 2022<br>\$'000  |
|------------------------------------------------------------------------------------------------------------------|----------------|-----------------|
| <b>(a) Expenses by nature</b>                                                                                    |                |                 |
| Cost of imported goods sold                                                                                      | 110,152        | 133,710         |
| Employee benefit expense (Note 18 (b))                                                                           | 13,578         | 30,613          |
| Royalties and service fees (Note 13)                                                                             | 11,958         | 14,046          |
| Shared services (Note 13)                                                                                        | 2,315          | 5,284           |
| Advertising and promotional costs                                                                                | 9,752          | 8,547           |
| Distribution costs                                                                                               | 8,503          | 10,891          |
| Human resources costs                                                                                            | 1,299          | 1,096           |
| Depreciation (Note 8)                                                                                            | 4,539          | 4,947           |
| Information technology costs                                                                                     | 471            | 644             |
| Marketing and sales                                                                                              | 5,997          | 7,784           |
| Merchandising expenses                                                                                           | 5,019          | 5,233           |
| Other expenses                                                                                                   | 5,771          | 4,550           |
| Restructuring costs (Note 29)                                                                                    | 2,207          | 30,555          |
| <b>Total cost of sales, selling and distribution costs<br/>administrative expenses and one-off restructuring</b> | <b>181,561</b> | <b>257,900</b>  |
| <b>(b) Employee benefit expense</b>                                                                              |                |                 |
| Wages and salaries                                                                                               | 16,082         | 33,632          |
| National insurance                                                                                               | 539            | 1,498           |
| Pension benefit                                                                                                  | (3,043)        | (4,517)         |
|                                                                                                                  | <b>13,578</b>  | <b>30,613</b>   |
| Pension benefit before curtailment                                                                               | (3,043)        | (4,517)         |
| Gain on curtailment and settlement                                                                               | -              | (10,752)        |
| Net Pension benefit (Note 9(v))                                                                                  | <b>(3,043)</b> | <b>(15,269)</b> |

### 19. OTHER INCOME

|              | 2023<br>\$'000 | 2022<br>\$'000 |
|--------------|----------------|----------------|
| Other Income | 1,343          | 7,028          |

On April 26, 2018, the Company agreed to the sale of its Spreads Business. Unilever is providing certain services to the Spreads Business for a transitional period as part of the Reverse Master Supply Agreement. The income generated through this agreement is recorded under other income. As per July 1, 2022, this agreement has expired.

Subsequent to the disposal of the tea business in 2021 the Company signed a Strategic Management Agreement in order to facilitate the transition of the tea business. Under the agreement, the Company provides certain activities related to the tea business. The income generated through this agreement is recorded under other income in 2023. .

### 20. NET FINANCE EXPENSE

|                    | 2023<br>\$'000 | 2022<br>\$'000 |
|--------------------|----------------|----------------|
| Interest Income    | 2,611          | 551            |
| Interest Expense   | (658)          | (450)          |
| Net finance income | <b>1,953</b>   | <b>101</b>     |

The interest expense is mainly 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.

# Notes to the Financial Statements (continued)

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

## 21. TAXATION EXPENSE

|                                                             | 2023<br>\$'000 | 2022<br>\$'000 |
|-------------------------------------------------------------|----------------|----------------|
| <b>(a) Taxation expense (credit) comprises:</b>             |                |                |
| Current tax                                                 | 1,365          | 1,787          |
| Change in estimates related to prior years                  | 7              | -              |
|                                                             | 1,372          | 1,787          |
| Origination and reversal of temporary differences (Note 10) | 7,994          | (3,233)        |
| Reversal of deferred tax                                    | -              | (2,948)        |
| Taxation expense (credit)                                   | 9,366          | (4,394)        |

### (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:

|                                             | 2023   |        | 2022    |         |
|---------------------------------------------|--------|--------|---------|---------|
|                                             | \$'000 | %      | \$'000  | %       |
| Profit before tax                           | 26,521 | 100.00 | 5,375   | 100.00  |
| Tax using the Company's tax rate            | 7,956  | 30.00  | 1,612   | 30.00   |
| Tax effects of:                             |        |        |         |         |
| Income exempt of tax                        | 425    | 1.60   | (5,234) | (97.38) |
| Reversal of deferred tax                    | -      | -      | (2,948) | (54.85) |
| Expenses not deductible for tax purposes    | (41)   | (0.15) | (40)    | (0.74)  |
| Business levy                               | 1,372  | 5.15   | 1,787   | 33.25   |
| Changes in estimates related to prior years | (346)  | (1.31) | 429     | 7.98    |
| Taxation expense (credit)                   | 9,366  | 35.29  | (4,394) | (81.74) |

### (c) Amounts recognised in OCI:

|                                                                  | Before Tax<br>\$ | Tax Expense<br>\$ | After Tax<br>\$ |
|------------------------------------------------------------------|------------------|-------------------|-----------------|
| <b>2023</b>                                                      |                  |                   |                 |
| Remeasurements of defined benefit asset/ liability (Note 9 (iv)) | 1,689            | (507)             | 1,182           |
| <b>2022</b>                                                      |                  |                   |                 |
| Remeasurements of defined benefit asset/ liability (Note 9 (iv)) | (51,857)         | 15,557            | (36,300)        |

## 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.

|                                                                 | 2023   | 2022   |
|-----------------------------------------------------------------|--------|--------|
| Profit attributable to equity holders (\$'000)                  | 17,155 | 9,769  |
| Weighted average # of ordinary shares in issue ('000) (Note 14) | 26,244 | 26,244 |
| Basic and diluted earnings per share (\$)                       | 0.65   | 0.37   |



## Notes to the Financial Statements (continued)

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

### 23. DIVIDENDS

On March 26, 2024, the Board of Directors declared a final dividend of \$0.48, bringing the total dividend in respect of 2023 to \$0.56 per share (2022: \$2.80 per share). 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, 2024.

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

|                                                                        | 2023<br>\$'000 | 2022<br>\$'000 |
|------------------------------------------------------------------------|----------------|----------------|
| Final dividend for 2022 – \$2.80 per share (2021 – \$4.30 per share)   | 73,483         | 112,849        |
| Interim dividend for 2023 – \$0.08 per share (2022 – \$0.00 per share) | 2,099          | -              |
|                                                                        | <u>75,582</u>  | <u>112,849</u> |

### 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 receivables and other current accounts receivable (excluding statutory receivables). Due to their short-term nature, the Company initially recognises these assets at the original invoiced or transaction amount less expected credit losses.

The Company's financial liabilities include accounts payable and 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 accounts receivable, 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:

|                                                           | 2023<br>\$'000 | 2022<br>\$'000 |
|-----------------------------------------------------------|----------------|----------------|
| <b>Receivables at amortised cost:</b>                     |                |                |
| <b>Assets as per statement of financial position</b>      |                |                |
| Trade and other receivables                               | 29,901         | 63,988         |
| Cash at bank and in hand                                  | 157,825        | 171,778        |
| Due from related parties                                  | 41,388         | 74,491         |
|                                                           | <u>229,114</u> | <u>310,257</u> |
| <b>Financial liabilities at amortised cost:</b>           |                |                |
| <b>Liabilities as per statement of financial position</b> |                |                |
| Trade and other payables                                  | 43,009         | 72,280         |
| Lease liabilities                                         | 1,979          | 2,690          |
| Due to related parties                                    | 9,353          | 14,878         |
|                                                           | <u>54,341</u>  | <u>89,848</u>  |

## Notes to the Financial Statements (continued)

December 31, 2023 (Expressed in Trinidad and Tobago Dollars)

### 25. UNSECURED 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 (2022: TT\$20 million) on its TTD denominated accounts, with interest at the commercial prime rate of 7.5% (2022: 7.5%).
- Citibank (Trinidad and Tobago) Limited
  - Trade financing facility to a maximum of US\$5 million (2022: US\$5 million).
  - Working capital financing facility to a maximum of US\$1.25 million (2022: US\$1.25 million).
  - Overdraft temporary cash US\$1.25 million (2022: US\$1.25 million)

### 26. CONTINGENT LIABILITIES

|                                   | 2023<br>\$'000 | 2022<br>\$'000 |
|-----------------------------------|----------------|----------------|
| Custom bonds and other guarantees | <u>70</u>      | <u>106</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 employee and business-related 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 favorable 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.

2023 lease payments recognised directly in profit or loss for short term and low value leases under IFRS 16 amount to \$488 thousand. Interest on leases amount to \$658 thousand, and depreciation expenses amount to \$4,184 thousand (Note 8). Total lease payments amount to \$4,500 thousand.

2022 lease payments recognised directly in profit or loss for short term and low value leases under IFRS 16 amount to \$1,183 thousand. Interest on leases amount to \$221 thousand, and depreciation expenses amount to \$4,240 thousand (Note 8). Total lease payments amount to \$3,921 thousand.

|                                                                                                                 | 2023<br>\$'000 | 2022<br>\$'000 |
|-----------------------------------------------------------------------------------------------------------------|----------------|----------------|
| Less than one year                                                                                              | 461            | 711            |
| More than one year, but no more than five years                                                                 | <u>1,518</u>   | <u>1,979</u>   |
|                                                                                                                 | <u>1,979</u>   | <u>2,690</u>   |
| The future aggregate minimum lease payments under the terms of non-cancellable operating leases are as follows: |                |                |
| Less than one year                                                                                              | 407            | 551            |
| More than one year, but no more than five years                                                                 | <u>23</u>      | <u>179</u>     |
|                                                                                                                 | <u>430</u>     | <u>730</u>     |

During 2023 the Company extended the warehousing lease agreement by another year. This has been adjusted and recognised on the books according to IFRS 16.

## Notes to the Financial Statements (continued)

December 31, 2023 (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 is organised into three main business segments:

- Home care - sale of a range of laundry detergents and other household products. This is related primarily to the sales of fabrics cleaning and conditioners as well as dish wash and a wide range of general household cleaning products.
- 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.
- Foods and Refreshments – primarily ice-cream and 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 profit before tax 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

|                                            | Home Care |         | Beauty & Personal Care |         | Foods & Refreshments |        | Total   |         |
|--------------------------------------------|-----------|---------|------------------------|---------|----------------------|--------|---------|---------|
|                                            | 2023      | 2022    | 2023                   | 2022    | 2023                 | 2022   | 2023    | 2022    |
|                                            | \$'000    | \$'000  | \$'000                 | \$'000  | \$'000               | \$'000 | \$'000  | \$'000  |
| Segment revenue                            | 75,014    | 128,208 | 107,804                | 101,937 | 21,971               | 26,001 | 204,788 | 256,146 |
| Operating Profit before restructuring cost | 5,197     | 12,270  | 17,060                 | 15,215  | 3,174                | 1,316  | 25,431  | 28,801  |

##### (ii) Geographical

|                                                   | 2023<br>\$'000 | 2022<br>\$'000 |
|---------------------------------------------------|----------------|----------------|
| <b>Revenue</b>                                    |                |                |
| Trinidad and Tobago                               | 127,437        | 166,786        |
| Other                                             | 77,351         | 89,360         |
|                                                   | <u>204,788</u> | <u>256,146</u> |
| <b>Operating profit before restructuring cost</b> |                |                |
| Trinidad and Tobago                               | 12,874         | 20,282         |
| Other                                             | 12,557         | 8,519          |
|                                                   | <u>25,431</u>  | <u>28,801</u>  |
| <b>Total Assets</b>                               |                |                |
| Trinidad and Tobago                               | 366,736        | 437,237        |
| Other                                             | 4,712          | 27,522         |
|                                                   | <u>371,448</u> | <u>464,759</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, 2023 (Expressed in Trinidad and Tobago Dollars)

### 29. RESTRUCTURING

During 2022, the Board of Directors approved the restructuring of the Spreads manufacturing plant operations at its site, as a result of the expiration of the Spreads supply agreement, and the consequent cessation of local manufacturing, production, and warehousing activities. As well, the Board of Directors approved the sale of the land & buildings, and the relocation to the new office. For 2022, expenses were recorded in relation to Manpower, dismantling work, fixed asset disposals and sales, as well as consultancy fees. The company incurred residual one-off restructuring costs during 2023.

|                                                      | 2023<br>\$'000 | 2022<br>\$'000 |
|------------------------------------------------------|----------------|----------------|
| <b>Restructuring costs</b>                           |                |                |
| Gain on sale of fixed assets                         | -              | (7,155)        |
| Impairment of property, plant and equipment (Note 8) | -              | 2,664          |
| Dismantling cost, cleaning, repairs                  | -              | 11,081         |
| Manpower cost                                        | 1,256          | 31,528         |
| Consultancy cost                                     | -              | 891            |
| Other expenses                                       | 951            | 2,298          |
| Restructuring cost                                   | 2,207          | 41,307         |
| Pension gains on curtailment/settlement              | -              | (10,752)       |
| Net restructuring cost                               | <u>2,207</u>   | <u>30,555</u>  |







## Brand Love



My favourite Unilever product will have to be Cif. I grew up with it as part of our household. My Mom will always have a bottle of Vim as it was known in Trinidad and Tobago back then. I could remember my brothers and I washing our shoes with it on Sundays in preparation for school and now it is a part of my own household tradition.

Cif has been part of our culture for decades, it is a brand that is synonymous with cleaning and its multi-use: cleaning toilets, bathrooms, shoes, sinks, pots and pans! Our New Cif Cream Original, with its refreshing fragrance, is made with 100% natural cleaning particles derived from limestone to provide gentle and reliable cleaning.

This multi-purpose surface cleaner removes 100% of tough dirt for a beautifully clean finish on a range of surfaces, I love how it makes the perfect bathroom cleaner.

**Marvis Caesar, Customer Development Executive**

# Corporate Information

## **BOARD OF DIRECTORS:**

Daniela Bucaro - Chairman  
Ginelle Lambie  
Nicholas Gomez  
Camille Chatoor  
Danielle Chow  
Jan Jacques Cot  
Carolina Arrieta Rojas  
Camilo Trujillo

## **AUDIT COMMITTEE:**

Nicholas Gomez - Chairman  
Camille Chatoor  
Danielle Chow

## **COMPANY SECRETARY:**

Aegis Business Solutions Limited  
P.O. Box 1543  
Port-of-Spain  
Telephone: (868) 625-6473  
Email: info@aegistt.com

## **REGISTERED OFFICE:**

Albion Plaza, Third Floor  
22-24 Victoria Avenue  
Port of Spain

## **REGISTRAR AND TRANSFER OFFICE:**

Trinidad & Tobago Central Depository  
10th Floor, Nicholas Towers  
63-65 Independence Square  
Port of Spain  
Telephone: (868) 625-5107  
Email: ttse@stockex.co.tt

## **AUDITORS:**

KPMG  
Savannah East  
11 Queen's Park East  
Port-of-Spain

## **BANKERS:**

Citibank (Trinidad & Tobago) Limited  
12 Queen's Park East  
Port of Spain

RBC Royal Bank (Trinidad & Tobago) Limited  
Independence Square Branch  
#55 Independence Square  
Port of Spain

## **ATTORNEYS:**

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Eleven Albion  
Cor. Dere & Albion Streets  
P.O. Box 219  
Port-of-Spain



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