



BERGER PAINTS JAMAICA LTD.
ANNUAL REPORT 2016-17



MISSION STATEMENT

Berger Paints Jamaica Ltd. is committed to providing the best quality coatings and excellent customer service via superior technology and well-trained, highly motivated human resources – thereby creating an environment where we continue to be the preferred business partner, leader in the marketplace, preferred employer, and outstanding corporate citizen, thus constantly satisfying the needs of all our stakeholders.



BERGER

WOODTECH

STAINS & VARNISHES



PREMIUM QUALITY
INTERIOR & EXTERIOR
ULTRA HARD-WEARING
PROFESSIONAL STRENGTH

the complete wood finish solution



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www.bergerpaintscaribbean.com





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COMPANY PROFILE

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Berger Paints Jamaica Limited manufactures and distributes decorative, industrial and wood coatings and paint-related material. It is a subsidiary of Berger International Private Limited (BIPL), itself a subsidiary of Asian Paints Limited (APL), a conglomerate which ranks among the top four decorative coating companies in the world.

In November 2002, Asian Paints Limited, the largest paint manufacturer in India, acquired a controlling 51% stake in BIPL (formerly Berger International Ltd, BIL), the parent company of Berger Jamaica. During the year ended March 31, 2014 Asian Paints acquired the remaining stake in BIL. The US\$2 billion Asian Paints Group, with a presence in 17 countries, is spread across the Caribbean, the Middle East, Africa, South Asia, South East Asia and the South Pacific region. It has 23 paint manufacturing facilities worldwide which service customers in over 65 countries.

Asian Paints is the only paint company in the world to be ranked amongst the '200 Best Under a Billion Dollar Companies' for 2005 by The Forbes Global Magazine.

Berger's unwavering pursuit of excellence in the manufacturing of high quality paint products, utilising international best practices and standards, has sustained the Company's leadership in the industry over the years. Berger Paints has remained true to its ethos of putting the consumer at the heart of what it does, primarily by formulating products that are environmentally friendly and are suited specifically to the harsh tropical conditions of the Caribbean.

The name Berger has become synonymous with quality and excellence, the foundation of which has been built on innovative product research and development programmes and the professional delivery of value-added service to the market on a consistent basis. Berger is an organisation with a social conscience that is demonstrated in its support for a myriad of programmes and initiatives benefiting the society at large, particularly, the most vulnerable.

COMPANY DATA

Company Secretary

Huron Gordon

Auditors

Ernst & Young
8 Olivier Road, Kingston 8

Bankers

Bank of Nova Scotia Jamaica Limited
National Commercial Bank Ltd.

Attorneys-at-law

Myers, Fletcher & Gordon
21 East Street, Kingston

Registered Office

256 Spanish Town Road, Kingston 11

Registrar and Transfer Agent

PwC Corporate Services (Jamaica) Limited

Scotiabank Centre
Cnr. Duke and Port Royal Streets Kingston



“What Berger colour defines you?”

■ **Virgin Lace L107**

Committed to making the world a better place, you have strong faith and a calming effect on your friends.

”

*All the Colours
of You!*

QUALITY POLICY STATEMENT

- We shall provide products and services that meet stated standards on time, every time.
- We shall continually improve our processes to understand changing customer needs and preferences and use the same as input for periodically reviewing and revising performance standards of our products and services.
- We accept zero defect as a quality absolute, and shall design and operate our quality system accordingly.
- We shall organize our work practices to do a job right the first time, every time.
- We are committed to continual improvement in quality in all business processes and shall track such improvement through measurable indicators.

ADM 023 REVISED MAY 7, 2016

ENVIRONMENT, HEALTH AND SAFETY POLICY

- We consider compliance to statutory EHS requirements as the minimum performance standard and are committed to go beyond and adopt stricter standards wherever appropriate.
- We shall focus on pollution abatement, resource optimisation and waste minimisation. We believe that these measures will help in sustainable development.
- We are committed to the reduction of generation of solid waste and its disposal in a safe and environmentally friendly manner.
- We are committed to continual improvement in the area of EHS.
- We shall give priority and attention to health and safety of employees.
- We shall train all employees (including employees of service providers) to carry out work in our premises and at customer sites as per prescribed procedures designed to meet all EHS requirements of the Company.
- We shall encourage sharing of information and communication of our EHS management system with stakeholders.
- We shall educate customers and the public on safe use of our products.
- When required under any law, for the time being in force, or to meet certification requirements, establishments shall prescribe additional policies and procedures as required, subject to the direction provided by this EHS Policy.



Mustafa Turra
General Manager

EMS 023 REVISED MAY 7, 2016



“What Berger colour defines you?”

■ **Central Sea 9249**

One of your greatest assets is your sincere love for those around you. You are in touch with your emotions and help others get in touch with theirs.

”

*All the Colours
of You!*

CHAIRMAN'S MESSAGE

It is with great pleasure that I commend the Staff and Management of Berger Paints Jamaica Limited on what has been a truly spectacular year for the Company. The year 2016-17 has been one where the organisation worked synergistically and delivered results which translated to growth across all its segments and markets.

ECONOMIC OVERVIEW

For the 2016-17 Fiscal Year, global economic activity was recorded at 2.5% with the International markets experiencing several surprises. In June, the UK voted to leave the European Union (EU) (Brexit), which resulted in a sharp weakening of the pound sterling against major currencies and turmoil in the securities markets, amid speculation that other countries would leave the EU. This was followed by some market instability following US presidential elections, based on uncertainties regarding the policy stance of the incoming administration and potential global ramifications.

A portrait of Manish Choksi, the Chairman, is positioned on the left side of the page. He is a middle-aged man with dark hair and a mustache, wearing a dark suit, white shirt, and a striped tie. The background behind him is a light blue, textured shape. The page number '5' is in a dark blue box at the top left.

Manish Choksi
CHAIRMAN

The Jamaican economy performed reasonably in 2016-17 with GDP growing by 1.1%, and inflation reaching a historic low of 3%. Two major contributors to this were stable oil prices and favourable weather conditions which allowed for an increased supply of local agricultural produce. The rate of depreciation of the JMD against the USD was within single digits at 5.4%, while interest rates remained fair, with the 180-day Treasury bill rate moving between 5.7% and 6.6% during the year. Tax revenues, overall, for fiscal year 2016-17 outperformed the budget by three per cent, the best in more than four years. As a result of this good performance, in November 2016, the country received an upgrade of its credit ratings from Caa2 to B3 from Moody's Investor Service.

CREDIBLE PERFORMANCE

Berger Paints Jamaica experienced impressive growth in the 2016-17 financial year, topping last year's good performance, once again establishing its strong position as market leader. Held up against a challenging environment and competitive industry, this achievement must be credited to the efforts of our dedicated team members, as well as our unwavering commitment to delivering outstanding products and responding to the needs of our customers.

For the 2016-17 Financial Year, Berger Paints Jamaica Ltd. delivered solid business results. The Company recorded net profit of J\$ 315.555 million, compared to J\$ 122.137 million earned in the prior year, an increase of 158%. For the period under review, Net Sales increased to J\$ 2,363 million, an increase of 15% over last year.



Berger Paints Jamaica remains committed to innovation and process excellence, with the ultimate objective of delivering outstanding products and services to our customers. In keeping with this commitment, we invested in upgrading our facilities, adding a filling line, chiller, solvent recovery plant and a new air compressor. Environmental consciousness remains a high priority for our organisation, and we seek to offset our carbon footprint as another way of making a positive contribution to the long-term future of our society. As such, we carefully chose all our new machinery to ensure a reduced impact on the environment, resulting in a smaller carbon footprint, while providing high value for all our stakeholders.

The Asian Paints group continued its expansion drive with the acquisition of Causeway Paints in Sri Lanka, while consolidating its other businesses. This was a strategic move in keeping with the objective of enhancing the Group's presence in the Sri Lankan market where the Company, through its subsidiary, Asian Paints (Lanka) Ltd, already has operations.

CHAIRMAN'S MESSAGE CONT'D

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CUSTOMER FOCUSED

Customer Centricity has been a strong contributor to the overall success of our business. For the past year, we continued to engage in initiatives which ensured the highest levels of service delivery to our consumers. Our revamped website, www.bergerpaintscaribbean.com serves as an information hub, educating customers about our products and services in a user-friendly manner. Our, first-of-its-kind Berger Ezycolour Centre remains a novelty for our consumers, allowing them to browse and learn more about paint and colours prior to making their purchasing decisions. During the past year, 6 new Ezycolour Centers were built significantly enhancing the customer paint purchase experience.



COMMUNITY EMPOWERMENT

Berger Paints Jamaica has a long history of partnering with communities. Underscoring our tradition in this area, Berger incorporated this priority into our philanthropic activities, which were once again centred on the communities within which the Company operates.

Our primary focus continues to be education and sports, where we maintain partnerships with the relevant stakeholders of our flagship programmes. We were once again the title sponsor of the Netball Jamaica/ Berger Elite League, which in this season enjoyed the greatest local audience support ever, and was broadcasted throughout the region, and North America. The Riverton Meadows Early Childhood Development Centre was the beneficiary of the Company's various assistance programmes.

THE POWER OF TEAMWORK

In 2016-17 the Company rejuvenated its employee engagement programme under the banner of **L.I.M.E (Learning, Information Sharing, Membership and Ease @ Work)**. This encompassed all the employee activities that were implemented during the year.

The organisation's 2016-17 performance demonstrates the power of team work, as it was the combined efforts of the various departments that allowed the company to overcome various challenges that were encountered in the market. Notably, the Operations Department instituted commendable programmes to record service levels outpacing the previous year's performance. The Marketing Department was instrumental in developing novel consumer focused programmes to drive consumer demand, with the support of our finance, technology and sales teams.

OUTLOOK FOR 2017-18

Following the sluggish performance of the World economy in 2016, the International Monetary Fund and the World Bank are projecting that economic activity will 'pick up pace' in 2017, particularly in the emerging markets and developing economies. After six years of slowdown, growth of 1.2% in 2017 is expected in the Latin America and Caribbean region (LAC).

There is a positive outlook for the Jamaican economy, which performed well in 2016 despite global uncertainty. This performance is expected to continue against the backdrop of the Economic Growth Council's (EGC's) priorities gaining traction, sustained low inflation and the restoration of consumer and business confidence.

Our business has taken on increased market share, which will require greater effort on the part of all our team members, as we seek to satisfy the needs of this expanded customer base. Further, the input prices are expected to increase compared to the lows of the recent past, and the market within which we operate is becoming even more competitive, necessitating a re-energised team, creative strategies and an innovative marketing approach if we are to realise success. For 2017-18, our business will remain focused on strengthening qualitative growth factors, including technology, innovation, and the skill of our work force, all of which will help to drive value for all stake holders.

In closing, I would like to thank our dedicated Management team and Board members, as well as our Employees, Shareholders and Loyal Customers, for working tirelessly to ensure Berger Paints Jamaica's sustained success.

I look forward to an even more successful 2017!



Mr. Manish Choksi
Chairman

GENERAL MANAGER'S MESSAGE

ECONOMIC ENVIRONMENT

Jamaica underwent a change of the guard in February 2016, when the country went to the polls for General Elections. The country's performance in the fiscal year 2016-17 can be described as stable with Net International Reserves being kept at comfortable levels during the year, and although economic activity was briefly disrupted during the election, the country experienced the lowest inflation in 50 years, ending at a low of 3% at the end of March 2017. Real GDP growth was modest at 1.1% for the financial year while interest rates on new loans continued trending down in-line with the Government's priorities.

DEPENDABLE PERFORMANCE

Against this economic backdrop, the year under review was an outstanding one for Berger Paints Jamaica Ltd. Our business delivered excellent results, achieving Net Profit of J\$ 315.555 million, representing an increase of 158% over last year. Net Sales increased from J\$ 2051 million to J\$ 2,363 million an increase of 15%.

15%
INCREASE IN
NET SALES

PRODUCTS AND SERVICES

Innovation continues to be a pillar upon which Berger build's its success. In the 2016-17 financial year, the company reinforced the wood care line of products with the launch of Water and Oil based stain bases under the brand '**Berger Woodtech**'. These



Mustafa Turra
GENERAL MANAGER

bases allow for stains to be tinted on the Berger ColourWorld tinting platform, giving consumers an even wider assortment of stain colour choices. To coincide with the launch of the Berger Woodtech Range of Stain Bases the entire wood care range of products were rebranded under the Berger Woodtech brand enhancing the image of the products in the market place. To meet the needs of contractors, painters and DIY users Berger launched its own Interior Joint Compound to take share from a very competitive and growing segment of the market with the Berger promise of quality. We also introduced '**Berger Roller-Tex Textured Paint**' in the year. Roller-Tex has made it easier for everyone to add interesting textures to their interior or exterior walls, it has been designed for the DIY user and can also be used to create multiple designs through patterned rollers for expert applicators.



In 2016-17, we continued our marketing programmes focused on bolstering Berger's presence in the Luxury segment of the market, with Royale Satin Luxury Interior Emulsion and Weatherproof Ultra Exterior Emulsion, while reinforcing the core brands. This strategy has continued to bear fruit with Berger increasing market share in all segments of the market.

It was a busy year with some key marketing projects such as the unveiling of new colour cards for Magicote, 303 Flat & Everglow Low Sheen, and Berger Woodtech Stains. The colour cards for Magicote and 303 & Everglow brands were updated to include new vibrant shades along with colour combinations to assist customers with their choices.

The journey of transforming the paint retail experience in Jamaica continued in 2016 -17, with the creation of 6 new **Ezycolor** Centers in key hardware stores across the island. Customers and dealers alike have indicated that the **Ezycolor** Centers have helped to simplify the paint selection process, with customers having a greater appreciation of how to choose the correct paint for their projects. We are pleased to note that our Ezycolour 4pics Service which was launched in 2015 continues to get rave commendations from customers.

During the year Berger also participated in the Jamaica Manufacturers Association (JMA) Expo Jamaica, where Berger Paints was awarded for having the most interactive booth. Painters' seminars and in-store workshops continued during the course of the year to increase influencer engagement and awareness, allowing them to grasp the benefits and potential of the evolving, dynamic and improved product offerings.

GENERAL MANAGER'S MESSAGE CONT'D

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OPERATIONAL EXCELLENCE

The company continued its capital investment projects which included the commissioning of a solvent recovery unit, chiller, air compressor, tinting-mixing machine for textured paints and a small pack filling machine. Our ability to supply smaller pack sizes has been greatly improved with this addition of the new small pack filling machine, thus, meeting the changing consumer needs. The projects have assisted the company to be more aggressive in the market place while increasing productivity and improve the working environment for employees.

In addition to the capital investment projects, the focus in 2016-17 narrowed on identifying ways to further optimize operating efficiency. This was achieved with the realization that enhanced operational discipline would augment the established management standards that directed the Operations department. The road map to Operational Excellence adopted by Berger Paints required an all-round effort with the ultimate aim of serving the customer at the heart of everything we do.



SUSTAINABILITY & ENVIRONMENT

We embrace our responsibility to deliver superior solutions in a manner which is both ethical and environmentally responsible. To achieve this, sustainability is a critical component in our mission to be innovative and to transform the way we deliver business solutions. The various capital investment projects have supported our drive to reduce the impact on the environment.

The installation of a solvent recovery unit allows us to recycle used solvent, improving overall productivity and ensuring there is no negative impact on the environment. In the same vein, the new chiller provides savings through the recycling cooling water, used to reduce losses due to evaporation. Similarly, the new energy efficient air compressor has been greatly appreciated not only for the cost savings but also for the reduced noise levels in the factory for our employees.

SERVING OUR COMMUNITY

Our Corporate Social Responsibility (CSR) initiatives highlight our commitment to operating in a sustainable and socially responsible manner. This commitment is borne out of our conviction that our communities are largely responsible for our success; that we are a part of those we serve. In light of this, giving back has always been one of the core values with which Berger is identified. We are enormously proud of the positive difference which our Company makes in the lives of our customers and communities on a daily basis.

In addition to supplying many communities, various NGO groups, churches, police stations, schools and hospitals with paint throughout the year, we were consistent in supporting long-standing initiatives, with sports and education being our main areas of focus.

On Labour Day in May 2016, the Berger family undertook two major projects which saw employees repainting the Seaview Gardens Primary school

and the Kingston Central Police Station, giving both locations a much-needed overhaul. We also partnered with the Jamaica Gasoline Retailers Association to repaint pedestrian crossings island wide, and extended support to the National Labour Day Project.

Recognizing the importance of art, particularly its ability to stimulate community renewal, we partnered with the team at Paint Jamaica to continue with the transformation of the formerly volatile community of Parade Gardens in Downtown Kingston. The project has garnered the support of many artists, who have united to beautify walls along Fleet Street with larger than life murals, helping to transform this community from the inside out.



We continued our partnership with Netball Jamaica, providing financial support to the tune of over J\$7 million for the Netball Jamaica/Berger Elite League Netball Competition, the flagship competition for netball in Jamaica for close to 3 decades. This year was groundbreaking, as we partnered with regional sports TV station SportsMax for live broadcast of games via both radio and TV. Our partnership included the games being broadcast across the Caribbean and the US for the first time in the history of the competition. There was evidence of significant growth, with most games seeing full stands and high viewership. We are pleased to be able to contribute to the numerous achievements of the League and remain committed.

GENERAL MANAGER'S MESSAGE CONT'D

We once again supported the efforts of the Riverton Meadows Early Childhood Development Centre, providing more than 200 students with meals on a daily basis as part of its school feeding programme. We also supported the institution's annual sports day, graduation and Christmas treat.

LOOKING AHEAD

Several factors suggest that Jamaica's current economic environment will continue to be favourable to business expansion as well as economic growth. A sustained low inflationary environment will augur well for better business planning and more conducive pricing for consumers, and could also result in Jamaica being rewarded with further supportive action by the other major rating agencies.

Our business made significant strides in the past year, achieving phenomenal financial success as we worked assiduously towards realising our strategic goals. With a solid foundation established in 2016-17, we enter the year ahead brimming with confidence that we will see operational and financial performance further improve during 2017-18.

I thank our shareholders for your continued confidence in Berger Paints Jamaica and our management team. It is a privilege to serve you. Congratulations to our staff for a stellar performance and for raising the bar yet again – our successes in the past year are owed to you.

We have a sound strategy and a focused and energised team at Berger Paints Jamaica and I remain confident in the long-term success of our Company. We look forward to working closely in the year ahead as we capitalise on new opportunities and ensure our business is well positioned for the future.



Mustafa Turra
General Manager

BERGER ROLLER-TEX TEXTURED FINISH

With BERGER Roller-Tex, it's now easy to create vibrant, sophisticated living areas with a beautiful textured effect ideal for your interior or exterior spaces.

- Interior & Exterior Use
- Available in White and many colours in the Berger Colour World tinting System
- Create a variety of textured patterns
- Easy to Use



3.8 Litres /
1 Gallon



Experience different
finishes depending
on the roller used

*All the Colours
of You!*

BEAUTIFUL, DURABLE COLOURS AND TEXTURES

bergerpaintscaribbean.com | [f /BergerCaribbean](https://www.facebook.com/BergerCaribbean)

“

What Berger colour
defines you?

■ **Burst of Lime 7742**

Grand adventures are part
of who you are. You are
assertive with powerful
energy. You explore the
inner meaning of life.

”

SUSTAINABILITY INITIATIVES AT BERGER

SUSTAINABILITY

Environmentally sustainable economic growth refers to economic development that meets the needs of all without leaving future generations with fewer natural resources than those we enjoy today. Berger launched the sustainability initiative in 2015-16 and continued to make strong strides in the area of sustainability, continuing the excellent performance in this initiative. Deriving inspiration from the huge success we had in the areas of power and water conservation, we took it a step further this year to make it even better.

ENERGY CONSERVATION



Technological upgrades coupled with the engagement and employee awareness activities have helped us to maintain our momentum in the area of energy conservation. We have benefited from reduced power consumption with the installation of a state-of-the-art air compressor. Along with being more energy efficient, the new compressor is very quiet, working far below the prescribed noise levels, thereby reducing noise pollution as well. We continued the replacement of our old air conditioning units with energy efficient ones thus helping in further reduction of energy requirement. To fully involve employees, information sessions were conducted while other sensitizing activities included the performance of 'Save our planet' songs across the various departments and the installation of posters with tips at high visibility locations. The specific power consumption (SPC) which is a measure of power used per Metric Ton of paint produced, showed significant reduction for the second year running.

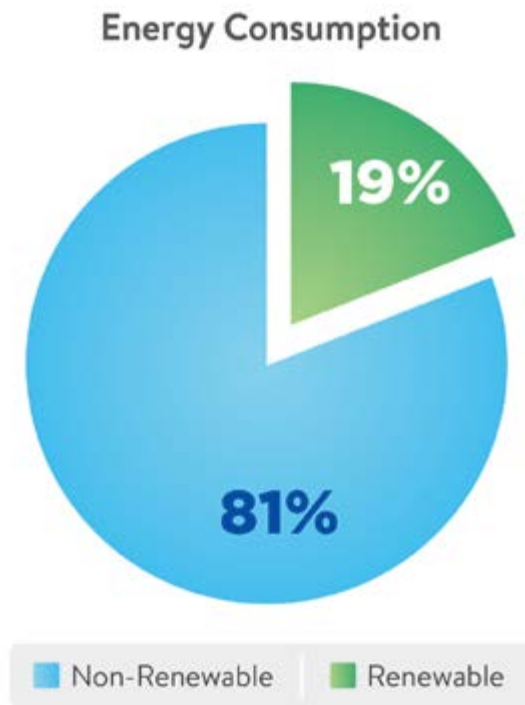
	2014-15 (avg)	2015-16 (avg)	2016-17 (avg)
SPC	146	102	88

SUSTAINABILITY INITIATIVES AT BERGER CONT'D

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RENEWABLE ENERGY

The 80 kWp solar energy system installed in the factory helped us to contribute towards a cleaner and greener Jamaica. As of now, 19% of our energy needs are from renewable energy or green energy. This has contributed to a significant reduction in our carbon foot print. Equivalent reduction in CO2 emissions would be to the tune of about 80 MT.



WATER CONSERVATION

Water equals life! We at Berger know the importance of water conservation and completed a slew of engineering fixes in order to reduce water consumption. This coupled with the awareness campaign helped us in reducing our water consumption significantly this year. Specific Water consumption (SWC) which is a measure of water consumed per Metric Ton of production saw a drop of 31% in the current year.

	2015-16 (avg)	2016-17 (avg)
SWC	2.0	1.38



WASTE MANAGEMENT

There was a 50% reduction in the waste paint generation this year. In spite of the increased production volumes and expanded range of colours, we were able to keep our industrial effluent generation at the same levels as that of the previous year.

CSR INITIATIVES

At Berger Paints we believe in growing the communities to which we belong, and this is why for over 20 years we have been sponsoring the

Riverton Meadows Early Childhood Centre school feeding programme, their sports day and graduation ceremonies as well as hosting treats during Christmas. Similarly, we have been long standing sponsors of the Jamaica Netball Association through **BERGER ELITE NETBALL LEAGUE**. In 2016-17 the support was extended to allow for games to be broadcast live locally and internationally resulting in significant increase in the support at the games. The Berger Paints team also took on two projects for Labour Day 2016. These were the painting of the Kingston Central Police Station and the Seaview Gardens Primary School. In the same vein of social rejuvenation, in 2016 the company was the paint partner with the Paint Jamaica project, painting murals along Fleet Street in Parade Gardens downtown Kingston. Numerous hospitals, schools and police stations have also benefited from donations of paint for the beautification of their facilities.

ENVIRONMENTALLY FRIENDLY PRODUCTS

All our architectural paints are formulated with no added lead or heavy metals. Our Royale Satin Interior Emulsion and Weatherproof Ultra Exterior emulsion have been developed to have minimal environmental impact with the use of 100% recycled polypropylene packaging. Additionally, these products are low in volatile organic compounds (VOC) and boast the lowest odour in the market, making them even more attractive to local consumers considering the growing incidents of allergies and respiratory concerns in the island.



CORPORATE HIGHLIGHTS

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BERGER FAMILY FUN DAY

PAINTERS' SEMINAR





CHRISTMAS TREAT FOR RIVERTON MEADOWS
EARLY CHILDHOOD CENTRE

BERGER EZYCOLOUR CENTRE





**BERGER ELITE LEAGUE NETBALL
SPONSORSHIP**

BERGER LABOUR DAY PROJECT AT KINGSTON CENTRAL
POLICE STATION AND SEAVIEW GARDENS PRIMARY





BERGER PAINTS JAMAICA PARTNERSHIP AT FLEET ST,
PARADE GARDENS DOWNTOWN KINGSTON





BERGER EMPLOYEE RECOGNITION





CORPORATE HIGHLIGHTS CONT'D

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AWARD OF RECOGNITION FROM INCORPORATED MASTER BUILDERS' ASSOCIATION OF JAMAICA



MOST INTERACTIVE BOOTH AWARD RECEIVED AT THE JAMAICA MANUFACTURERS ASSOCIATION EXPO JAMAICA

PRODUCT GROUP AWARD FROM JAMAICA
MANUFACTURERS' ASSOCIATION



CORPORATE GOVERNANCE

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Corporate Governance remains a key area of focus for Berger Paints Jamaica Limited (“Berger” or the “Company”). One of the primary responsibilities of the Board of Directors and Management is to ensure Berger has a robust and effective Corporate Governance framework so as to ensure greater transparency, protection of shareholder interests and to enhance the financial performance of the company. This Code is influenced by applicable laws and regulations and internationally accepted Corporate Governance Best Practices and is available on our website at www.Bergercaribbean.com

BOARD OF DIRECTORS

The Company is led and managed by an effective Board that is responsible for the overall stewardship of Berger. Directors are elected by the shareholders to supervise the management of the business and affairs of the company with the goal of enhancing long term shareholder value.

To assist in its function, the Board has established an Audit Committee.

Regular meetings of the Board and Audit Committee are convened. Telephonic attendance and conference via audio-visual communication at Board meetings are allowed under the Company’s Articles. Details of the frequency of Board and Audit Committee meetings held between April 1, 2016 and March 31, 2017, as well as the attendance of each Board member at these meetings are disclosed below.

Board of Directors Attendance Register - 2016 -2017

Members	BOARD		AUDIT	
	No of Meetings	Attendance	No of Meetings	Attendance
Manish Choksi	4	2	N/A	N/A
Tom Thomas	4	4	N/A	N/A
Mustafa Turra *	4	4	5	5
Michael Fennell	4	3	5	3
Warren McDonald	4	4	5	5
Milton Samuda	4	4	5	5
Pokar Chandiram	4	1	5	1

* Is not a member of the Audit Committee but attends upon invitation of the committee

Matters which are specifically reserved for decision making by the Board, include those involving corporate plans and budgets, material acquisitions and disposal of assets, corporate financial restructuring, share issues, dividends and other returns to shareholders.

Although the day to day functions of the business are delegated to management, it is the Board which remains ultimately accountable to its shareholders to ensure that the business is managed in compliance with applicable laws, and is consistent with safe and sound business practices.

The Company does not have a formal training programme for the Directors. However, in discharging that obligation, Directors may rely on the expertise of the Company’s senior management and its outside advisors and auditors. Directors are also briefed on the business and updated from time to time on relevant changes to statutes and regulatory requirements applicable to the Company’s business.

In presenting the annual financial statements and quarterly financial statements to shareholders, it is the aim of the Board to provide shareholders with detailed analysis, explanations and assessment of the Company's financial position and prospects. Management currently provides the Board with appropriately detailed management accounts of the Company's performance, position and prospects on a quarterly basis.

All Independent Directors have access to all levels of senior executives in the Company and are encouraged to speak to other employees to seek additional information, if required.

BOARD BALANCE AND INDEPENDENCE

Each of the non-executive directors brings considerable business and/or professional experience, independent challenge and rigour to the deliberations of the Board. The Board considers a director to have met the criteria for independence if he or she:

- Does not represent a substantial shareholding
- Is not a close relative of a significant shareholder
- Does not have an employment relationship with the Company

As at March 31, 2017, the Board comprised four Non-Executive Directors and three Executive Directors. The names of the Directors including details of their qualifications and experience are set out on pages 35 and 36 of this report. In accordance with the Company's Articles, one third of its directors retire by rotation every year.

The Company Secretary attends all Board meetings and is responsible for ensuring that established procedures are followed and all relevant statutes and regulations which are applicable to the Company, are complied with. All directors have separate and independent access to the Company Secretary.

DIRECTORS' REMUNERATION

The Board determines the level and structure of fees paid to non-executive directors. The Executive Director is not paid a fee in respect of his office as

a director of the company.

AUDIT COMMITTEE

The Committee assists the Board in fulfilling its responsibilities relating to:

- The integrity of the financial statements and any formal announcements relating to the Company's performance
- Overseeing the relationship between the Company and its external auditors
- The review of the effectiveness and adequacy of the Company's internal and financial controls
- The review of the external audit plans and subsequent findings
- The review of the effectiveness of the services provided by the external auditors and other related matters
- Litigation reviews
- The review of compliance reports

The work of the Audit Committee is supported by two Internal audit departments, as the Company is audited annually by the internal audit departments of Berger International Private Limited (BIPL - the Immediate Holding Company) and Asian Paints Limited (Ultimate Holding Company). The results of these are reported to the Audit Committee and the Board of Directors respectively.

In accordance with generally accepted Corporate Governance standards and the requirements of the Jamaica Stock Exchange Listing Agreement that the majority of committee members should be independent, the Committee comprises only non-executive, independent directors.

The members of the Audit Committee are the Honourable Michael Fennell OJ, Mr. Milton Samuda, Mr. Pokar Chandiram and Mr. Warren McDonald. The Committee is chaired by Mr. Fennell.

The General Manager/Director and the Financial Controller/Company Secretary are invited to Committee meetings at the discretion of the Committee.

“What Berger colour defines you?”

■ **Period Purple 9558**

You are inspirational. You are sympathetic and empathic. People love to be around you. You make them feel important.

”

DIRECTORS' REPORT

Year ended March 31, 2017

OPERATING RESULTS

	\$'000
Revenues	2,363,088
Profit before taxation	365,688
Net Profit After Tax	315,555

DIVIDENDS

A final dividend of 20 cents per share totalling \$42.86 million for year ended March 31, 2016 was approved at the Company's Annual General Meeting and paid to shareholders on the Company's register of members at the close of business on June 14, 2016.

The Directors recommend a special dividend of 20 cents per share totaling \$42.86 million and a final dividend of 30 cents per share totaling \$64.3 million for the year ended March 31, 2017 to be paid on August 11, 2017 to shareholders on the Company's register of members at the close of business July 31, 2017.

DIRECTORS

The Directors as at March 31, 2017 were as follows: -

Mr. Manish Choksi – Chairman
Mr. Mustafa Turra – General Manager
Mr. Tom Thomas – Regional Head
Hon. Michael Fennell, OJ
Mr. Warren McDonald
Mr. Milton Samuda
Mr. Pokar Chandiram, CD, JP

In accordance with Article 97 of the Company's Articles of Incorporation, Mr. Milton Samuda, Mr. Pokar Chandiram and the Honourable Mr. Michael Fennell, OJ will retire by rotation, and being eligible,

offer themselves for re-election.

AUDITORS

The auditors, Ernst & Young, have signified their willingness to continue in office. Their re-appointment will be proposed at the Annual General Meeting.

EMPLOYEES

Your Directors wish to thank the management and staff of the company for their performance during the year under review.

CUSTOMERS

Your Directors wish to thank our valued customers, for their support and contribution to the Company's performance during the year under review, and look forward to their continued support of the Berger brand of quality.

BY ORDER OF THE BOARD



Huron Gordon
Company Secretary

BOARD OF DIRECTORS



Mr. Manish Choksi
Chairman

B.S. (Chem Eng.), MBA

Mr. Choksi is the Chairman of Berger International Private Limited, the parent of Berger Paints Jamaica Limited. He is a member of the Executive Council of Asian Paints Group. In addition to the leadership of the International business of Asian Paints Group, he is also responsible for the Information Technology & Strategy, Supply Chain functions and the newly created Home Improvement Business. Coupled with his operating responsibilities, he is a member of the board of several operating companies of the Asian Paints Group.



Mr. Mustafa Turra
General Manager/ Director

B. Tech. (Electrical),
Post Graduate (Business Mgmt.)

Mr. Turra has more than 12 years of experience in the paint industry. His experience includes sales, marketing and general management. He has worked in the Marketing Department of Asian Paints Limited and in subsidiaries of the Asian Paints Group in the Middle East, including Berger International subsidiaries in the United Arab Emirates and the Kingdom of Bahrain. He was appointed General Manager of Berger Paints Jamaica Limited on May 1, 2013 and also sits as a director of the Company.



Mr. Tom Thomas
Regional Head / Director Caribbean

B.Tech. (Electronics)

Mr. Thomas is the General Manager in the Asian Paints Group and supervises the Berger subsidiaries in the Caribbean and Singapore. He also supervises Asian Paints subsidiaries in the South Pacific, while handling other responsibilities in the Asian Paints Group.

Hon. Michael Fennell, OJ, CD
Independent Director
LLD (Honoris Causa)

A past Managing Director of Berger Paints Jamaica Limited, Mr. Fennell is a management consultant who serves on many boards in both the Public and Private Sectors. A respected national, regional and international sports administrator, he is the Immediate Past President and a current Life Vice-President of the Commonwealth Games Federation, as well as President of the Jamaica Olympic Association. He has been a board member since 1983.



Mr. Warren McDonald, JP
Independent Director
F.C.A., B.Sc. (Hons.) Economics

A former Regional Managing Director, Mr. McDonald was employed to Berger Paints Jamaica Limited for 33 years, 20 of which he served as its Managing Director. He was appointed an Independent Director of Berger Paints Jamaica, Berger Paints Trinidad, and Berger Paints Barbado in May 2013.

He has served on several boards both in the Public and Private Sectors and is the Immediate Past President of the Jamaica Chamber of Commerce (JCC) and the Immediate Past Chairman of the Jamaica Customs Agency.



Mr. Milton Samuda
Independent Director
LLB. (Hons.)

An attorney-at-law and the Managing Partner at Samuda & Johnson, Mr. Samuda serves on several other boards in both the Public and Private Sectors. He is the Chairman of the Institute of Law & Economics, Chairman of Sabina Park Holdings Limited, the immediate Past Chairman of Jamaica Promotions (JAMPRO) and a Past President of the Jamaica Chamber of Commerce. He has been a board member since 2004.



Mr. Pokar Chandiram, CD, JP
Independent Director
B.Sc. (Business Administration)

The Managing Director of K. Chandiram Limited since 1979, Mr. Chandiram is also Chairman of Bijoux Limited. He is a director of several boards in the Private Sector, including Berger Paints Jamaica Limited since 1994. He was awarded the Prime Minister's Medal for community service in 1993.



NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the sixty-fifth Annual General Meeting of Berger Paints Jamaica Limited will be held at the Courtleigh Hotel and Suites, 85 Knutsford Boulevard, Kingston 5, on Friday, July 28, 2017 at 2:00 p.m. for the following purposes:

1. To receive, consider and, if thought fit, approve and adopt the report of the Directors and Audited Accounts for the year ended 31st March, 2017, and the report of the Auditors on the Accounts.
2. To re-appoint the Auditors Ernst & Young, and authorize the Directors to fix their remuneration for the ensuing year.
3. To consider and, if thought fit, declare a:
 - a. Special dividend of 20 cents per share
 - b. Final dividend of 30 cents per share
4. To re-elect the retiring Director(s) and to fix the remuneration of the Directors.

Pursuant to Articles 96 & 97 the Directors to retire from Office are the Honourable Mr. Michael Fennell, OJ, Mr. Milton Samuda and Mr. Pokar Chandiram, and being eligible, offer themselves for re-election.

To consider and if thought fit pass the following resolutions:

- a) Be it RESOLVED THAT retiring Director the Honourable Mr. Michael Fennell be and is hereby re-elected as a Director of the Company.
- b) Be it RESOLVED THAT retiring Director Milton Samuda be and is hereby re-elected as a Director of the Company.
- c) Be it RESOLVED THAT retiring Director Mr. Pokar Chandiram be and is hereby re-elected as a Director of the Company;

BY ORDER OF THE BOARD


Huron Gordon
Company Secretary

Dated this 30th day of May, 2017

REGISTERED OFFICE
256 Spanish Town Road
Kingston 11

NOTES:

1. A member entitled to attend and vote at a General Meeting is entitled to appoint a proxy to attend and vote in his stead. A proxy need not be a member of the Company. A suitable form of proxy is enclosed. It must be lodged at the Company's registered office at least forty-eight hours before the time appointed for holding the meeting. The proxy form shall bear stamp duty of \$100 before being signed. The stamp duty may be paid by adhesive stamp(s) to be cancelled by the persons executing the proxy.
2. Pursuant to Article 74, a Corporate shareholder (member) may by resolution of its Directors' appoint a person (not a proxy) to attend and vote at the meeting.



“

What Berger colour defines you?

 **Brazen Gold 7831**

Highly imaginative, your positive energy is magnetic! You have a great sense of humour, fueled by your bright mind and spontaneous nature.

”

*All the Colours
of You!*



MANAGEMENT TEAM



- 1 M. V. Sreejith**
Regional Supply Chain Manager
- 2 Newton Abrahams**
Sales Manager
- 3 Casey Perue**
Marketing Manager
- 4 Mustafa Turra**
General Manager
- 5 Gladys Miller**
Operations and Regional
Technology Manager
- 6 Huron Gordon**
Financial Controller/
Company Secretary
- 7 Angela Scott-Brown**
Human Resources Manager
- 8 Jacqueline Warren-Wilson**
Assistant Technology Manager

MANAGEMENT DISCUSSION AND ANALYSIS

The Management of Berger Paints Jamaica Limited (hereafter referred to as “Berger” or the “Company”) is responsible for the reliability of the information contained in the Management Discussion and Analysis (MD & A). The financial information disclosed in the MD & A is consistent with the financial statements presented, which have been approved by both the Audit Committee and Board of Directors.

The MD & A is presented to enable readers to assess the operational results and financial condition of the Company for the year ended March 31, 2017 and to compare the current financial year to prior financial years. Unless otherwise indicated, all amounts are expressed in Jamaican dollars and have been primarily derived from our financial statements, which are prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Boards (IASB)

CORPORATE OVERVIEW

Berger, which commenced manufacturing in the Caribbean in 1953 is the largest paint manufacturing company in the English speaking Caribbean and trades under the symbol “BRG” on the Jamaica Stock Exchange. The corporate signature, “For Lasting Beauty and Protection,” epitomizes its commitment to quality and its dedication to serving paint users beautifully.

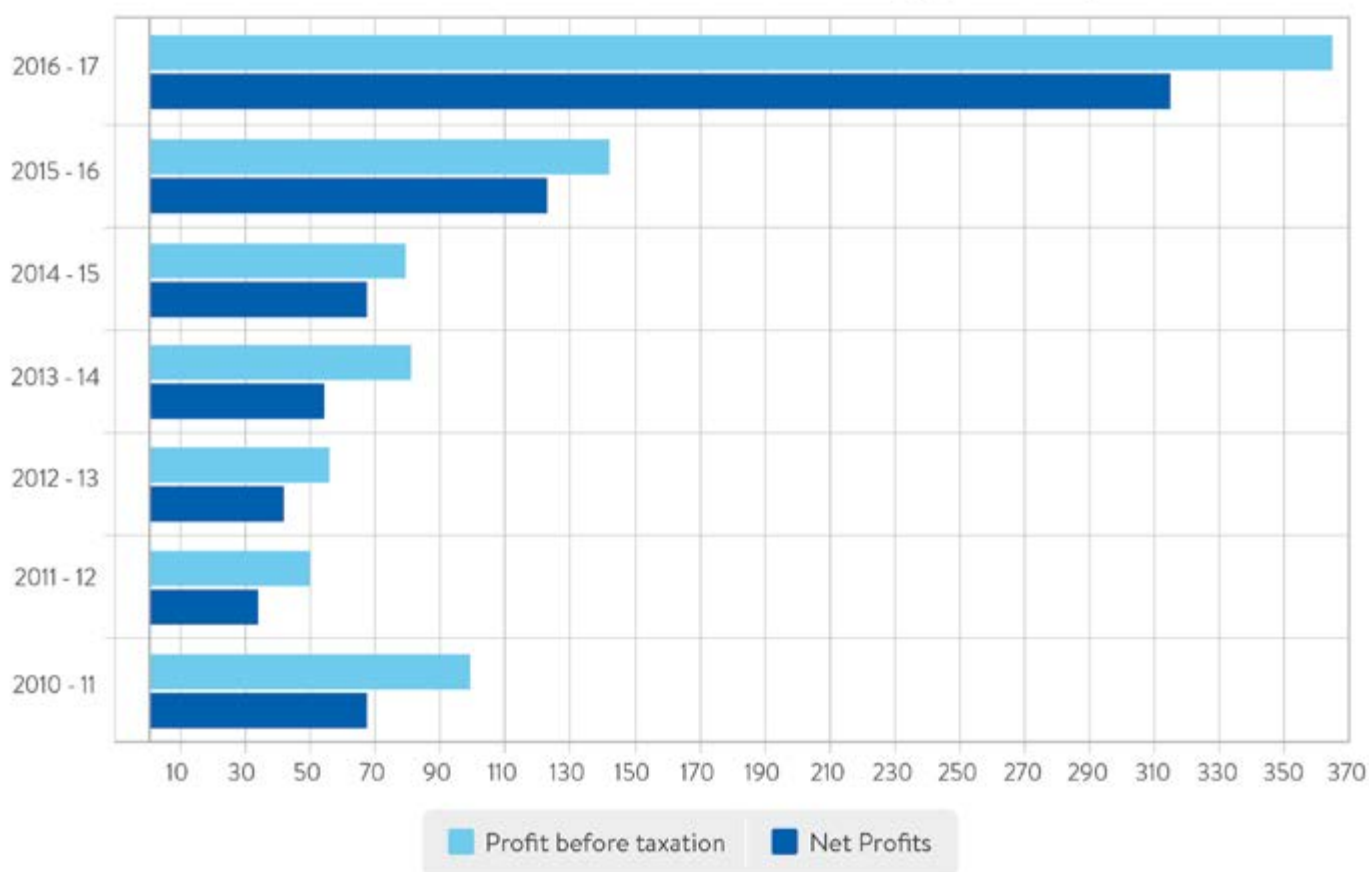
During the financial year, the Jamaican economy continued to show positive trends with real GDP growth at 1.1% up from 0.95% in 2015. Business and Consumer Confidence Indices were at their highest in fifteen years. In these more favourable macro environments we continue to focus on executing a number of initiatives designed to improve our prospects of growing in the future, as such, our results for the financial year were encouraging.



FINANCIAL PERFORMANCE OVERVIEW

The Company reported a Net Profit of \$315.555 million for the financial year ended March 31, 2017. This was 158% above the net profit of \$122.137 million for the comparative period ended March 31, 2016. Net sales for the Financial Year ended March 31, 2016 stood at \$2,363 million compared to \$2,051 million, a 15% increase over the prior period. This represented a 15% and 19% growth in domestic and export sales respectively.

Net Profits and Profit Before Taxation (J\$ Millions)



	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Profit before taxation	101,091	49,402	56,478	80,708	79,163	141,888	365,688
Net Profit	67,806	33,317	42,240	54,906	67,037	122,137	315,555
Earnings per stock unit	\$0.32	\$0.16	\$0.20	\$0.26	\$0.31	\$0.57	\$1.47

Other comprehensive income for the year, net of tax was \$35.23 million, compared to \$0.088 million, net of tax for the comparative period ended March 31, 2016.

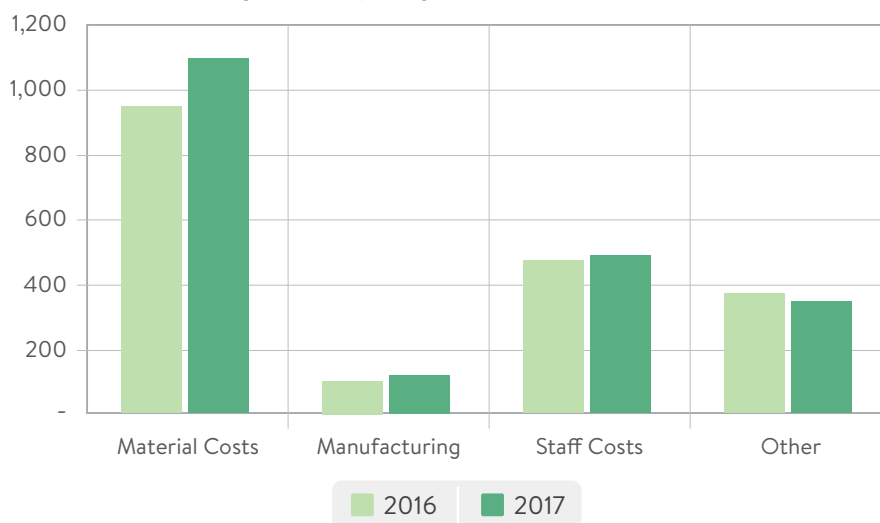
MANAGEMENT DISCUSSION AND ANALYSIS CONT'D

43

TOTAL OPERATING EXPENSES

Total operating expenses for the year totaled \$2,004 million, an increase of 5% when compared to \$1,909 million last year. Material costs increased over the prior year by 10%. This was impacted by increase in absolute sales volumes and devaluation in Jamaican dollar of 5.6% for the fiscal year ended March 2017.

Operating Expenses (J\$ Thousands)

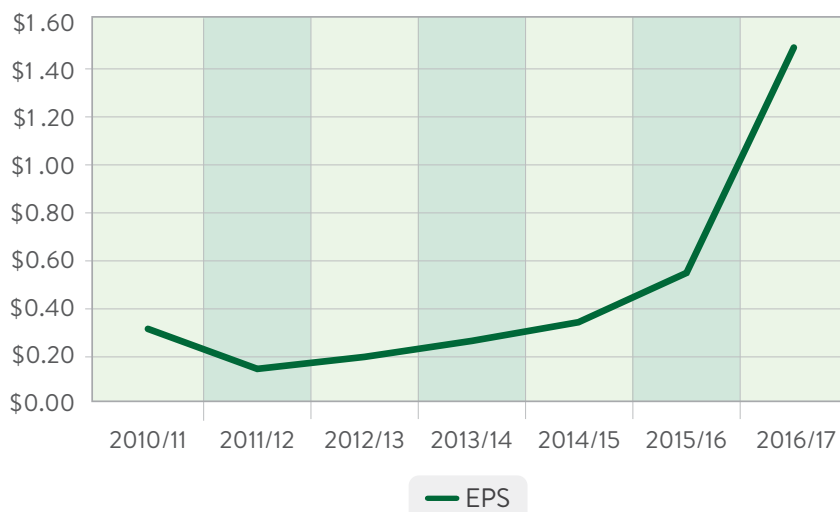


Continued cost containment measures, such as process improvements and plant and machinery upgrade, have been implemented by management to achieve systematic cost reduction, as such, management monitors expenses on a monthly basis to achieve this objective. The Company continues to enjoy the benefits of sourcing savings from supply contracts negotiated by our parent company that leverage, their volume requirements to secure the best terms from suppliers.

Taxation expense for the current year was \$50.1 Million as compared to \$19.7 Million for the comparative period ended March 31, 2016. This was primarily due to the improved profit performance and other tax related adjustments which were made during the year.

Earnings Per Share for Berger Paints Jamaica Limited was \$1.47 at end of the Financial Year March 31, 2017. This was 158% above the comparative prior period. Our book value per share as at March 31, 2017 was \$4.56 an increase of 46% compared to \$3.12 as at March 31, 2016.

Earnings Per Share (EPS)



BERGER'S FINANCIAL CONDITION

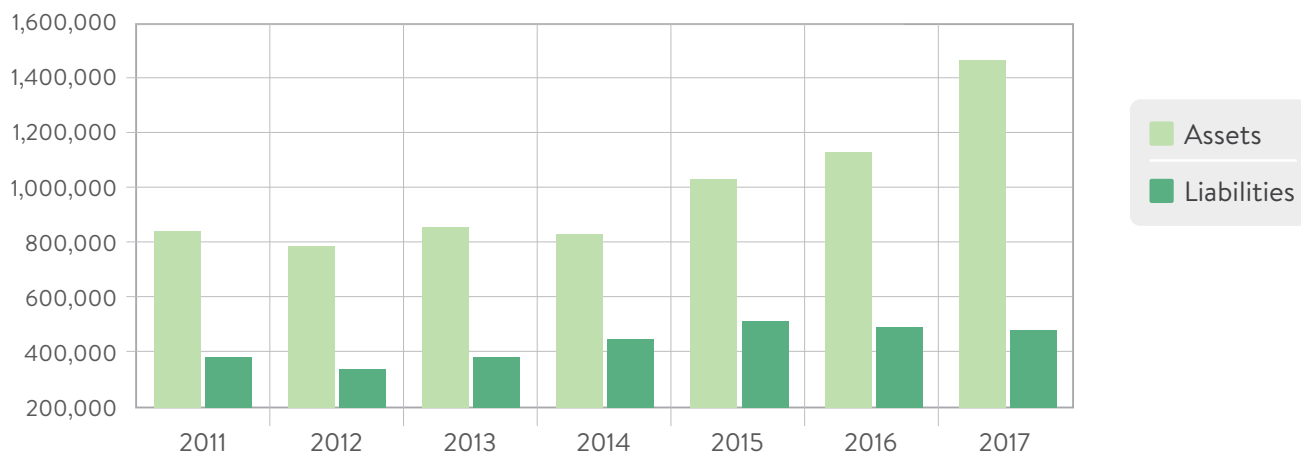
The company has a solid Statement of Financial Position as at March 31, 2017 that reflects a strong financial position to pursue further growth.

Total assets increased by \$320.5 million or 27.4% moving from \$1,168.438 million for the Financial Year ended March 31, 2016 to \$1,488.973 million as at March 31, 2017 primarily due to increases in cash and bank balances of (\$248M), trade and other receivables (\$70M).

The company invested over J\$87.3 million in plant and machinery upgrade over the past three (3) years, providing a solid platform for us to improve capacity, drive productivity and enhance the work environment.

The Company's liabilities at year end March 31, 2017 stood at \$512.05 million, an increase of \$12.6 million or 2.5% above March 31, 2016.

Assets and Liabilities Performance



LIQUIDITY

Net cash flows provided by operating activities increased from \$134.9 million to \$301.8 million in 2017. These cash flows derived principally from sales. The inflows from operating activities were offset by cash outflows from investing and financing activities. Cash flows from investing activities decreased from \$63.3 million to \$14.1 million due to reduction in capital expenditure. Cash flows from financing activities increased from \$24.9 million to \$41.9 million due to increase in dividend payout.

ENVIRONMENT, HEALTH & SAFETY PROGRAMME (EHS)

The Company is committed to maintaining a safe and healthy environment for our employees, customers and other stakeholders and protecting the environment of the communities in which we do business. Our EHS programme continues to be deployed across our operations.

MANAGEMENT DISCUSSION AND ANALYSIS CONT'D

45

RISK MANAGEMENT FRAMEWORK

The Company's principal business activities – manufacture and sale of paints and paint related products, are by their nature, highly competitive and subject to various risks, including foreign exchange, credit, interest rate and liquidity risks.

The primary goal of the Company's risk management is to ensure that the outcomes of risk-taking activities are predictable and consistent with group policies and objectives and that there is an appropriate balance between risk and reward in order to maximise shareholder returns.

The Board of Directors has overall responsibility for the establishment and oversight of the Company's risk management framework. To assist in its function, the Board has established an Audit Committee.

OVERVIEW OF RISKS

CREDIT RISK

Credit risk is defined as the potential for loss to the Company arising from the failure of a customer to honour his / her contractual obligations to the Company. In managing the risk, the Company has established a credit quality review process, involving regular analysis of the ability of customers and potential customers to meet payment obligations. The Company's primary objective is to be methodical in its assessment, so that it can better understand, select and manage its exposure.

FOREIGN EXCHANGE RISK

Foreign exchange risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates. Management consistently reviews the Company's exposure in this regard, by constant monitoring factors influencing currency movements, including daily analysis of its demand for foreign currency to meet supplier payments and positioning our foreign currency bank account holdings accordingly.

LIQUIDITY RISK

Liquidity risk is the risk that the Company will encounter difficulty in raising funds to meet commitments associated with financial instruments. Liquidity risk may result from an inability to sell a financial asset quickly at, or close to, its fair value. Prudent liquidity risk management implies, maintaining sufficient cash and cash equivalents and the availability of funds through an adequate amount of committed facilities. Due to the nature of the underlying business, management of the Company maintains an adequate amount of its financial assets in liquid form to meet contractual obligations and other recurring payments.

STRATEGIC DIRECTION AND OUTLOOK

The Jamaican economy is performing well in respect of a number of macro indicators and we look forward to continued positive and focused fiscal management.

Our strategic plan continues to be centered around the following pillars:

- Agility - sensing and being responsive to change
- Innovation - being dynamic, unique
- People - developing and engaging staff
- Customer centricity - developing relationship with customers and being responsive
- Integration - encouraging collaborative efforts of everyone.

Overall, we are optimistic about the future.



“What Berger colour defines you?”

■ **Metallic Grey 8296**

As an activist you have the power to change the world. Both qualities are admired and loved by your friends

”

All the Colours of You!

DISCLOSURE OF SHAREHOLDINGS

10 Largest Shareholders - As at 31 March 2017

Shareholders	Shareholding	% Of issued capital
Lewis Berger (overseas)	109,332,222	51.01
Sagicor Pooled Equity Fund	22,284,944	10.40
Ideal Group Corporation Limited	10,988,500	5.13
Ideal Portfolio Services Company Limited	5,100,456	2.38
Ideal Betting Company Limited	4,624,152	2.16
Mayberry West Indies Limited	3,548,229	1.66
Ideal Global Investments Limited	4,000,000	1.87
Key Insurance Co. Limited	3,799,999	1.77
JCSD Trustee Services Limited - Sigma Optima	3,082,116	1.44
First Jam./H.E.A.R.T/NTA Pension Scheme	2,433,500	1.14
Total	169,194,118	78.94

Directors' Shareholdings - As at 31 March 2017

Directors	Shareholding	Connected Party	Shareholding
Manish Choksi	NIL		
Warren McDonald	704,911		
Pokerdas Chandiram Chatani	NIL	Pokerdas Chandiram Chatani / Sati, Chandiram / Vinod Chanra	45,000
Michael Fennell	9,213		
Milton Samuda	NIL	Milton Samuda / Elizabeth Samuda	12,007
Tom Thomas	NIL		
Mustafa Turra	NIL		
Total	714,124		57,007

Senior Management Shareholding - As at 31 March 2017

Senior Management	Shareholding
Newton Abrahams	NIL
Gladys Miller	18,240
Huron Gordon	2,352
Casey Perue	NIL
Angela Scott-Brown	NIL
Mustafa Turra	NIL
Sreejith Venugopal	NIL
Jacqueline Warren-Wilson	3,799
Total	24,391

7-YEAR FINANCIAL STATISTICAL REVIEW

Table 1: Seven-Year Summary of Selected Financial Data

Income Statement Summary (In Millions)	2016-17	2015-16
Sales (Net of discounts and rebates)	2,363,088	2,050,615
Operating profit	365,688	142,849
Investment revenues	-	22
Finance costs	-	(961)
Profit before taxation	365,688	141,888

Table 2: Key Ratios and Per Common Share Data

Profitability Ratios	2016-17	2015-16
Return on average shareholders' equity	38%	20%
Return on average total assets	24%	11%
Profit margin	13%	6%
Effective tax rate	14%	14%

Per Common Share Data	2016-17	2015-16
Earnings per share	\$1.47	\$0.57
Book value per share	\$4.56	\$3.12
Share price	\$12.40	\$3.88

2014-15	2013-14	2012-13	2011-12	2010-11
1,853,595	1,737,995	1,608,216	1,540,689	1,498,241
79,158	80,572	56,235	50,121	100,189
27	272	270	855	943
(22)	(136)	(27)	(1,574)	(41)
79,163	80,708	56,478	49,402	101,091

2014-15	2013-14	2012-13	2011-12	2010-11
16%	18%	7%	7%	15%
8%	9%	4%	4%	8%
4%	3%	3%	2%	5%
15%	32%	25%	33%	33%

2014-15	2013-14	2012-13	2011-12	2010-11
\$0.31	\$0.26	\$0.16	\$0.16	\$0.32
\$2.67	\$2.00	\$2.24	\$2.20	\$2.17
\$1.61	\$1.70	\$1.80	\$3.00	\$3.00

“What Berger colour defines you?”

■ **Copper leaf 0523**

A great champion of the helpless and defender of the underdog, you have an amazing ability to get things done, as well as to fix things

”

AUDITED FINANCIAL RESULTS

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FINANCIAL STATEMENTS

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Statement of Comprehensive Income **62**

Statement of Changes in Equity **63**

Statement of Cash Flows **64**

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INDEPENDENT AUDITOR'S REPORT

To the members of Berger Paints Jamaica Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Berger Paints Jamaica Limited (the Company), which comprise the statement of financial position as at March 31, 2017, the statements of income, comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Company as at March 31, 2017 and of its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) and the Jamaican Companies Act.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing ("ISAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants ("IESBA Code") and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

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

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

INDEPENDENT AUDITOR'S REPORT (Continued)

To the members of Berger Paints Jamaica Limited (Continued)

Key Audit Matters, (Continued)

Key audit matter	How our audit addressed the key audit matter
Revenue recognition - Rebates, discounts and returns	
<p>Revenue is measured after taking account of returns, rebates, discounts and other similar incentives to customers on the Company's sales. There are a variety of contractual terms across the Company's customer base with the estimation of discounts, incentives and rebates made based on sales made during the year.</p> <p>Revenue is recognised when the risks and rewards of the underlying products have been transferred to the customer. The Company focuses on revenue as a key performance measure which could create an incentive for revenue to be recognised before the risks and rewards have been transferred.</p>	<p>Our audit procedures included the evaluation of the appropriateness of the Company's revenue recognition accounting policies inclusive of discounts, incentives and rebates and assessing compliance with the policies in terms of applicable accounting standards. We identified and evaluated the design and implementation of the Group's controls over calculation of discounts, incentives and rebates and the timing of revenue recognition. In addition, we performed substantive testing including analytical procedures to test the accuracy and completeness of the underlying calculation of the provisions. These procedures included challenging the appropriateness of management's assumptions and estimates and agreeing input data, including pricing and allowance data to underlying agreements with customers. We assessed sales transactions and credit notes occurring both before and after the year end date to assess whether the revenue was recognised in the correct period.</p> <p>We also considered the adequacy of the Company's disclosures (in Note 3) in respect of</p>

INDEPENDENT AUDITOR'S REPORT (Continued)

To the members of Berger Paints Jamaica Limited (Continued)

Key Audit Matters, (Continued)

Key audit matter	How our audit addressed the key audit matter
Income taxes	
As detailed in Note 4 (b), uncertainties exist with respect to the interpretation of tax regulations and the amount and timing of future taxable income. The Company establishes provisions based on reasonable estimates, taking cognizance of possible differing interpretations of tax regulations by the taxable entity and the relevant tax authority. Such differences of interpretation may arise on a wide variety of issues depending on the conditions prevailing in the Company.	<p>We tested the amounts recognized as current and deferred tax. Together with our tax specialists, we considered any large or unusual items affecting the effective tax rate and whether or not any current year items would indicate a requirement for further accruals.</p> <p>We analysed and challenged the assumptions used to determine the tax accruals and tested the accuracy of calculations. This included the review of correspondence with the relevant tax authorities. We also used our knowledge and experience of the application of local legislation by the relevant authorities and courts in order to assess the positions taken by management.</p> <p>We also assessed the adequacy of the Company's disclosures included in Notes 7 and 20 to the financial statements.</p>

INDEPENDENT AUDITOR'S REPORT (Continued)

To the members of Berger Paints Jamaica Limited (Continued)

Key Audit Matters, (Continued)

Key audit matter	How our audit addressed the key audit matter
Accounting for defined benefit plans	
<p>The Company's post-retirement benefit provisions relate to a defined benefit pension scheme amounting to an asset of \$148.94 million and a retiree medical post-retirement benefit scheme amounting to a liability of \$132.21 million.</p> <p>These provisions require significant level of judgement and technical expertise in determining the future levels of the following:</p> <ul style="list-style-type: none"> - Discount rate - Inflation - Salary increases and; - Mortality rates <p>Management uses external actuaries to assist in determining these assumptions and in valuing the assets and liabilities within the schemes.</p>	<p>As part of our audit we have evaluated and challenged actuarial assumptions adopted by management such as discount rates and future salary increases. In addition we tested the valuation of plan assets. We also performed substantive audit procedures on the underlying participants' data of the post-retirement benefit provisions that was provided to the actuary. The discount and inflation rates were agreed to those issued by the Institute of Chartered Accountants of Jamaica.</p> <p>We placed reliance on the actuary's report and therefore assessed the actuary's qualifications (i.e. professional certification, membership in an appropriate professional body), experience and reputation in the field. We also assessed the actuary's objectivity and evaluated the work performed (including reviewing the assumptions and inputs used in the report) in accordance with ISA 620 Using the Work of an Expert.</p>

INDEPENDENT AUDITOR'S REPORT (Continued)

To the members of Berger Paints Jamaica Limited (Continued)

Other information included in the Annual Report

Other information consists of the information included in the Company's 2017 Annual Report other than the financial statements and our auditor's report thereon. Management is responsible for the other information. The Company's 2017 Annual Report is expected to be made available to us after the date of this auditor's report.

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

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

Responsibilities of Management and the Board of Directors for the Financial Statements

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

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

The Board of Directors is responsible for overseeing the Company's financial reporting process.

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

INDEPENDENT AUDITOR'S REPORT (Continued)

To the members of Berger Paints Jamaica Limited (Continued)

Auditor's Responsibilities for the Audit of the Financial Statements (Continued)

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

- Identify and assess the risks of material misstatement of the 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 auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the 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 presents a true and fair view.

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

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

INDEPENDENT AUDITOR'S REPORT (Continued)

To the members of Berger Paints Jamaica Limited (Continued)

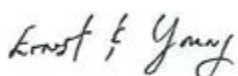
Auditor's Responsibilities for the Audit of the Financial Statements (Continued)

From the matters communicated with the Board of Directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the 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.

Report on additional requirements of the Jamaican Companies Act

We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit. In our opinion, proper accounting records have been maintained, so far as appears from our examination of those records, and the financial statements, which are in agreement therewith, give the information required by the Jamaican Companies Act, in the manner required.

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



Ernst & Young
Kingston, Jamaica

April 28, 2017

BERGER PAINTS JAMAICA LTD.
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2017

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	Notes	2017 \$'000	2016 \$'000
ASSETS			
Non-current assets			
Property, plant and equipment	5	197,583	214,122
Post employment benefits	6	148,936	128,133
Deferred tax assets	7	6,412	16,592
Total non-current assets		352,931	358,847
Current assets			
Inventories	8	342,616	337,993
Due from fellow subsidiaries	9	11,641	7,511
Trade and other receivables	10	395,220	325,365
Cash and bank balances	11	386,565	138,722
Total current assets		1,136,042	809,591
Total assets		1,488,973	1,168,438
EQUITY AND LIABILITIES			
Shareholders' Equity			
Share capital	12	141,793	141,793
Revaluation reserves	13	45,145	44,995
Revenue reserve		789,985	482,214
Total shareholders' equity		976,923	669,002
Non-current liabilities			
Post employment benefits	6	132,209	151,040
Current liabilities			
Due to immediate parent company	9	12,891	10,967
Due to fellow subsidiaries	9	2,215	6,834
Dividends payable		16,892	15,968
Provisions	14	15,964	18,301
Trade and other payables	15	301,646	285,850
Income tax payable	20(c)	30,233	10,476
Total current liabilities		379,841	348,396
Total equity and liabilities		1,488,973	1,168,438

The accompanying notes form an integral part of the Financial Statements.

The financial statements were approved and authorised for issue by the Board of Directors on April 28, 2017 and are signed on its behalf by:



 Mustafa Turra
 General Manager/Director



 Warren McDonald
 Director

BERGER PAINTS JAMAICA LTD.
STATEMENT OF INCOME
YEAR ENDED MARCH 31, 2017

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	Notes	2017 \$'000	2016 \$'000
Sales (net of discounts and rebates)	17	2,363,088	2,050,615
Raw materials and consumable used		(1,080,705)	(988,493)
Changes in inventories of finished goods and work in progress (net)		28,641	35,042
Manufacturing expenses		(116,461)	(109,726)
Depreciation	5	(31,997)	(29,323)
Employee benefits expense	19	(481,224)	(475,357)
Other operating expenses		(322,172)	(341,212)
Other income		6,518	1,303
PROFIT BEFORE FINANCE COSTS AND TAXATION		365,688	142,849
Finance costs	18(i)	-	(961)
PROFIT BEFORE TAXATION	18	365,688	141,888
Taxation	20	(50,133)	(19,751)
NET PROFIT FOR THE YEAR		315,555	122,137
Earnings per stock unit	21	\$1.47	\$0.57

The accompanying notes form an integral part of the Financial Statements.

BERGER PAINTS JAMAICA LTD.
STATEMENT OF COMPREHENSIVE INCOME
YEAR ENDED MARCH 31, 2017

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	Note	2017 \$'000	2016 \$'000
NET PROFIT FOR THE YEAR		<u>315,555</u>	<u>122,137</u>
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to profit or loss in subsequent periods:			
Deferred tax adjustment in respect of revaluation of property, plant and equipment	13	<u>150</u>	<u>150</u>
Remeasurement of defined benefit plans	6	46,773	(83)
Deferred tax effect	7	<u>(11,693)</u>	<u>21</u>
		<u>35,080</u>	<u>(62)</u>
Other comprehensive income for the year net of tax		<u>35,230</u>	<u>88</u>
TOTAL COMPREHENSIVE INCOME FOR THE YEAR, NET OF TAX		<u><u>350,785</u></u>	<u><u>122,225</u></u>

The accompanying notes form an integral part of the Financial Statements.

BERGER PAINTS JAMAICA LTD.
STATEMENT OF CHANGE IN EQUITY
YEAR ENDED MARCH 31, 2017

	Notes	Share Capital \$'000	Revaluation Reserves \$'000	Revenue Reserve \$'000	Total \$'000
Balance at April 1, 2015		141,793	44,845	385,857	572,495
Net profit for the year		-	-	122,137	122,137
Other comprehensive income (loss) for the year		-	150	(62)	88
Total comprehensive income for the year		-	150	122,075	122,225
Dividends	16	-	-	(25,718)	(25,718)
Balance at March 31, 2016		141,793	44,995	482,214	669,002
Net profit for the year		-	-	315,555	315,555
Other comprehensive income for the year		-	150	35,080	35,230
Total comprehensive income for the year		-	150	350,635	350,785
Dividends	16	-	-	(42,864)	(42,864)
Balance at March 31, 2017		141,793	45,145	789,985	976,923

The accompanying notes form an integral part of the Financial Statements.

BERGER PAINTS JAMAICA LTD.
STATEMENT OF CASH FLOWS
YEAR ENDED MARCH 31, 2017

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	Notes	2017 \$'000	2016 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net profit for the year		315,555	122,137
Adjustments for:			
Depreciation	5	31,997	29,323
Unrealised foreign exchange gains (net)		(2,128)	(408)
Post retirement benefit charge	6 (e)	19,966	19,209
Income tax expense	20	50,133	19,751
Interest income	18	-	(22)
Interest expense	18	-	961
Gain on sale of property, plant and equipment		(1,334)	-
Provision charge	14	20,662	20,076
Impairment loss recognised on trade receivables	10	24,176	37,212
Impairment loss recognised on other receivables	10	616	8,004
Reversal of impairment loss on trade receivables	10	(22,586)	(32,343)
Operating cash flows before movements in working capital:		437,057	223,900
Increase in trade and other receivables		(72,061)	(28,890)
Increase in inventories		(4,623)	(2,286)
Decrease in due to fellow subsidiary companies		(8,749)	(2,200)
Provisions utilised	14	(22,999)	(18,381)
Increase in trade and other payables		15,796	2,234
Increase in due to immediate parent company		1,924	467
Post employment benefits contributions	6(e)	(12,827)	(13,464)
Cash generated from operations		333,518	161,380
Income tax paid		(31,739)	(25,486)
Interest paid		-	(961)
Net cash provided by operating activities		301,779	134,933
CASH FLOWS FROM INVESTING ACTIVITIES			
Interest received		-	22
Proceeds from sale of property, plant and equipment		1,338	-
Acquisition of property, plant and equipment	5	(15,462)	(63,889)
Investment security (net)		-	562
Net cash used in investing activities		(14,124)	(63,305)
CASH FLOWS FROM FINANCING ACTIVITIES			
Dividends paid		(41,940)	(24,918)
Net cash used in financing activities		(41,940)	(24,918)
NET INCREASE IN CASH AND CASH EQUIVALENTS		245,715	46,710
OPENING CASH AND CASH EQUIVALENTS		138,722	91,604
Effect of foreign exchange rate changes		2,128	408
CLOSING CASH AND CASH EQUIVALENTS		386,565	138,722

The accompanying notes form an integral part of the Financial Statements.

BERGER PAINTS JAMAICA LTD.
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2017

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1. IDENTIFICATION

The main activity of the company, which is incorporated and domiciled in Jamaica, is the manufacture and distribution of industrial and decorative paints and paint-related processed materials.

The company, which is listed on the Jamaica Stock Exchange, is a 51% subsidiary of Lewis Berger (Overseas Holdings) Limited, which is incorporated in the United Kingdom. The ultimate holding company is Asian Paints Limited, which is incorporated in India. The registered office of the company is 256 Spanish Town Road, Kingston 11.

These financial statements are expressed in Jamaican dollars.

2 ADOPTION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS

2.1 *Standards and Disclosures affecting amounts reported and or disclosures in the current period (and/or prior periods)*

There were no standards and interpretations that were applied in the year that affected the presentation and disclosures in these financial statements.

2.2 *Standards and Interpretations adopted with no effect on financial statements*

The following additional new and revised Standards and Interpretations have been adopted in these financial statements. Their adoption has not had any impact on the amounts reported in these financial statements but may impact the accounting for future transactions or arrangements.

		<u>Effective for annual periods beginning on or after</u>
<u>Amendments to Standards</u>		
IAS 1	Disclosure Initiative – Amendments to IAS 1	January 1, 2016
IAS 16 and 38	IAS 16 and IAS 38 Clarification of Acceptable Methods of Depreciation and Amortisation	January 1, 2016
	Amendments to IAS 16 and IAS 38	
IAS 16 and 41	IAS 16 and IAS 41 Agriculture: Bearer Plants – Amendments to IAS 16 and IAS 41	January 1, 2016
IAS 27	IAS 27 Equity Method in Separate Financial Statements - Amendments to IAS 27	January 1, 2016
IFRS 10 and IAS 28	IFRS 10 and IAS 28 Sale or Contribution of Assets between an Investor and its Associate or Joint Venture – Amendments to IFRS 10 and IAS 28	January 1, 2016
IFRS 10, 12 and IAS 28	IFRS 10, IFRS 12 and IAS 28 Investment Entities: Applying the Consolidation Exception - Amendments to IFRS 10, IFRS 12 and IAS 28	January 1, 2016
IFRS 11	IFRS 11 Accounting for Acquisitions of Interests in Joint Operations – Amendments to IFRS 11	January 1, 2016
IFRS 14	IFRS 14 Regulatory Deferral Accounts	January 1, 2016
IFRS 5, 7 and IAS 19, 34	Amendments arising from 2012 – 2014 Annual Improvements to IFRS	January 1, 2016

BERGER PAINTS JAMAICA LTD.
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2017

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2 ADOPTION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS (CONTINUED)

2.3 Standards and interpretations in issue not yet effective

		Effective for annual periods beginning on or after
<u>New and Revised Standards</u>		
IAS 7	IAS 7 Disclosure Initiative – Amendments to IAS 7	January 1, 2017
IAS 12	IAS 12 Recognition of Deferred Tax Assets for Unrealised Losses – Amendments to IAS 12	January 1, 2017
IAS 40	Transfers of Investment Property - Amendments to IAS 40	January 1, 2018
IFRS 2	IFRS 2 Classification and Measurement of Share-based Payment Transactions – Amendments to IFRS 2	January 1, 2018
IFRS 4	Applying IFRS 9 Financial Instruments with IFRS 4 Insurance Contracts - Amendments to IFRS 4	January 1, 2018
IFRS 9	Financial Instruments	January 1, 2018
IFRS 15	Revenue from Contracts with Customers	January 1, 2018
IFRS 16	Leases	January 1, 2019
IFRS 1, 12 and IAS 28	Amendments arising from 2014 – 2016 Annual Improvements to IFRS	January 1, 2017
IFRIC 22	IFRIC Interpretation 22 Foreign Currency Transactions and Advance Consideration	January 1, 2018

New and Revised Standards and Interpretations in issue not yet effective that are relevant

The Board of Directors and management have assessed the impact of all the new and revised Standards and Interpretations in issue not yet effective and have concluded that the following are relevant to the operations of the company and are likely to impact amounts reported in the company's financial statements:

- *IFRS 9 Financial Instruments*

In July 2014, the IASB issued the final version of IFRS 9 Financial Instruments that replaces IAS 39 Financial Instruments: Recognition and Measurement and all previous versions of IFRS 9. IFRS 9 brings together all three aspects of the accounting for financial instruments project: classification and measurement, impairment and hedge accounting. IFRS 9 is effective for annual periods beginning on or after 1 January 2018, with early application permitted. Except for hedge accounting, retrospective application is required but providing comparative information is not compulsory. For hedge accounting, the requirements are generally applied prospectively, with some limited exceptions.

The Company plans to adopt the new standard on the required effective date. Overall, the Company expects no significant impact on its statement of financial position and equity except for the effect of applying the impairment requirements of IFRS 9 (See below).

BERGER PAINTS JAMAICA LTD.
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2017

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2 ADOPTION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS (CONTINUED)

2.3 Standards and interpretations in issue not yet effective (Continued)

New and Revised Standards and Interpretations in issue not yet effective that are relevant (continued)

- **IFRS 9 *Financial Instruments (continued)***

- (i) Classification and measurement

The Company does not expect a significant impact on its statement of financial position or equity on applying the classification and measurement requirements of IFRS 9.

- (ii) Impairment

IFRS 9 requires the Company to record expected credit losses on all of its debt securities, loans and receivables, either on a 12-month or lifetime basis. The Company expects to apply the simplified approach and record lifetime expected losses on all trade receivables. The Company does not expect a significant impact on its equity, but it will need to perform a more detailed analysis, which considers all reasonable and supportable information, including forward-looking elements to determine the extent of the impact.

- (iii) Hedge accounting

This amendment would not apply as the Company does not apply hedge accounting.

- **IFRS 15 Revenue from Contracts with Customers**

IFRS 15 was issued in May 2014 and establishes a five-step model to account for revenue arising from contracts with customers. Under IFRS 15, revenue is recognised at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer.

The new revenue standard will supersede all current revenue recognition requirements under IFRS. Either a full retrospective application or a modified retrospective application is required for annual periods beginning on or after 1 January 2018. Early adoption is permitted. The Company plans to adopt the new standard on the required effective date using the full retrospective method. The Company is considering the clarifications issued by the IASB in an exposure draft in July 2015 and will monitor any further developments.

BERGER PAINTS JAMAICA LTD.
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2017

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2 ADOPTION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS (CONTINUED)

2.3 Standards and interpretations in issue not yet effective (Continued)

New and Revised Standards and Interpretations in issue not yet effective that are relevant (continued)

- **IFRS 16 Leases**
This new standard requires lessees to account for all leases under a single on-balance sheet model, subject to certain exemptions in a similar way to finance leases under IAS 17. Lessees recognize a liability to pay rentals with a corresponding asset, and recognize interest expense and depreciation separately. The standard provides guidance on the two recognition exemptions for leases – leases of “low value” assets and short-term leases with a term of 12 months or less. Lessor accounting is substantially the same as IAS 17. IFRS 16 is effective for annual periods beginning on or after 1 January 2019. Early adoption is permitted but not before the Company applies IFRS 15. The directors and management have not yet assessed the impact of the application of this standard on the Company’s financial statements.
- **IFRIC Interpretation 22 Foreign Currency Transactions and Advance Consideration**
The interpretation clarifies that in determining the spot exchange rate to use on initial recognition of the related asset, expense or income (or part of it) on the derecognition of a non-monetary asset or non-monetary liability relating to advance consideration, the date of the transaction is the date on which an entity initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, then the entity must determine a date of the transactions for each payment or receipt of advance consideration. The interpretation is effective for annual periods beginning on or after 1 January 2018. The directors and management have not yet assessed the impact of the application of the amendment to this standard on the Company’s financial statements.

3. SIGNIFICANT ACCOUNTING POLICIES

3.1 Statement of compliance

The company’s financial statements have been prepared in accordance and comply with International Financial Reporting Standards (IFRS), as issued by the International Accounting Standards Board (IASB), and the relevant requirements of the Jamaican Companies Act.

3.2 Basis of preparation

The financial statements have been prepared under the historical cost basis. Historical cost is generally based on the fair value of the consideration given in exchange for assets.

The principal accounting policies are set out below.

BERGER PAINTS JAMAICA LTD.
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2017

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3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.3 Current versus non-current classification

The company presents assets and liabilities in statement of financial position based on current/non-current classification.

An asset is current when it is:

- Expected to be realised or intended to sold or consumed in the normal operating cycle
- Held primarily for the purpose of trading
- Expected to be realised within twelve months after the reporting period, or
- Cash or cash equivalents unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle
- It is held primarily for the purpose of trading
- It is due to be settled within twelve months after the reporting period, or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period

The company classifies all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

3.4 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible to by the company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

BERGER PAINTS JAMAICA LTD.
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2017

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.4 Fair value measurement (Continued)

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For the purpose of fair value disclosures, the company has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

3.5 Property, plant and equipment

All property, plant and equipment held for use in the production or supply of goods or services, or for administrative purposes, are stated in the statement of financial position at historical or deemed cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Freehold land is not depreciated.

Depreciation is recognised so as to write off the cost of assets (other than land and properties under construction) less their residual values, over the estimated useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation methods are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

Properties in the course of construction for production, supply or administrative purposes, or for purposes not yet determined, are carried at cost, less any recognised impairment loss. Cost includes professional fees and for qualifying assets, borrowing costs capitalised in accordance with the company's accounting policy. Such properties are classified to the appropriate categories of property, plant and equipment when completed and ready for intended use. Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use.

Repairs and maintenance costs are recognised in profit or loss as incurred.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the assets. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

3.6 Impairment of tangible assets

At the end of each reporting period, the company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). When it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

BERGER PAINTS JAMAICA LTD.
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2017

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3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.6 Impairment of tangible assets (Continued)

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than the carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss.

When an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

3.7 Employee benefits

3.7.1 Pension obligations

The company operates a defined benefit pension plan. The plan is funded by contributions from employees and employer. The employees contribute at the rate of 5% of pensionable salaries (with the option of contributing an additional 5%). The company's rate of contribution of 5.5% is determined by the Board of Directors upon recommendation of external actuaries.

The cost of providing benefits is determined using the Projected Unit Credit Method with external actuarial valuations being carried out at the end of each reporting period.

Re-measurements, comprising of actuarial gains and losses, the effect of the asset ceiling, excluding net interest and the return on plan assets (excluding net interest), are recognised immediately in the statement of financial position with a corresponding debit or credit to retained earnings through other comprehensive income in the period in which they occur. Re-measurements are not reclassified to profit or loss in subsequent periods.

Past service costs are recognised in profit or loss on the earlier of:

- The date of the plan amendment or curtailment, and
- The date that the company recognises restructuring-related costs

Net interest is calculated by applying the discount rate to the net defined benefit liability or asset. The company recognises the following changes in the net defined benefit obligation under employee benefit costs in the statement of profit or loss:

- Service costs comprising current service costs, past-service costs, gains and losses on curtailments and non-routine settlements
- Net interest expense or income

BERGER PAINTS JAMAICA LTD.
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2017

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.7 Employee benefits (Continued)

3.7.2 Termination obligations

Termination benefits are payable whenever an employee's employment is terminated involuntarily before the normal retirement date or whenever an employee accepts voluntary redundancy in exchange for these benefits. The company recognises termination benefits when it is demonstrably committed to either terminate the employment of current employees according to a detailed formal plan without the possibility of withdrawal or to provide termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than twelve (12) months after the end of the reporting period are discounted to present value.

3.7.3 Other post-retirement obligations

The company provides health benefits to qualifying employees upon retirement. The entitlement to these benefits is usually based on the employee remaining in service up to retirement age and the completion of a minimum service period. The expected costs of these benefits are accrued over the period of employment, using an accounting methodology similar to that used for the defined benefit pension plan as disclosed above.

3.8 Inventories

These are stated at the lower of cost and net realisable value. The cost of finished goods comprises direct materials and labour plus an appropriate proportion of fixed and variable overhead expenses that have been incurred in bringing inventory to its present location and condition. The cost of work-in-progress comprises direct materials and an appropriate proportion of labour and overhead expenses (fixed and variable) in bringing the inventory to its present location and condition. Cost is calculated using the weighted average method. Net realisable value represents the estimated selling price less all estimated costs of completion and costs necessary to make the sale.

3.9 Financial instruments

Financial instruments include transactions that give rise to both financial assets and financial liabilities.

Financial assets and liabilities are recognised on the company's statement of financial position when the company becomes a party to the contractual provisions of the instrument. Financial assets and financial liabilities are initially measured at fair value. Transactions costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities are added to or deducted from the fair value of the financial assets or financial liabilities (except for financial assets and financial liabilities at fair value through profit or loss where such costs are recognised immediately in profit or loss), as appropriate, on initial recognition.

The fair values of financial instruments are discussed in Note 23. Listed below are the company's financial assets and liabilities and the specific accounting policies relating to each:

BERGER PAINTS JAMAICA LTD.
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2017

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3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.9 Financial instruments (Continued)

3.9.1 Financial assets

Financial assets are recognised and derecognised on trade date where the purchase or sale of the instrument is under a contract whose terms require delivery of the instrument within the timeframe established by regulation or convention in the market place.

The company's financial assets are classified as financial assets at 'fair value through profit or loss (FVTPL)' and 'loans and receivables' with the classification being based on the nature and purpose of the financial asset and is determined at the time of initial recognition.

(a) Financial assets at FVTPL

Financial assets are classified as at FVTPL when the financial asset is either held for trading or it is designated as at FVTPL. A financial asset is classified as held for trading if:

- it has been acquired principally for the purpose of selling it in the near term; or
- on initial recognition it is part of a portfolio of identified financial instruments that the company manages together and has a recent actual pattern of short-term profit-taking; or
- it is a derivative that is not designated and effective as a hedging instrument.

A financial asset other than a financial asset held for trading may be designated as at FVTPL upon initial recognition if:

- such designation eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise; or
- the financial asset forms part of a group of financial assets or financial liabilities or both, which is managed and its performance is evaluated on a fair value basis, in accordance with the company's documented risk management or investment strategy, and information about the grouping is provided internally on that basis; or
- it forms part of a contract containing one or more embedded derivatives, and IAS 39 permits the entire combined contract (asset and liability) to be designated as at FVTPL.

Financial assets at FVTPL are stated at fair value, with any gains or losses arising on remeasurement recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any dividend or interest earned on the financial asset and is included in the 'other income', if any. Fair value is based on realisable prices, derived by valuation techniques, quoted by the relevant financial institution at the end of the reporting period.

(b) Loans and receivables

These are non-derivative financial assets with fixed or determinable payments and are not quoted in an active market. Loans and receivables are measured at amortised cost using the effective interest method less any impairment. Interest income is recognised by applying the effective interest rate, except for short-term receivables when the recognition of interest would be immaterial.

BERGER PAINTS JAMAICA LTD.
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2017

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.9 Financial instruments (Continued)

3.9.1 Financial assets (Continued)

(b) Loans and receivables (Continued)

Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees or points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial assets, or where appropriate, a shorter period to the net carrying amount on initial recognition.

Income is recognised on an effective interest basis for debt instruments.

The company's portfolio of loans and receivables comprises amounts due from fellow subsidiaries (See Related Party below), trade and other receivables and cash and bank balances.

(c) Impairment of financial assets

Financial assets are assessed for indicators of impairment at the end of each reporting period. Financial assets are impaired where there is objective evidence that, as a result of one or more events that have occurred after initial recognition of the financial assets, the estimated future cash flows of the asset have been affected.

Objective evidence of impairment could include:

- significant financial difficulty of the issuer or counterparty; or
- breach of contract, such as default or delinquency in interest or principal payments; or
- it becoming probable that the borrower will enter bankruptcy or financial re-organisation; or
- the disappearance of an active market for that financial asset because of financial difficulties.

For certain categories of financial assets, such as trade receivables, assets that are assessed not to be impaired individually are, in addition, assessed for impairment on a collective basis. Objective evidence of impairment for a portfolio of receivables includes the company's past experience of collecting payments, an increase in the number of delayed payments in the portfolio past the average credit period of 30 days, as well as observable changes in national or local economic conditions that correlate with default on receivables.

For financial assets carried at amortised cost, the amount of impairment loss recognised is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate.

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3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.9 Financial instruments (Continued)

3.9.1 Financial assets (Continued)

(c) Impairment of financial assets (Continued)

For financial assets carried at cost, the amount of the impairment loss is measured as the difference between the asset's carrying amount and the present value of the estimated future cash flows discounted at the current market rate of return of a similar financial asset. Such impairment loss will not be reversed in subsequent periods.

The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of trade receivables, where the carrying amount is reduced through the use of an allowance account. When a trade receivable is considered uncollectible, it is written off against the allowance account. Recoveries of amounts previously written off are credited to profit or loss. Changes in the carrying amount of the allowance account are recognised in profit or loss.

For financial assets measured at amortised cost, if in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment loss was recognised, the previously recognised impairment loss is reversed through profit or loss to the extent that the carrying amount of the financial assets at the date the impairment is reversed does not exceed what the amortised cost would have been had the impairment not been recognised.

Derecognition of financial assets

The company derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the company neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the company recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the company retains substantially all the risks and rewards of ownership of a transferred financial asset, the company continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset in its entirety, the difference between the asset's carrying amount and the sum of the consideration received and receivable and the cumulative gain or loss that had been recognised in other comprehensive income and accumulated in equity is recognised in profit or loss.

BERGER PAINTS JAMAICA LTD.
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3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.9 Financial instruments (Continued)

3.9.1 Financial assets (Continued)

(c) Impairment of financial assets (Continued)

Derecognition of financial assets (Continued)

On derecognition of a financial asset other than in its entirety (e.g. when the company retains an option to repurchase part of a transferred asset or retains a residual interest that does not result in the retention of substantially all the risks and rewards of ownership and the company retains control), the company allocates the previous carrying amount of the financial asset between the part it continues to recognise under continuing involvement, and the part it no longer recognises on the basis of the relative fair values of those parts on the date of the transfer. The difference between the carrying amount allocated to the part that is no longer recognised and the sum of the consideration received for the part no longer recognised and any cumulative gain or loss allocated to it that had been recognised in other comprehensive income is recognised in profit or loss. A cumulative gain or loss that had been recognised in other comprehensive income is allocated between the part that continues to be recognised and the part that is no longer recognised on the basis of the relative fair values of those parts.

3.9.2 Financial liabilities and equity instruments

Classification as debt or equity

Debt and equity instruments issued by the company are classified according to the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities. Equity instruments issued by the company are recorded at the proceeds received, net of direct issue costs.

Financial liabilities

These are classified as "other financial liabilities".

Financial liabilities are initially measured at fair value, net of transaction costs (where applicable). They are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis except for short-term liabilities when the recognition of interest would be immaterial.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums and discounts) through the expected life of the financial liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

The company's financial liabilities comprise amounts due to immediate parent company, due to fellow subsidiaries, dividends payable and trade and other payables.

BERGER PAINTS JAMAICA LTD.
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3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.9 Financial instruments (Continued)

3.9.2 Financial liabilities and equity instruments (continued)

(a) Related party

A party is related to the company if:

- (i) directly, or indirectly through one or more intermediaries, the party:
 - controls, is controlled by, or is under common control with, the company (this includes parent, subsidiaries and fellow subsidiaries);
 - has an interest in the entity that gives it significant influence over the company; or
 - has joint control over the company;
- (ii) the party is an associate of the company;
- (iii) the party is a joint venture in which the company is a venturer;
- (iv) the party is a member of the key management personnel of the company or its parent;
- (v) the party is a close member of the family of any individual referred to in (i) or (iv);
- (vi) the party is an entity that is controlled, jointly controlled or significantly influenced by, or for which significant voting power in such entity resides with, directly or indirectly, any individual referred to in (iv) or (v); or
- (vii) the party is a post-employment benefit plan for the benefit of employees of the company, or of any entity that is a related party of the company.

Intergroup transactions are recorded at pre-determined group rates and are settled quarterly. Interest is not charged on these balances as they are settled in a short period.

(b) Dividends payable

These are recognised as a liability in the period in which they are approved by the shareholders at the annual general meeting.

Derecognition of financial liabilities

The company derecognises financial liabilities when the company's obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

3.10 Taxation

Income tax expense represents the sum of tax currently payable and deferred tax.

Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit before taxation as reported in the statement of income because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted at the end of the reporting period.

BERGER PAINTS JAMAICA LTD.
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3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.10 Taxation (Continued)

Deferred tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period. The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Current and deferred tax for the period

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case the deferred tax is also recognised in other comprehensive income or directly in equity respectively.

3.11 Provisions

Provisions are recognised when the company has a present obligation (legal or constructive) as a result of a past event, it is probable that the company will be required to settle that obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (where the effect of the time value of money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

3.12 Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable. Revenue is reduced for estimated customer returns, rebates, discounts and other similar allowances.

BERGER PAINTS JAMAICA LTD.
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3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.12 Revenue recognition (Continued)

Sale of goods

Revenue from the sale of goods is recognised when all the following conditions are satisfied:

- the company has transferred to the buyer the significant risks and rewards of ownership of the goods;
- the company retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to the company; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Specifically, revenue from the sale of goods is recognised when goods are delivered and legal title is passed.

Interest revenue

Interest income from a financial asset is recognised when it is probable that the economic benefits will flow to the company and the amount of the income can be measured reliably.

Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

3.13 Foreign currencies

The financial statements are presented in Jamaican dollars, the currency of the primary economic environment in which the company operates (its functional currency).

In preparing the financial statements of the company, transactions in currencies other than the company's functional currency, are recorded at the rates of exchange prevailing on the dates of the transactions. At the end of each reporting period, monetary items denominated in foreign currencies are re-translated at the rates prevailing on that date. Non-monetary items carried at fair value that are denominated in foreign currencies are re-translated at the rates prevailing at the date when the fair value was determined. The gain or loss arising on translation of a non-monetary item measured in fair value is treated in line with the recognition of the gain or loss on change in fair value of the item (i.e. translation differences on items whose fair values gain is recognised in other comprehensive income or profit or loss are also recognised in other comprehensive income or profit or loss, respectively). Non-monetary items that are measured in terms of historical cost in a foreign currency are not re-translated.

All other exchange differences are recognised in profit or loss for the period in which they arise.

3.14 Leasing

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

BERGER PAINTS JAMAICA LTD.
NOTES TO THE FINANCIAL STATEMENTS
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3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.14 Leasing (Continued)

The company as a lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed. Contingent rentals, if any, arising under operating leases are recognised as an expense in the period in which they are incurred.

In the event that lease incentives are received to enter into operating leases, such incentives are recognised as a liability. The aggregate benefit of incentives is recognised as a reduction of rental expense on a straight-line basis, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

3.15 Research and development expenditure

Expenditure on research activities is recognised as an expense in the period in which it is incurred.

3.16 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

3.17 Segment reporting

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

Based on the information presented to and reviewed by the CODM, the operations of the company are considered as one operating segment.

4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the company's accounting policies, which are described in Note 3, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

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4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

Critical judgements in applying accounting policies

Management believes there are no judgements made that had a significant effect on the amounts recognised in the financial statements.

Key sources of estimation uncertainty

The following are the key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

a) Post employment benefits

As disclosed in Note 6, the company operates a defined benefit pension plan and provides post retirement medical benefits. The amounts shown in the statement of financial position are an asset of approximately \$148.94 million (2016: \$128.13 million) in respect of the defined benefit pension plan and a liability of approximately \$132.21 million (2016: \$151.04 million) in respect of post retirement medical liabilities. The post employment benefits are subject to estimates in respect of periodic costs, which costs are dependent on future returns on assets, future discount rates, rates of salary increases and the inflation rate in respect of the pension plan, and rates of increases in medical costs for the post retirement medical plan. External actuaries are contracted by the company in this regard.

The estimated return on pension assets assumption is determined by considering long-term historical returns, asset allocation and future estimates of long-term investment returns. The company estimates the appropriate discount rate annually, which rate is used to determine the present value of estimated cash outflows expected to be required to settle the pension and post-retirement medical benefit obligation.

To determine the appropriate discount rate in the absence of high quality corporate bonds, the interest rates on government bonds that have maturities approximating the related pension liabilities were considered.

The expected increase in medical costs was determined by comparing the historical relationship of actual medical cost increases with the local rate of inflation. Current market conditions also impact the assumptions outlined above.

Note 6(i) details some sensitivity analyses in respect of these post employment benefit plans.

b) Income taxes

Estimates are required in determining the provision for income taxes. There are some transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. Where the final tax outcome of estimates in respect of items deductible or not deductible for tax purposes is different from the amounts that were originally recorded, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made. A change of +/- 10% in the final tax outcome of these estimates would have the effect of approximately \$5.01 million (2016: \$1.98 million) increase/decrease in the current and deferred tax provisions.

c) Revenue recognition - Rebates, discounts and returns

Revenue is measured after taking account of returns, rebates, discounts and other similar incentives by customers on the Company's sales. Due to the variety of contractual terms across the Company's customer base, the estimation of discounts, incentives and rebates recognised based on sales made during the year is considered complex. A change of +/- 10% in the provision for outstanding rebates of these estimates would have the effect of approximately \$2.44 million (2016: \$3.55 million) increase/decrease in the current and deferred tax provisions.

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5. PROPERTY, PLANT AND EQUIPMENT

	Freehold Land \$'000	Freehold Buildings \$'000	Plant and Machinery \$'000	Furniture, Fixtures & Equipment \$'000	Motor Vehicles \$'000	Totals \$'000
At cost						
April 1, 2015	27,000	84,835	207,164	86,297	39,067	444,363
Additions	-	12,941	41,684	9,264	-	63,889
March 31, 2016	27,000	97,776	248,848	95,561	39,067	508,252
Additions	-	-	14,563	899	-	15,462
Disposals	-	-	(1,605)	-	(3,812)	(5,417)
March 31, 2017	27,000	97,776	261,806	96,460	35,255	518,297
Accumulated Depreciation						
April 1, 2015	-	33,575	143,217	62,387	25,628	264,807
Depreciation charge	-	5,006	12,492	6,542	5,283	29,323
March 31, 2016	-	38,581	155,709	68,929	30,911	294,130
Depreciation charge	-	4,461	15,682	6,914	4,940	31,997
Disposals	-	-	(1,603)	-	(3,810)	(5,413)
March 31, 2017	-	43,042	169,788	75,843	32,041	320,714
Carrying amounts						
March 31, 2017	27,000	54,734	92,018	20,617	3,214	197,583
March 31, 2016	27,000	59,195	93,139	26,632	8,156	214,122

a) The following useful lives are used in the calculation of depreciation:

Freehold buildings	50 years
Plant and machinery	6 years to 12½ years
Other fixed assets	4 years to 8 years

b) Freehold land and buildings were revalued in 1995 and the revaluation surplus of \$49.579 million was credited to revaluation reserves. The revalued amounts of \$27 million for land and \$47.529 million for buildings have been designated the deemed cost of these assets, as permitted under the provisions of IFRS 1.

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6. POST EMPLOYMENT BENEFITS

The company operates a defined benefit pension plan for qualifying employees and provides post retirement medical benefits to its pensioners. The plans are exposed to interest rate risk, inflation and changes in life expectancy for pensioners. Note 6(h) details the plan's exposure in respect of various financial assets.

Plan information

Regulatory framework	The law requires each plan sponsor to be an ordinary annual contributor but does not stipulate a minimum funding rate or solvency level. In absence of guidance from the Regulator, the working party of actuaries and auditors agreed on a minimum employer contributions rate of 0.25% of payroll per annum where plan rules do not specify a minimum.
Responsibilities	The trustees ensure benefits are funded, benefits are paid, and assets are invested to maximize return subject to acceptable investment risks while considering the liability profile. The board of trustees (including sponsor, employee and pensioner representatives) have contracted a pension services provider to administer the plan's activities. The plan is registered with the Financial Services Commission.
Asset-Liability Matching	Pensions are secured through the purchase of annuities. The remaining assets are invested in segregated pooled funds.

Defined benefit pension plan

This plan is funded by contributions from the employees and the company. The company contributes to the plan at rates determined by the Board of Directors upon recommendation of external actuaries (currently 5.5% (2016: 5.5%) of pensionable salaries) and the employees contribute at a rate of 5% of pensionable salaries (with the option of contributing an additional 5%). Pension benefits are determined on a prescribed benefits basis and are payable at a rate of $1\frac{2}{3}\%$ of the employee's average earnings over the three years prior to retirement times the employee's number of years membership in the plan.

Retiree Medical Plan

The company bears the full cost of health care of employees after retirement.

Valuation

The most recent actuarial valuations of the two plans were carried out as at March 31, 2017 by Ravi Rambarran of Rambarran & Associates Limited (Consulting Actuaries), Fellow of the Institute of Actuaries. The obligations were measured using the projected unit credit method.

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6. POST EMPLOYMENT BENEFITS (CONTINUED)

(a) The principal assumptions used for the purpose of the actuarial valuations were as follows:

Financial Assumptions

	2017	2016
	%	%
Gross discount rate (\$JA)	9.5	9.0
Expected rate of salary increases	6.5	5.5
Future pension increases	3.25	2.75
Medical inflation	7.0	7.0
Inflation	6.5	5.5
Minimum funding rate	0.25	0.25
Administration fees (percentage of pay)	1.0	1.0

Demographic Assumptions

(i) Mortality

American 1994 Group Annuitant Mortality (GAM94) table with 5 year mortality improvement.

Death rates per 1,000 are set out below:

Age	Males	Females
20 – 40	0.35 – 0.66	0.22 – 0.29
30 – 40	0.66 – 0.85	0.29 – 0.48
40 – 50	0.85 – 1.58	0.48 – 0.97
50 – 60	1.58 – 4.43	0.97 – 2.29
60 - 70	<u>4.43 – 14.53</u>	<u>2.29 – 8.63</u>

(ii) Retirement - males who joined the Plan before January 1, 2002 will retire at age 65 and all other members will retire at age 60.

(i) Terminations - no assumption was made for exit prior to retirement.

(iv) Marital statistics – 80% of members are assumed to be married at their date of retirement.

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6. POST EMPLOYMENT BENEFITS (CONTINUED)

(b) Amounts included in the statement of financial position arising from the company's obligation in respect of these plans are as follows:

	Defined Benefit Pension Plan		Retiree Medical Plan	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
Present value of obligation	(997,223)	(871,233)	(132,209)	(151,040)
Fair value of plan assets	1,209,519	1,061,681	-	-
Unrecognised asset due to ceiling	(63,360)	(62,315)	-	-
Net asset (liability) in the statement of financial position	<u>148,936</u>	<u>128,133</u>	<u>(132,209)</u>	<u>(151,040)</u>

(c) Amounts recognised in the profit or loss in respect of the plans are as follows:

	Defined Benefit Pension Plan		Retiree Medical Plan	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
Current service cost	14,742	14,097	4,252	4,645
Net interest cost:				
Interest cost on defined benefit obligation	76,493	72,911	13,403	13,709
Interest income on plan assets	(94,532)	(87,520)	-	-
Interest effect of the assets ceiling	5,608	1,367	-	-
Total included in employee benefits expense	<u>2,311</u>	<u>855</u>	<u>17,655</u>	<u>18,354</u>

(d) Amounts recognised in other comprehensive income in respect of the plans are as follows:

	Defined Benefit Pension Plan		Retiree Medical Plan	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
Remeasurements				
Change in financial assumption	(39,919)	35,297	(11,461)	11,526
Experience adjustments	29,880	(72,788)	(20,710)	(20,508)
Change in effect of the asset ceiling	(4,563)	46,556	-	-
	<u>(14,602)</u>	<u>9,065</u>	<u>(32,171)</u>	<u>(8,982)</u>

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6. POST EMPLOYMENT BENEFITS (CONTINUED)

(e) Movements in the net asset (liability) were as follows:

	Defined Benefit Pension Plan		Retiree Medical Plan	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
Opening balance	128,133	129,756	(151,040)	(146,835)
Amount charged to income	(2,311)	(855)	(17,655)	(18,354)
Remeasurement recognised in OCI	14,602	(9,065)	32,171	8,982
Contributions by employer	8,512	8,297	4,315	5,167
Closing balance	<u>148,936</u>	<u>128,133</u>	<u>(132,209)</u>	<u>(151,040)</u>

(f) Changes in the present value of the defined benefit obligation were as follows:

	Defined Benefit Pension Plan		Retiree Medical Plan	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
Opening defined benefit obligation	871,233	806,972	151,040	146,835
Service cost	14,742	14,097	4,252	4,645
Interest cost	76,493	72,911	13,403	13,709
Members' contributions	11,896	11,430	-	-
Benefits paid	(61,985)	(113,856)	(4,315)	(5,167)
Value of purchased annuities	18,426	33,037	-	-
Remeasurement:				
Changes in financial assumptions	(52,609)	52,596	(11,461)	11,526
Changes in experience adjustments	119,027	(5,954)	(20,710)	(20,508)
Closing defined benefit obligation	<u>997,223</u>	<u>871,233</u>	<u>132,209</u>	<u>151,040</u>

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6. POST EMPLOYMENT BENEFITS (CONTINUED)

(g) Changes in the fair value of plan assets are as follows:

	Defined Benefit Pension Plan		Retiree Medical Plan	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
Opening fair value of plan assets	1,061,681	951,120	-	-
Members' contributions	11,896	11,430	-	-
Employer's contributions	8,512	8,297	-	-
Interest income on plan assets	94,532	87,520	-	-
Benefits paid	(61,985)	(113,856)	-	-
Value of purchased annuities	18,426	33,037	-	-
Remeasurement:				
Changes in financial assumptions	(12,690)	17,299	-	-
Experience adjustments	89,147	66,834	-	-
Closing fair value of plan assets	<u>1,209,519</u>	<u>1,061,681</u>	<u>-</u>	<u>-</u>
Movement in asset ceiling				
Liability (Asset)				
Effect of asset ceiling at beginning	(62,315)	(14,392)		
Interest in asset	(5,608)	(1,367)		
Remeasurement effects	<u>4,563</u>	<u>(46,556)</u>		
Effect of ceiling at the end	<u>(63,360)</u>	<u>(62,315)</u>		

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6. POST EMPLOYMENT BENEFITS (CONTINUED)

(h) The major categories of plan assets are as follows:

	Defined Benefit Pension Plan	
	2017	2016
	Fair Value of Plan Asset	Fair Value of Plan Asset
	\$'000	\$'000
Equity fund	262,807	196,320
CPI indexed fund	43,687	40,282
International equity	36,506	46,680
Fixed income fund	121,230	59,841
Mortgage and real estate fund	237,329	214,061
Foreign currency fund	149,272	166,799
Money market fund	4,104	3,127
Value of purchased annuities	351,287	342,712
Other adjustments	3,297	(8,141)
Closing fair value of plan assets	<u>1,209,519</u>	<u>1,061,681</u>

Apart from purchased annuities, each asset is in a segregated fund.

There are no plan assets in respect of the Retiree Medical Plan.

(i) Sensitivity analyses

.1 Medical Inflation

	1% decrease in Medical inflation Assumption	1% increase in Medical inflation Assumption
	\$'000	\$'000
(Decrease) Increase in defined benefit obligation	(18,608)	23,241

.2 Discount rate

	1% decrease in Discount rate Assumption	1% increase in Discount rate Assumption
	\$'000	\$'000
Increase (Decrease) in defined benefit obligation – Medical	23,121	(18,230)
Increase (Decrease) in defined benefit obligation – Pension	100,430	(80,071)

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6. POST EMPLOYMENT BENEFITS (CONTINUED)

(i) Sensitivity analyses (Continued)

.3 Future Pension Increase

	1% decrease in Future Pension Assumption \$'000	1% increase in Future Pension Assumption \$'000
(Decrease) Increase in defined benefit obligation – Pension	(82,965)	95,928

.4 Salary Assumption

	1% decrease in Salary Assumption \$'000	1% increase in Salary Assumption \$'000
(Decrease) Increase in defined benefit obligation – Pension	(33,423)	37,358

.5 Life expectancy

	1 year Decrease \$'000	1 year Increase \$'000
(Decrease) Increase in defined benefit obligation – Medical	(4,439)	4,469
(Decrease) Increase in defined benefit obligation – Pension	(12,531)	12,517

(j) Other

(i) Expected contributions for the next year

	\$'000
Employer	8,467
Employee	12,104
	<u>20,571</u>

(ii) Expected expense for the next year

	Medical \$'000	Pension \$'000	Total \$'000
Service cost	3,888	17,593	21,481
Financing cost (net)	12,360	(15,104)	(2,744)
	<u>16,248</u>	<u>2,489</u>	<u>18,737</u>

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6. POST EMPLOYMENT BENEFITS (CONTINUED)

(j) Other (continued)

(iii) Maturity profile of defined benefit obligation

	Weighted Average Duration of liability (years) – 2017	Weighted average Duration of liability (years) – 2016
Pension	27	27
Medical	27	27

(iv) Included in the holdings of plan assets is an investment in the Sagicor Pooled Pension Investment Funds which holds 10.4% (2016: 10.4%) of the company's issued shares.

7. DEFERRED TAX ASSETS (LIABILITIES)

Certain deferred tax assets and liabilities have been offset in accordance with the company's accounting policy. The following is the analysis of the deferred tax balances:

	2017 \$'000	2016 \$'000
Deferred tax assets	49,451	56,141
Deferred tax liabilities	<u>(43,039)</u>	<u>(39,549)</u>
	<u>6,412</u>	<u>16,592</u>

The movement during the period in the company's deferred tax position was as follows:

	2017 \$'000	2016 \$'000
Opening balance	16,592	7,649
Credit to income for the period (Note 20(a))	1,363	8,772
(Charge) Credit to other comprehensive income for the period (Note 20(b))	<u>(11,543)</u>	<u>171</u>
Closing balance	<u>6,412</u>	<u>16,592</u>

The following are the major deferred tax liabilities and assets recognised by the company and the movements thereon, during the current and prior periods:

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7. DEFERRED TAX ASSETS (LIABILITIES) (CONTINUED)

Deferred tax assets

	Accrued vacation \$'000	Post employment benefits obligation \$'000	Accrued incentive and other \$'000	Total \$'000
Balance, April 1, 2015	4,151	36,709	7,979	48,839
Credit to income for the year	424	3,297	5,827	9,548
Charge to other comprehensive income for the year	-	(2,246)	-	(2,246)
Balance, March 31, 2016	4,575	37,760	13,806	56,141
Credit to income for the year	(584)	3,335	(1,398)	1,353
Charge to other comprehensive income for the year	-	(8,043)	-	(8,043)
Balance, March 31, 2017	3,991	33,052	(12,408)	49,451

Deferred tax liabilities

	Unrealised foreign exchange gains \$'000	Revaluation of properties \$'000	Post- employment benefits asset \$'000	Excess value allowances on motor vehicles \$'000	Capital allowances in excess of depreciation charges \$'000	Total \$'000
Balance, April 1, 2015	579	4,734	32,439	2,498	940	41,190
(Credit) Charge to income for the year	(477)	-	1,861	(1,197)	589	776
Credit to other comprehensive income for the year	-	(150)	(2,267)	-	-	(2,417)
Balance, March 31, 2016	102	4,584	32,033	1,301	1,529	39,549
Charge (Credit) to income for the year	432	-	1,550	(880)	(1,112)	(10)
(Credit) Charge to other comprehensive income for the year	-	(150)	3,650	-	-	3,500
Balance, March 31, 2017	534	4,434	37,233	421	417	43,039

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8. INVENTORIES

	2017 \$'000	2016 \$'000
Finished goods	219,012	191,237
Work-in-progress	1,208	342
Raw materials and supplies	120,260	141,156
Goods-in-transit	<u>2,136</u>	<u>5,258</u>
	<u>342,616</u>	<u>337,993</u>

Inventories stated above are net of provision for obsolescence amounting to approximately \$35.24 million (2016: \$40.38 million).

The cost of inventories recognised as an expense during the period, was \$1,052.06 million (2016: \$953.45 million).

Movement in provision for obsolescence

	2017 \$'000	2016 \$'000
Opening balance	40,378	31,732
Charged to income	7,435	33,617
Reversal of write down (Note 8(a))	<u>(12,576)</u>	<u>(24,971)</u>
Closing balance	<u>35,237</u>	<u>40,378</u>

(a) Previous write downs have been reversed as a result of reworks of material in the production process.

Charges in respect of inventory obsolescence of \$7.44 million (2016: \$33.62 million) are recorded in other operating expenses.

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9. BALANCES/TRANSACTIONS WITH RELATED PARTIES

Details of transactions and balances with the parent company and other related parties are disclosed below:

Trading transactions and balances

The company carried out transactions in the ordinary course of business during the period with its affiliates as follows:

	Sales of Goods and Raw Materials		Purchases of finished goods and raw materials		Technical Service Fees		Amounts Owed by (to) Related Parties	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<i>Immediate parent</i>								
Lewis Berger (Overseas Holdings) Ltd.	-	-	-	-	68,202	60,045	(12,891)	(10,967)
<i>Fellow subsidiaries</i>								
Berger Trinidad	-	-	3,481	1,544	-	-	11,641	7,511
Berger Barbados	3,022	980	2,324	69	-	-	(181)	(640)
Asian Paints International Limited	-	-	-	-	-	-	(1,422)	(5,967)
Berger Singapore	-	-	451	325	-	-	(527)	(227)
Berger Emirates	-	-	-	-	-	-	(85)	-
	<u>3,022</u>	<u>980</u>	<u>6,256</u>	<u>1,938</u>	<u>-</u>	<u>-</u>	<u>9,426</u>	<u>677</u>
Reflected in statement of financial position:								
Due from fellow subsidiaries							11,641	7,511
Due to fellow subsidiaries							(2,215)	(6,834)
							<u>9,426</u>	<u>677</u>
<i>Directors</i>							<u>121</u>	<u>18</u>

Sale of goods to related parties were made at the predetermined group rates. Purchases are made at market prices discounted to reflect the quantity of goods purchased and the relationships between the parties.

The amounts outstanding are unsecured and will be settled in cash. No guarantees have been given or received. No expense has been recognized during the year for irrecoverable debts in respect of the amounts owed by related parties.

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9. BALANCES/TRANSACTIONS WITH RELATED PARTIES (CONTINUED)

Loans to related parties

	2017 \$'000	2016 \$'000
Key management personnel	<u>120</u>	<u>776</u>

These comprise short-term loans. No interest is charged on these amounts.

Compensation of key management personnel

The remuneration of directors and other members of key management during the year was as follows:

	2017 \$'000	2016 \$'000
Short-term benefits	83,449	72,787
Post-employment benefits	<u>2,217</u>	<u>1,810</u>
	<u>85,666</u>	<u>74,597</u>

The remuneration of directors and key executives is determined by the directors of the parent company having considered the recommendation of the local Board and performance of individuals and prevailing macro-economic factors.

10. TRADE AND OTHER RECEIVABLES

	2017 \$'000	2016 \$'000
Trade receivables (net of provisions for outstanding rebates to customers of \$24.40 million (2016: \$35.48 million))	411,672	347,206
Less allowance for doubtful debts	<u>40,010</u>	<u>50,244</u>
	371,662	296,962
Other receivables and prepayments (net of an allowance for doubtful debts of \$12.24 million (2016: \$11.63 million))	<u>23,558</u>	<u>28,403</u>
	<u>395,220</u>	<u>325,365</u>

The average credit period on sale of goods is 30 - 60 days. The company has provided fully for all receivables due for over one year because historical experience has shown that receivables that are past due beyond this period are generally not recoverable. Trade receivables outstanding between 30 days and 1 year are provided for based on estimated irrecoverable amounts from the sale of goods, determined by reference to past default experience of the counterparty and an analysis of the counterparty's current financial position.

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10. TRADE AND OTHER RECEIVABLES (CONTINUED)

Before accepting any new customer, the company uses a credit bureau to assess the potential customer's credit quality and defines credit limits by customer. Limits and scoring attributed to customers are reviewed annually. Of the trade receivables balance at the end of the reporting period, \$73.36 million (2016: \$120.10 million) (amount within the approved credit limit) is due from one (2016: two) of the company's customers (See also Note 23(d)). There are no other customers who represent more than 5% of the total balance of trade receivables.

Included in the company's trade receivable balance are debtors with a carrying amount of \$223.19 million (2016: \$246.37 million) which is past due at the reporting date for which the company has not provided as there has not been a significant change in credit quality of the debtors and the amounts are still considered recoverable. The company does not hold any collateral or other credit enhancements over these balances nor does it have a legal right of offset against any amount owed by the company to the counterparty. The average age of these receivables is 60 days (2016: 67 days).

Ageing of past due but not impaired

	2017	2016
	\$'000	\$'000
30 – 90 days	184,570	192,195
91 – 180 days	28,614	30,974
181 – 270 days	7,937	19,188
271 – 360 days	2,073	4,010
	<u>223,194</u>	<u>246,367</u>

Movement in allowance for doubtful debts

	Trade Receivables		Other Receivables	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
Opening balance	50,244	45,516	11,628	3,624
Impairment losses recognised on receivables	24,176	37,212	616	8,004
Amounts written-off as uncollectible	(11,824)	(141)	-	-
Amounts recovered during the year	<u>(22,586)</u>	<u>(32,343)</u>	<u>-</u>	<u>-</u>
Closing balance	<u>40,010</u>	<u>50,244</u>	<u>12,244</u>	<u>11,628</u>

In determining the recoverability of a receivable, the company considers any change in the credit quality of the receivable from the date credit was initially granted up to the end of the reporting period. The concentration of credit risk is limited due to the fact that the customer base is large and unrelated. The directors believe that, at the end of the reporting period, there is no further credit provision required in excess of the allowance for doubtful debts.

Ageing of impaired trade receivables

	2017	2016
	\$'000	\$'000
≥ 365 days	<u>40,010</u>	<u>50,244</u>

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10. TRADE AND OTHER RECEIVABLES (CONTINUED)

Ageing of impaired other receivables

	2017 \$'000	2016 \$'000
≥ 365 days	12,244	11,628

11. CASH AND BANK BALANCES

	2017 \$'000	2016 \$'000
Cash on hand	984	796
Foreign currency bank deposits (Note 11(a))	96,125	20,007
Jamaican dollar bank deposits (Note 11(b))	289,456	117,919
	<u>386,565</u>	<u>138,722</u>

(a) These include non-interest bearing accounts totalling \$1.62 million (2016: \$1.57 million), representing the Jamaican dollar equivalent of Belize \$26,700 (2016: \$26,700) and \$94.50 million (2016: \$18.44 million) representing the Jamaican dollar equivalent of US\$734,508 (2016: US\$149,167).

(b) (i) This includes an interest bearing account totalling \$0.008 million (2016: \$0.008 million) at an interest rate of 0.05% (2016: 0.20%) per annum.

(ii) The company has a credit facility (overdraft) with a commercial bank to a limit of \$90.0 million (2016: \$91.5 million) at a rate of 16.25% (2016: 17.25%) per annum. The company did not utilise the facility during the year, hence there were no overdraft balances as at March 31, 2017 and March 31, 2016.

(c) Cash and cash equivalents

For the purposes of the cash flow statement, cash and cash equivalents comprise cash at bank and in hand, net of bank overdraft, and other highly liquid bank deposits held with financial institutions, with an original maturity of three months or less from the date of acquisition and are held to meet cash requirements rather than for investment purposes.

12. SHARE CAPITAL

	2017 No. of shares	2016 No. of shares	2017 \$'000	2016 \$'000
Authorised: No par value ordinary shares at the beginning and end of the period	214,322,393	214,322,393		
Issued and fully paid at the beginning and end of the period:	214,322,393	214,322,393		
Stated capital			<u>141,793</u>	<u>141,793</u>

There were no movements in share capital during the period.

The company has one class of ordinary shares which carry one vote per share and no right to fixed income.

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13. REVALUATION RESERVES

	Properties Revaluation Reserve	
	2017	2016
	\$'000	\$'000
Balance at beginning of year	44,995	44,845
Adjustments to deferred tax liability in respect of revalued buildings (Note 20(b))	150	150
Balance at end of year	<u>45,145</u>	<u>44,995</u>

The properties revaluation reserve arose on the revaluation of land and buildings prior to conversion to IFRS, and is shown net of annual deferred tax charges. Where revalued land and buildings are sold, the portion of the properties revaluation reserve that relates to that asset, and is effectively realised, is transferred directly to revenue reserve.

14. PROVISIONS

	Employee Benefits	
	2017	2016
	\$'000	\$'000
Opening balance	18,301	16,606
Charged to income for year	20,662	20,076
Utilised during the year	(22,999)	(18,381)
Closing balance	<u>15,964</u>	<u>18,301</u>

The provision for employees' benefits represents annual leave entitlements accrued.

15. TRADE AND OTHER PAYABLES

	2017	2016
	\$'000	\$'000
Trade payables	186,765	135,555
Other payables and accruals	<u>114,881</u>	<u>150,295</u>
	<u>301,646</u>	<u>285,850</u>

The credit period on purchases of goods from the company's major suppliers range from 30 - 60 days. The company has financial risk management procedures in place to ensure that all payables are paid within the credit timeframe.

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16. DIVIDENDS

During the current year:

- (i) A final dividend 20¢ per share totalling \$42.86 million for year ended March 31, 2016 was approved at the company's Annual General Meeting and paid to shareholders on the company's register of members at the close of business on June 14, 2016.
- (ii) The directors propose a special dividend of 20¢ per share totalling \$42.86 million and a final dividend of 30¢ per share totalling \$64.30 million for the year ended March 31, 2017 to be paid on August 11, 2017 to shareholders on the company's register of members at the close of business July 31, 2017.

The dividends are subject to approval by the shareholders at the Annual General Meeting.

During the 2015/2016:

A final dividend of 12¢ per share totalling \$25.72 million for year ended March 31, 2015 was approved at the company's Annual General Meeting and paid to shareholders on the company's register of members at the close of business on June 20, 2015.

17. SALES (NET OF DISCOUNTS AND REBATES)

The following are entity-wide disclosures:

(a) Products

	2017 \$'000	2016 \$'000
Decorative/architectural products	2,267,910	1,966,047
Industrial products	95,178	84,568
	<u>2,363,088</u>	<u>2,050,615</u>

(b) Geographical areas

	2017 \$'000	2016 \$'000
Domestic sales	2,236,670	1,944,544
Export sales	126,418	106,071
	<u>2,363,088</u>	<u>2,050,615</u>

(c) Major customers

Of the sales for the period, 11% (2016: 14%) was attributable to the company's largest customer. There were no other customers who represented 10% or more of the company's revenue.

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18. PROFIT BEFORE TAXATION

The profit before taxation is stated after taking into account the following:

	2017 \$'000	2016 \$'000
(i) Revenue and expenses on financial assets at amortised cost		
Revenue:		
Interest – bank deposits	-	22
Expenses:		
Interest – overdraft	-	961
Allowance for doubtful debt on sale of goods net of recoveries of \$22.59 million (2016: \$32.34 million)	1,590	4,869
Allowance for doubtful debt on other receivables	616	8,004
(ii) Net loss on financial assets and financial liabilities at amortised cost		
Net foreign exchange loss	1,755	2,911
(iii) Other expenses		
Directors' emoluments		
Fees	1,950	1,950
Management	25,739	21,031
Audit fees	4,935	4,815

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19. STAFF COSTS

Staff costs incurred during the period were:

	2017 \$'000	2016 \$'000
Salaries, wages and statutory contributions	398,498	385,587
Other staff benefits	82,726	89,770
	<u>481,224</u>	<u>475,357</u>

20. TAXATION

Current and deferred taxes have been calculated using the tax rate of 25% (2016: 25%).

(a) Recognised in profit and loss

(i) The total charge for the period comprises:

	2017 \$'000	2016 \$'000
Current tax	92,672	40,745
Employment tax credit	(27,922)	(12,222)
Write back excess tax provisions – prior years	(13,254)	-
Deferred tax adjustment (Note 7)	(1,363)	(8,772)
	<u>50,133</u>	<u>19,751</u>

(ii) The charge for the period is reconciled to the profit as per the income statement as follows:

	2017 \$'000	2016 \$'000
Profit before tax	<u>365,688</u>	<u>141,888</u>
Tax at the domestic income tax rate of 25%	91,422	35,472
Tax effect of expenses that are not deductible in determining taxable profit	50	255
Employment tax credit	(27,922)	(12,222)
Prior years over provision	(13,254)	-
Other	(163)	(3,754)
Tax expense for the period	<u>50,133</u>	<u>19,751</u>

The tax rate used for the reconciliations above is the company tax rate of 25% (2016: 25%) payable by corporate entities in Jamaica on taxable profits under tax laws.

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20. TAXATION (CONTINUED)

(b) Recognised directly in other comprehensive income in equity (Note 7)

	2017 \$'000	2016 \$'000
Revaluation of properties (Note 13)	150	150
Remeasurement of defined benefit plans	(11,693)	21
	<u>(11,543)</u>	<u>171</u>

(c) Current tax liabilities

	2017 \$'000	2016 \$'000
Income tax payable	<u>30,233</u>	<u>10,476</u>

21. EARNINGS PER STOCK UNIT

The calculation of earnings per stock unit is based on the profit after taxation of \$315.56 million (2016: \$122.14 million) and the number of stock units in issue during the period of 214,322,393 units (2016: 214,322,393 units).

22. COMMITMENTS

(a) Capital commitment

There were no capital commitments as at March 31, 2017. Capital expenditure authorised but not contracted for at March 31, 2016 amounted to approximately \$7.30 million. These expenditures were mainly in respect of the acquisition of plant & machinery and Dealer Tinting Machines.

(b) Operating lease arrangements

Operating lease payments represent rentals payable by the company for certain of its office locations. Leases are negotiated for an average term of three to five years and rentals are fixed for an average of three to five years.

	2017 \$'000	2016 \$'000
Minimum lease payments under operating leases recognised as an expense in the period	<u>7,612</u>	<u>7,783</u>

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22. COMMITMENTS (CONTINUED)

(b) Operating lease arrangements (Continued)

At the end of the reporting period, the company has outstanding commitments under operating leases, which fall due as follows:

	2017 \$'000	2016 \$'000
Within one year	9,401	8,605
In the second to fifth years inclusive	9,809	19,210
	<u>19,210</u>	<u>27,815</u>

23. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument are disclosed in Note 3 to the financial statements.

Categories of financial instruments

The following table sets out the financial instruments as at the end of the reporting period:

	2017 \$'000	2016 \$'000
Financial Assets		
Loans and receivables – at amortised cost		
- Due from fellow subsidiaries	11,641	7,511
- Trade and other receivables (excluding prepayments)	393,233	321,822
- Cash and bank balances	386,565	138,722
	<u>791,439</u>	<u>468,055</u>
Financial Liabilities (at amortised cost)		
- Due to immediate parent company	12,891	10,967
- Due to fellow subsidiaries	2,215	6,834
- Dividends payable	16,892	15,968
- Trade and other payables (excluding accruals)	258,108	221,640
	<u>290,106</u>	<u>255,409</u>

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**23. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT
(CONTINUED)**

Financial risk management policies and objectives

By its nature, the company's activities involve the use of financial instruments.

The company has exposure to the following risks from its use of its financial instruments: market risk (including currency risk, interest rate risk and other price risk), credit risk and liquidity risk.

Financial risk management objectives

The company's activities involve the analysis, evaluation, acceptance and management of some degree of risk or combination of risks. The company's aim is therefore to achieve an appropriate balance between risk and return and minimise potential adverse effects on the company's financial performance.

The company has documented financial risk management policies which are directed by its parent company. These policies set out the company's overall business strategies and its risk management philosophy. The financial risk management programme seeks to minimise potential adverse effects of financial performance of the company. The Board of Directors, directed by the parent company, provides written policies for overall financial risk management as well as policies covering specific areas, such as market risk, credit risk and liquidity risk. Periodic reviews are undertaken to ensure that the group's policy guidelines are complied with.

There has been no change during the year to the company's exposure to these financial risks or the manner in which it manages and measures the risk.

The company does not hold or issue derivative financial instruments.

Exposures are measured using sensitivity analyses indicated below.

(a) Market risk

Market risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices whether those changes are caused by factors specific to the individual security or its issuer or factors affecting all securities traded in the market. The company's activities exposes it primarily to the financial risks of changes in foreign currencies, as disclosed in Note 23(b) below, interest rates as disclosed in Note 23(c) below as well as equity price risks.

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23. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (CONTINUED)

Financial risk management policies and objectives (Continued)

(b) Foreign exchange risk

The company undertakes certain transactions denominated in currencies other than the Jamaican dollar resulting in exposures to exchange rate fluctuations.

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

Management of foreign exchange risk

Management consistently reviews the company's exposure in this regard by constant monitoring of international foreign exchange markets and factors influencing currency movements including daily analysis of its demand for foreign currency to meet supplier payments and positioning its foreign currency bank account holdings accordingly.

The carrying amounts of foreign currency denominated monetary assets and monetary liabilities arising in the ordinary course of business at the reporting date are as follows:

	Liabilities		Assets		Net Liabilities (Assets)	
	2017	2016	2017	2016	2017	2016
	J\$'000	J\$'000	J\$'000	J\$'000	J\$'000	J\$'000
US dollars	120,772	72,589	120,462	75,939	310	(3,350)
Euros	-	1,877	-	-	-	1,877
GBP	-	1,392	-	-	-	1,392
Belize dollars	-	-	1,625	1,571	(1,625)	(1,571)

Foreign currency sensitivity

The following table details the sensitivity to a 1% revaluation and 6% devaluation (2016: 1% revaluation and 6% devaluation) in the Jamaican dollar against the relevant foreign currencies. The above sensitivity rates are used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the end of the reporting period for the above change in foreign currency rates.

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23. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (CONTINUED)

Financial risk management policies and objectives (Continued)

(b) Foreign exchange risk (Continued)

Foreign currency sensitivity (Continued)

If the Jamaican dollar strengthens by 1% or weakens by 6% (2016: strengthens by 1% or weakens by 6%) against the relevant foreign currency, profit will increase (decrease) by:

Profit or loss increase (decrease)

	March 31, 2017				March 31, 2016			
	<u>Revaluation</u>		<u>Devaluation</u>		<u>Revaluation</u>		<u>Devaluation</u>	
	%	J\$'000	%	J\$'000	%	J\$'000	%	J\$'000
US dollars	+1	3	-6	(18)	+1	(34)	-6	204
Euros	+1	-	-6	-	+1	19	-6	(113)
GBP	+1	-	-6	-	+1	14	-6	(84)
Belize dollars	+1	(16)	-6	96	+1	(16)	-6	94
		<u>(13)</u>		<u>78</u>		<u>(17)</u>		<u>101</u>

This is mainly attributable to the exposure outstanding on bank balances, receivables and payables in the respective foreign currency at the end of the reporting period.

The company's sensitivity to foreign currency has decreased during the current year mainly due to the increased holdings of bank deposits and trade receivables offset by increased payables denominated in foreign currencies.

In management's opinion, the sensitivity analysis is unrepresentative of the inherent foreign exchange risk as at the end of the reporting period as it does not reflect the exposure during the period. US dollar denominated sales and liabilities are seasonal, fluctuating throughout the period.

(c) Interest rate risk management

Interest rate risk is the potential that the value of a financial instrument will fluctuate due to changes in market interest rates as a result of cash flow or fair value interest rate risk. Financial instruments subject to fixed interest rates are exposed to fair value interest rate risk while those subject to floating interest rates are exposed to cash flow risk.

The company's exposure to interest rates on financial assets and financial liabilities are detailed in the liquidity risk management section at Note 23(e) below.

Management of interest rate risk

The company manages its interest rate risk by monitoring the movements in the market interest rates closely.

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**23. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT
(CONTINUED)**

Financial risk management policies and objectives (Continued)

(c) Interest rate risk management (Continued)

Interest rate sensitivity

The sensitivity analyses below have been determined based on the exposure to interest rates for non-derivative instruments at the end of the reporting period. In respect of Jamaican dollar investments, a 100 basis points increase and a 100 basis point decrease (2016: a 100 basis points increase and a 100 basis points decrease) and for foreign currency denominated balances, a 100 basis points increase and a 50 basis points decrease (2016: 100 basis point increase and a 50 basis points decrease) is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the possible change in interest rates.

As at March 31, 2017 and 2016, the company had no significant exposure to interest rate risk.

(d) Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the company.

Financial assets that potentially subject the company to concentration of credit risk consist principally of cash, cash equivalents, trade and other receivables and amounts due from related parties. The maximum exposure to credit risk is the amount of approximately \$790.46 million (2016: \$467.26 million) disclosed under 'categories of financial instruments' above and the company holds no collateral in this regard. Generally, the company manages its credit risk by screening its customers, establishing credit limits and the rigorous follow-up of receivables.

Cash and bank deposits

The credit risk on liquid funds is limited because the counterparties are major banks with high credit ratings. The carrying amount of cash and bank balances (excluding cash on hand) totalling \$385.58 million (2016: \$137.92 million) at the reporting date represents the company's maximum exposure to this class of financial assets.

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**23. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT
(CONTINUED)**

Financial risk management policies and objectives (Continued)

(d) Credit risk management (Continued)

Trade and other receivables

The company has adopted a policy of dealing with creditworthy counterparties as a means of mitigating the risk of financial loss from defaults. The company's exposure and the credit ratings of its counterparties are continuously monitored and the aggregate value of transactions concluded is spread amongst approved counterparties. Credit exposure is controlled by counterparty limits that are reviewed and approved by management on an annual basis. Further, trade receivables consist of a large number of customers, spread across the retail and construction sectors and as such, the company does not have significant credit risk exposure to any single counterparty, except in respect of one retail entity whose outstanding balance (2016: two retail entities whose balances) (within the approved credit limits) amount to approximately 18% (2016: 35%) of trade receivables (see Note 10). Ongoing credit evaluation is performed on the financial condition of trade receivables. The book value of receivables is stated after allowance for likely losses estimated by the company's management based on prior experience and their assessment of the current economic environment.

The carrying amount of financial assets in respect of trade receivables totalling \$371.66 million (2016: \$296.96 million) and other receivables totalling \$21.57 million (2016: \$24.86 million) at year end which is net of impairment of approximately \$40.01 million and \$12.24 million respectively (2016: \$50.24 million and \$11.63 million respectively), represents the company's maximum exposure to this class of financial asset.

Amounts due from fellow subsidiaries

The directors believe that the credit risks associated with this financial instrument are minimal. The carrying amount of \$11.64 million (2016: \$7.51 million) at the reporting date represents the company's maximum exposure to this class of financial assets.

(e) Liquidity risk management

Liquidity risk, also referred to as funding risk, is the risk that the company will encounter difficulty in raising funds to meet commitments associated with financial instruments. Liquidity risk may result from an inability to sell a financial asset quickly at, or close to, its fair value. Prudent liquidity risk management implies maintaining sufficient cash and cash equivalents, and the availability of funding through an adequate amount of committed facilities. Due to the nature of the underlying business, the management of the company maintains an adequate amount of its financial assets in liquid form to meet contractual obligations and other recurring payments. The company also maintains a credit overdraft facility with a commercial bank to a limit of \$90.0 million (2016: \$91.5 million).

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23. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (CONTINUED)

Financial risk management policies and objectives (Continued)

(e) Liquidity risk management (Continued)

Liquidity and interest risk analyses in respect of non-derivative financial liabilities and non-derivative financial assets

Non-derivative financial liabilities

The following tables detail the company's remaining contractual maturity for non-derivative financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the company can be required to pay. The table includes both interest and principal cash flows.

	Weighted Average Effective Interest Rate %	On Demand or Within 1 Year \$'000	Total \$'000
<u>2017</u>			
Non-interest bearing	-	290,106	290,106
<u>2016</u>			
Non-interest bearing	-	255,409	255,409

Non-derivative financial assets

The following table details the company's expected maturity for its non-derivative financial assets. The tables below have been drawn up based on the undiscounted contractual maturities of the financial assets including interest that will be earned on those assets except where the company anticipates that the cash flow will occur in a different period.

	Weighted Average Effective Interest Rate %	On Demand or Within 1 Year \$'000	Total \$'000
<u>2017</u>			
Non-interest bearing	-	791,431	791,431
Interest bearing	0.05	8	8
<u>2016</u>			
Non-interest bearing	-	468,047	468,047
Interest bearing	0.2	8	8

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**23. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT
(CONTINUED)**

Financial risk management policies and objectives (Continued)

(f) Fair value of financial assets and financial liabilities

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. A market price, where an active market (such as a recognised stock exchange) exists, is the best evidence of the fair value of a financial instrument. Where market prices are not available for the financial assets and liabilities of the company, fair values in the financial statements have been presented using various estimation techniques based on market conditions existing at the end of the reporting period. Generally, judgement is necessarily required in interpreting market data to develop estimates of fair value. Accordingly, the estimates presented in these financial statements are not necessarily indicative of the amounts that the company would realise in a current market exchange.

The following methods and assumptions have been used in determining the fair values of financial assets and financial liabilities:

- The carrying amounts included in the financial statements for cash and bank balances, trade and other receivables and trade and other payables, due to immediate parent company and due from or to fellow subsidiaries reflect the approximate fair values because of the short-term maturity of these instruments.

Capital risk management policies and objectives

The company manages its capital to ensure that it will be able to continue as a going concern while maximising the return to stakeholders through the optimisation of the equity balance.

The Board monitors the return on capital (net income divided by shareholder's equity).

The company's Board of Directors reviews the capital structure on a semi-annual basis. As a part of this review, the Board of Directors considers the cost of capital and the associated risks. Additionally, based on recommendations of the Board of Directors, the company balances its overall capital structure through the payment of dividends.

The company's overall strategy as directed by its parent remains unchanged from year ended 2016.

FORM OF **PROXY**

I/WE

of being a member/members

of the above named Company, hereby appoint

of

or failing him of

..... as my/our proxy to vote for me/us on my/

our behalf at the Annual General Meeting of the Company to be held on the 28th

day of July, 2017 and at any adjournment thereof.

Signed this day of 2016

.....

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\$100
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NOTES



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