

2012

ANNUAL REPORT



Our Vision & Mission

A hand holding a network of people icons over a world map with red arrows. The background features a dark world map. A hand is shown from the bottom, holding a network of white icons representing people, connected by lines. Several large, thick red arrows point upwards and to the right, symbolizing growth and progress.

VISION

To become a global corporate leader, through innovation and entrepreneurship. Driven by a passion for excellence and compassion for our fellow man, we will make LASCO a world name, synonymous with integrity, value and service.

MISSION

To provide quality products and services to our customers, ensure profitability and promote employee development.

Being the best ... Always.

Two-Year Financial Review

	2012 \$000's	2011 \$000's
PROFIT AND LOSS		
Revenue	3,227,502	2,969,611
Percentage increase over prior year	8.68%	
Profit Before Taxation	561,209	518,447
Percentage increase over prior year	8.25%	
Profit After Taxation	587,760	401,776
Percentage increase over prior year	46.29%	
Dividend	61,304	0
Percentage increase over prior year	100.00%	
Bank Overdraft	204,080	11,765
RATIOS		
Number of shares issued	408,713	408,713
Shareholders' Equity	1,356,702	830,246
Percentage increase over prior year	63.41%	
Return on Sales	18.21	13.53
Return on Equity	43.32	48.39
Profit before tax to Sales	17.39	17.46
Earnings per stock unit	1.44	1.04
Closing Stock Price - JSE	11.9	5.2
Price-Earnings Ratio	8.26	5



LASCO Manufacturing is a company designed for long-term sustainable growth. Through innovation and investment, we are positioned to build at an unprecedented rate.

We are in a position to lead.

A close-up photograph of a woman with dark hair and a black knit beanie, smiling warmly. A young child is kissing her on the cheek. The background is a soft-focus outdoor setting.

Adding
Value
through
Innovation

Contents

- 5 Notice of Annual General Meeting
- 6 Corporate Data
- 7 Shareholders' Profile

Statements

- 09 Chairman's Statement
- 19 Managing Director's Statement

Profiles

- 12 Board of Directors

Reports

- 17 Directors' Report
- 22 Management Discussion & Analysis

Features

- 15 Corporate Governance Audit & Compliance Committee
- 31 Human Resources Development
- 34 Company Outlook
- 37 Company Awards
- 38 Corporate Social Responsibility
- 41 Marketing Activities

Financial Report

- 44 Financial Statements

Other Information

- 71 Proxy Form



27 Red Hills Road, Kingston 10
Jamaica, W.I.
www.lascojamaica.com

LASCO Manufacturing Limited manufactures and exports soy-based, nutritious powdered beverages and cereals. The Company also packages whole milk and skimmed milk powders for the Jamaican market. LASCO exports products to the Caribbean, Central America, United States of America, Canada and the United Kingdom. This range of products is distributed in Jamaica through LASCO Distributors Limited.

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the Annual General Meeting of LASCO MANUFACTURING LIMITED will be held at The Knutsford Court Hotel, 16 Chelsea Avenue, Kingston 5, on October 19, 2012 at 10:00 a.m. The proposed resolutions are as follows:

ORDINARY BUSINESS

Ordinary Business


1. **Audited Accounts:** To consider and if thought fit, pass the following resolution:
"THAT the Audited Accounts for the year ended March 31, 2012 and the Reports of the Directors and Auditors, circulated with notice convening the meeting, be and are hereby adopted."
2. **Dividend:** To consider and if thought fit, pass the following resolution:
"THAT the interim dividend of fourteen cents (14¢) dividend per share to be paid September 28, 2012 to Shareholders on record at the close of business on September 14, 2012 be declared final and that no further dividend be paid in respect of the year under review."
3. **Election of Directors:** Article 97 of the Company's Articles of Association provides that one-third of the Directors, if their number is not three (3) or a multiple of three (3), the number nearest one-third (1/3), shall retire from office at each Annual General Meeting. The Directors retiring under this Article are **Mr. Anthony Chang** and **Professor Rosalea Hamilton**, and being eligible, offer themselves for re-election.

To consider and if thought fit, pass the following resolutions:

- (i) "THAT Director, Mr. Anthony Chang, retiring pursuant to Articles 97 of the Articles of Incorporation be and is hereby re-elected."
 - (ii) "THAT Director, Professor Rosalea Hamilton, retiring pursuant to Articles 97 of the Articles of Incorporation be and is hereby re-elected."
4. **Directors Remuneration:** To consider and if thought fit, pass the following resolution:
"THAT, the Directors' remuneration shall be such amount as the Board of Directors, or any appropriate Committee of the Board of Directors, may determine, pursuant to Article 77 of the Company's Articles of Incorporation."
 5. **Appointment of Auditors and their Remuneration:** To consider and if thought fit, pass the following resolution:
"THAT Messrs. BDO, having signified their willingness to serve, continue in office as Auditors of the Company until the conclusion of the next Annual General Meeting at a remuneration to be agreed with the Directors."

Dated this 17th day of August 2012

BY ORDER OF THE BOARD OF DIRECTORS



Vincent Chen

COMPANY SECRETARY

NOTE: A Member of the Company entitled to attend and vote at this meeting is entitled to appoint another person as his/her Proxy to attend and vote in his/her stead, and a Proxy need not be a Member.
A Form of Proxy is enclosed for your convenience.

Corporate Data

Registered Office

27 Red Hills Road
Kingston 10
Jamaica, W.I
Tel. (876) 960-1831
(876) 960-3662-3
Fax: (876) 929-2244
Website: www.lascojamaica.com

Company Secretary

Mr. Vincent A. Chen
Attorney-At-Law

Attorneys-At-Law

Mr. Vincent Chen
Chen Green & Company
6 Haining Road
Kingston 5
Jamaica, W.I

BOARD OF DIRECTORS

Executive Directors

Hon. Lascelles Chin, O.J., C.D.
Chairman

Dr. Eileen Chin
Managing Director

Non-Executive Directors

Mr. Anthony Chang
Mr. J.A. Lester Spaulding, C.D., J.P.
Prof. Rosalea Hamilton, Ph.D.

List of Senior Officers

Hon. Lascelles Chin, O.J., C.D.
Chairman

Dr. Eileen Chin
Managing Director

Mr. Paul Darby
Financial Accountant

Mr. Vincent Chen
Company Secretary

Peter Chin
Managing Director of LASCO
Distributors
(Affiliated Company)

Bankers

CIBC FirstCaribbean International Bank
Jamaica Limited
22-23 Knutsford Boulevard
Kingston 5
Jamaica, W.I.

Auditors

BDO
26-28 Beechwood Avenue
Kingston 5
Jamaica, W.I.

Registrar and Transfer Agents

Jamaica Central Securities Depository
40 Harbour Street
Kingston
Jamaica, W.I.

Shareholders' Profile

LASCO Manufacturing Limited

Top 10 Shareholders as at March 31, 2012

NAME	Volume	Percentage
1. Lascelles Chin	324,712,255	79.45
2. Mayberry West Indies Limited	9,705,307	2.37
3. Generation 4 Company Limited	5,591,644	1.37
4. Catherine Adella Peart	4,800,000	1.17
5. Huixiong Liao	3,400,000	0.83
6. Joel Gonzalez *Liudmila Gonzalez Diaz	3,006,800	0.74
7. Bamboo Group Holdings Limited	2,361,084	0.58
8. Mayberry Managed Clients Accounts	2,314,053	0.57
9. Liudmila Gonzalez Diaz *Joel Izquierdo Gonzales	2,222,000	0.54
10. Hilda Gonzales Diaz *Eileen Chin	2,100,000	0.51

Directors & Connected Parties Shareholdings as at March 31, 2012

NAME	Volume	Percentage
1. Lascelles Chin	324,712,225	79.45
2. Eileen Chin * Hilda Gonzales	1,700,000	0.22
3. Anthony Chang	400,000	0.10
4. Rosalea Hamilton	275,300	0.07
5. J. A. Lester Spaulding	150,300	0.04

Senior Officers & Connected Parties Shareholdings as at March 31, 2012

NAME	Volume	Percentage
1. Peter Chin	1,158,598	0.28
2. Peter Chin * Kamla Chin	200,000	0.05
3. Paul Darby	150,000	0.04
4. Vincent Chen * Helen Chen	0	0.00

* Connected party



Hon. Lascelles A. Chin
Chairman of the Board

Chairman's Statement

LASCO Manufacturing Limited will continue to focus on developing its most valuable assets, its human resources, through leadership, personal development and succession planning programmes to allow growth from within.

On behalf of the Board of Directors, I welcome you all to the second Annual General Meeting of your company. I am sure by now you would have received and reviewed the Annual Report for 2011-12.

Today, I am delighted to share with you the highlights of the performance and achievements of another year. It gives me great pleasure to inform you that our company has again achieved another year of growth. For the period 2011-12, our company's performance demonstrated that despite the slowdown in the recovery of the global economy, as well as the uncertainty of the Jamaican economy, our company continued to make progress towards its strategic and financial targets. The financial year ending March 31, 2012 produced after-tax profits of \$588M, a growth rate of 46% over the previous year. I am immensely proud of the hard work and commitment that achieved these goals, shown by the board, the management and the staff.

Our company's core focus remains on delivering shareholder value by implementing measures that reduce cost, broadening the asset base and increasing profitability to maintain the Company's position in the market place. Our objective is to serve our shareholders, stakeholders and customers in Jamaica and the diaspora. We are now well into the growth phase of our journey – a phase which will continue to support our core aim of sustainable growth. While organic growth remains our priority, over the last year we have also been focused on developing a state-of-the-art manufacturing facility, the construction of which is now well on its way.

Delays in the construction process have set the project back by approximately five weeks.


We expect, however, that the plant will be completed by October 2012. When completed, this new operation will support our continued growth in revenue aided by a broad range of new products.

The combination of a solid top line and the continued delivery of significant efficiency gains have delivered strong profit growth and cash-flow generation, enabling us to increase our investment in the project. LASCO Manufacturing Limited will continue to focus on developing its most valuable asset, its human resources, through leadership, personal development, and succession planning programmes to allow growth from within.

We will also continue our commitment in community involvement and Corporate Social Responsibility by supporting the Police, Nurses, Teachers and Principals, as well as the communities and schools in our surroundings. Maintaining the highest standards of management integrity and responsiveness to the regulatory environment is a priority for LASCO Manufacturing. We will, therefore, continue to monitor the various requirements and regulations as well as implement satisfactory procedures, systems and controls for corporate governance and financial reporting.

Lastly, I would like to extend our sincere gratitude to our stakeholders, our customers and partners who have placed great trust in us and in our products. I thank our employees for supporting us in our activities and helping us to grow further. I owe my gratitude to my colleagues on the board who have always provided valuable guidance.

We look forward to bringing you many more positive results in the years ahead.



Hon. Lascelles Chin - O.J., C.D.
Chairman

Board Of Directors



Mr. Anthony Chang
Director

Hon. Lascelles Chin, O.J., C.D.
Executive Chairman



Dr. Eileen Chin
Director

Mr. J.A Lester Spaulding
Director

Prof. Rosalea Hamilton
Director

Directors' Profiles

Recipient of the Order of Jamaica and the Order of Distinction (C.D.) for his philanthropy and contributions to the development of commerce and business, Lascelles Chin is the Chairman and Founder of the LASCO Affiliated Companies.



Hon. Lascelles Chin, O.J., C.D.
Executive Chairman

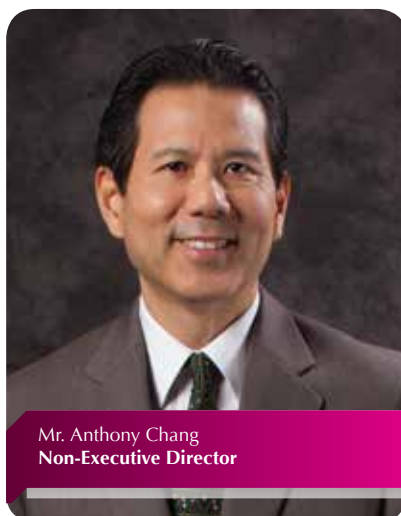
This Jamaican-born entrepreneur, who ventured into the field of business and commerce in 1956, found opportunities in a variety of sectors. These included the importation of spices and peas, the sale of adhesives through his partnership with Henkel, furniture manufacturing, data processing, car rentals, horticulture, insurance brokerage, hair products, soya oil refining and chicken processing.

Because of his wealth of knowledge and business experience, and always mindful of his humble beginnings, the Chairman has constantly sought to develop and distribute affordable products.

The Chairman shares his ideas and energy with his business colleagues. He has contributed greatly to prominent Jamaican organizations such as the Jamaica Industrial Development Corporation (JIDC), the Jamaica Exporters' Association (JEA), the Jamaica Promotions Corporation (JAMPRO), and the Jamaica Bureau of Standards Council.

He is a current director of the University of the West Indies' School of Nursing Advisory Board and the King's House Foundation. He is also the Chairman and CEO of the boards of the LASCO Affiliated Companies.

The Chairman has also been listed among the top ten personalities in Jamaica, as published by the *Jamaica Observer* on several occasions. In 2011, he was inducted into the Private Sector of Jamaica (PSOJ) Hall of Fame during the Annual Hall of Fame Banquet, held on October 27, 2011 at the Wyndham Kingston Hotel.



Mr. Anthony Chang
Non-Executive Director

A non-executive Director of the Company, Mr. Chang is a graduate of the University of Western Ontario, Canada (Bachelor of Arts). He has also completed many professional courses and was awarded a Hubert Humphrey fellowship by the American University of Washington, D.C. (1996). Prior to joining the LASCO affiliated entities, Mr. Chang was the Managing Director of T. Geddes Grant Limited.

Mr. Chang is also a board member of various local institutions and companies including Scotia Group Limited, Scotia DBG Investments Limited and Digicel Jamaica Limited. In the past, he was President of the Jamaica Chamber of Commerce and Chairman of Legislation and Regulation (a USAID and Government of Jamaica private sector project which, amongst other things, funded the reorganization of the local Taxpayer Audit and Administration Department's audit programmes and created the Caribbean's first Developmental Approval Centre at NEPA).



Professor Rosalea Hamilton, Ph.D.
Non-Executive Director

Professor Rosalea Hamilton is Vice President, Development at the University of Technology, Jamaica (UTech). She did undergraduate studies in Social Science, specializing in Psychology, at Middlesex University in England. She also holds a Masters in International Affairs at Columbia University, a Ph.D in Economics at the New School for Social Research in New York and an LLB degree in Law at the University of London (External Division).

She has taught extensively at the graduate and undergraduate levels in the USA at Tuskegee University, Alabama; City University (John Jay College) New York; Nova Southeastern University Florida; Northern Caribbean University, Jamaica and the University of the West Indies, Jamaica, in the areas of Entrepreneurship, Law, Managerial Economics and International Trade.

As President of the MSME Alliance, her commitment to promoting entrepreneurship and development is evident in her on-going advocacy and creative interventions to assist the development of the micro, small and medium-sized enterprise (MSME) sector. In recognition of her outstanding work, she was awarded a professorship in the Scotiabank Chair in Entrepreneurship & Development in 2008.

Professor Hamilton is also Founder and Director of the Institute of Law & Economics (ILE), and a consultant with the Ministry of Foreign Affairs and Foreign Trade, the United Nations Development Programme (UNDP), the Commonwealth Secretariat, the International Labour Organization (ILO) and other international organizations. From 2006 to 2007 she was Chief Advisor to the Prime Minister of Jamaica.



Dr. Eileen Chin, MBA
Managing Director

Dr. Eileen Chin is the Managing Director serving as an Executive Director on the Board of LASCO Manufacturing Limited.

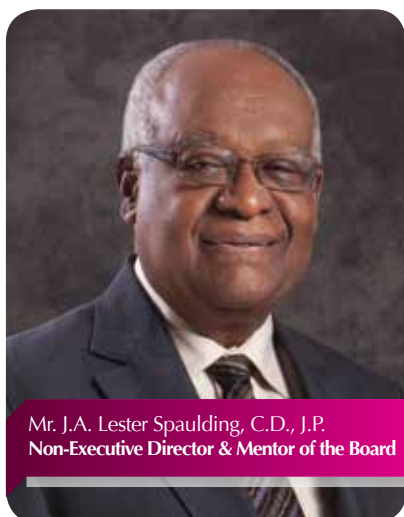
Born in Havana City, Cuba, Dr. Chin holds a post-graduate degree in Medicine from the Havana University's School of Medicine. She specialized and taught histology to medical students from 1993 to 1998 at the Giron School of Medicine and migrated to Jamaica in 1998.

Dr. Chin commenced working within the LASCO Affiliated Companies in 1999 in various capacities, including Marketing Department (Label Development), Export Department (Central and South American Sales Representative and Export Director).

In 2007, she was appointed General Manager of LASCO Foods (Successors) Limited and in 2009 she was appointed Managing Director of the Company before it changed its name to LASCO Manufacturing Limited.

Dr. Chin holds an MBA in Global Management and has received knowledge and skills development training in Advanced Negotiation, Risk Management and Lean Six Sigma.

She is also a member of the Board of Directors of LASCO Financial Services Limited and LASCO Distributors Limited.



Mr. J.A. Lester Spaulding, C.D., J.P.
Non-Executive Director & Mentor of the Board

Mr. Spaulding is currently the non-executive Chairman of the Board of Directors of the RJR Communications Group, starting his 42-year career in Business as an accountant, rising to the position of Managing Director, and guiding the company operationally as its CEO for 30 years until 2008.

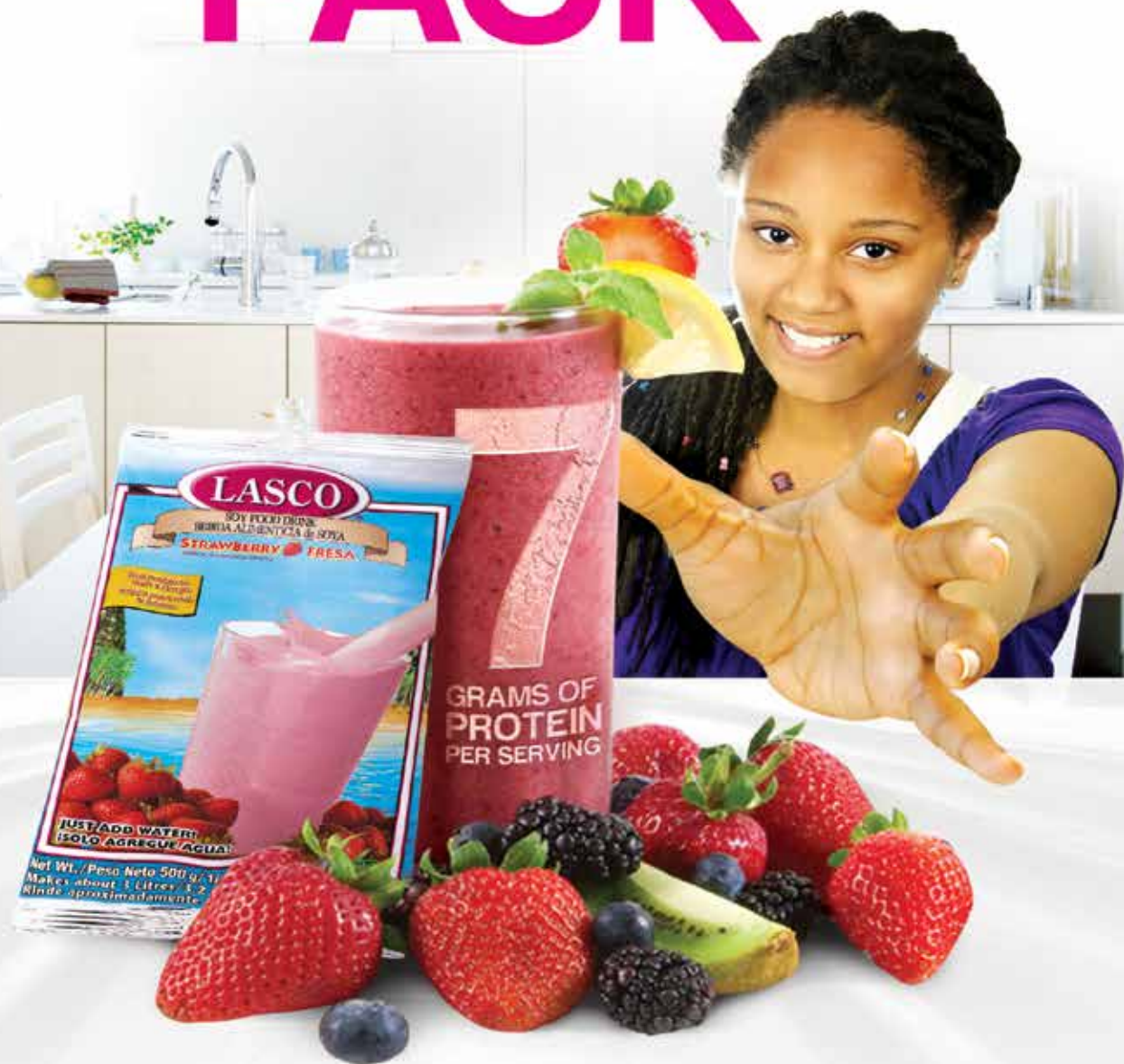
This includes listing the parent company, Radio Jamaica Limited on the Jamaica Stock exchange, after a successful IPO in September 1991. He also serves on the Boards of other commercial institutions including JN Money Services Limited, Guardsman Communications, LASCO Manufacturing Company, LASCO Distributors Limited and Scottish Masonic Association Limited.

He is closely involved in community service and now serves as a Director of the Private Sector Organization of Jamaica (PSOJ), Crime Prevention Fund (Crime Stop), Peace and Love in Schools (PALS) and the Caribbean Community of Retired Persons (CCRP).

Mr. Spaulding serves as a mentor for the Company for the purposes of the rules of the Jamaica Stock Exchange Junior Market. As such, he is responsible for advising the Board on the implementation of adequate procedures, systems and controls for corporate governance, financial reporting and the release of timely information to the market.

Mr. Spaulding is a member of the Audit and Remuneration committees of the Company, as required by the Junior Market Rules for the purposes of good governance.

Protein, Calcium, Iron & Vitamins **All in ONE**
**POWERFUL
PACK**



25% of the recommended daily allowance of **Calcium**

Helps **lower Cholesterol** and helps **prevent heart disease.**



Nutrition Never Tasted
SO GOOD

Corporate Governance Audit & Compliance Committee

The Audit and Compliance Committee has a direct responsibility to assist the board by overseeing the financial reporting and the auditing process of the Company's activities.



Mr. J. A. Lester Spaulding, C.D., J.P.
Chairman



Hon. Lascelles Chin, O.J., C.D.



Prof. Rosalea Hamilton, Ph.D.

CGACC

Corporate Governance is an essential element of the operations of LASCO Manufacturing Limited and the responsibility of ensuring the continuance of good governance is a charge of the Board of Directors and the management and staff of the Company.

The directors are directly responsible for overseeing accountability, objectivity and transparency in the Company's activities: all of which are important to increase shareholders' confidence and maximize their value, and ultimately to the positive impact on our long-term business success.

In carrying out its functions, the board ensures that the Company is compliant with the laws of the land, the rules of the Jamaica Stock Exchange Junior Market and the policies and procedures of the Company.

Board Composition and Board sub-committees

As at March 31, 2012, the board comprised of five members, two executive directors and three non-executive directors. The board members are very experienced and respected individuals, with diverse skills and knowledge from different professions.

Their level of talent and experience promises sound judgment in decision making and guiding the Company into successful endeavours. The Board of Directors meets on a quarterly basis and when required from time-to-time, holds special meetings to deal with pertinent matters.

The board has two sub-committees; Audit & Compliance and Compensation. The members are appointed by the full Board of Directors. Both committees are chaired by non-executive directors and the members include the executive chairman and another non-executive director. Any director may attend a sub-committee meeting.

The Audit and Compliance Committee

This committee is chaired by Mr. J. A. Lester Spaulding and the other appointed members are Hon. Lascelles Chin and Professor Rosalea Hamilton. The committee meets quarterly and continues to be guided by its established terms of reference to ensure:

- good fiscal discipline
- open and accurate financial reporting and
- timely disclosures

Corporate Governance

For the financial period under review, the committee appointed Mayo Holdings Limited to function on a co-sourcing basis to provide internal audit services. At the beginning of the year, the committee reviewed and approved the audit plan for the financial year. In an effort to maintain and improve organizational procedures and controls for tracking the Company's income and expenditures, the internal audit department, through the chief internal auditor, reports to the committee at its quarterly meetings.

During the periodical meetings, members of the committee also analyze the quarterly unaudited and the annual audited financial statements and make recommendations to the full Board of Directors for publication in accordance with the rules of the Jamaica Stock Exchange Junior Market Rules and International Accounting Standards.

The Compensation Committee

The Compensation Committee has the responsibility to advise the board on all matters relating to the compensation of the Executive Chairman, the Managing Director and the non-executive members of the board. The committee is chaired by Professor Rosalea Hamilton. The other appointed members include Hon. Lascelles Chin and Mr. J. A. Lester Spaulding.

The committee terms of reference require that the committee meet at least once per year to evaluate the performance of the executive chairman and the managing director. For the financial year under review, the committee met as mandated and made their recommendations to the full board of directors.

Below is a summary of the register in respect of the meetings for the financial year ended March 31, 2012.

Meetings	LML AGM	LML BOD	LML Compensation Committee	LML Audit Committee
No. of Meetings	1	7	1	3
Lascelles Chin	1	7	1	3
Eileen Chin	1	7	-	2
J. A. Lester Spaulding	1	7	1	3
Rosalea Hamilton	1	6	1	2
Anthony Chang	1	5	-	-

Directors' Report

The Directors of LASCO Manufacturing Limited (the Company) are pleased to present their report for the financial year ended March 31, 2012.

The Auditors of the Company, BDO of 26 Beechwood Avenue, Kingston 5, have expressed their willingness to continue in office as Auditors of the Company until the conclusion of the next Annual General Meeting.

FINANCIAL RESULTS

The Statement of Comprehensive Income shows a total profit before taxation of \$561.2M, taxation of \$26.5M, and the Total Comprehensive Income of \$587.8M. For the reason that the Company listed its shares on the Junior Market of the Jamaica Stock Exchange on October 12, 2010 the Company is entitled to a remission of Corporate Income Tax for a period of ten years from the date of listing as follows:

Years 1–5	100%
Years 6–10	50%

DIRECTORS

As at March 31, 2012, the Directors of the Company are:

- Hon. Lascelles Chin, O.J., C.D. (Executive Chairman)
- Dr. Eileen Chin, MBA (Managing Director)
- Mr. Anthony Chang (Non-Executive)
- Mr. J.A. Lester Spaulding, C.D., J.P. (Non-Executive)
- Prof. Rosalea Hamilton, Ph.D (Non-Executive)

In accordance with Article 97 of the Articles of Incorporation of the Company Mr. Anthony Chang and Prof. Rosalea Hamilton shall retire by rotation and being eligible, will offer themselves for re-election in accordance with the Company's Articles of Incorporation.

DIVIDEND

On August 15, 2011 an interim dividend of Fifteen Cents (0.15¢) dividend per share was paid to shareholders. This dividend was declared final in the meeting of the shareholders on October 25, 2011.

THANK YOU

We wish to thank our shareholders, customers, agents, employees and stakeholders for their continued support.

Dated this 17th day of August 2012
FOR AND ON BEHALF OF THE BOARD OF DIRECTORS



Vincent A. Chen
COMPANY SECRETARY



“We will continue our commitment to our community involvement and Corporate Social Responsibility by supporting the Police, Nurses, Teachers and Principals, as well as the communities and schools in our surroundings.”

Dr. Eileen Chin, MBA
Managing Director

Managing Director's Report

We believe that under the guidance of the Board, strong executive leadership and with a proven strategy, we are well positioned to capitalise on growth opportunities in the coming years.

The key to success in today's competitive and dynamic world is continuous evolution. This is a philosophy that we at LASCO Manufacturing Limited are firmly committed to, through constant improvement, learning and innovation.

We believe that a sound business model, strong values, and engaged human resources provide us with intrinsic strength. Our sturdy foundation has enabled us to maintain a revenue-generating business with high growth potential.

By pursuing our strategy for profitable growth, accelerating the transformation of our cost base to drive cost efficiency and investing in our value proposition, LASCO Manufacturing Limited delivered steady sales growth in 2012. Revenue this year increased by 8.7% from \$2.9 billion in 2011 to \$3.2 billion in 2012.

During 2012, the Company's net profit increased by 46.3%; from \$401.7M in 2011 to \$587.8M in 2012. These positive results have provided us with further confidence to move swiftly on completing our new manufacturing plant.

LASCO Manufacturing Limited commenced the construction of our state-of-the-art manufacturing plant in January 2012. This plant will increase production capacity and expand the product portfolio. The new plant will expand both local and export markets, thereby ensuring business continuity, increased sales and profitability. The US\$25M investment underlines our long-term strategic plans. We realise that there is a great deal of work to be done, and our team is ready for the challenge.

As part of our strategic plan, during this financial year we will continue to build on our key capabilities to grow our market-leading positions, while seeking adjacent category growth in those markets. We will also look to build upon our strengthened platform in targeted segments of high growth in our export market, both in a measured way and for the longer term.

LASCO Manufacturing Limited aims to continue delivering solid growth and strong cash flow from existing and future businesses. While we remain cautious on the overall economic outlook, we believe that under the guidance of the board, strong executive leadership with a proven strategy, and committed workers, we are well positioned to capitalise on growth opportunities in the coming years. This will benefit the company as well as our shareholders and other stakeholders.

As a central element of our culture and values, LASCO Manufacturing Limited pledges to continue acting in a socially responsible way, caring for all our stakeholders, providing equal opportunities for all our employees and supporting the fundamentals of environmental protection and sustainability.

We also wish to thank our employees for the effort and contribution they have made to the commencement of the expansion to date, and our consumers for their loyalty and support.

Thank you.

Dr. Eileen Chin, MBA
Managing Director

Organizational Chart



LASCO Manufacturing Limited manufactures and exports soy-based nutritious powdered beverages and cereals. We also package whole milk and skimmed milk powders for the Jamaican market.

We export products to the Caribbean, Central America, The United States of America, Canada and the United Kingdom.

This range of products is distributed in Jamaica through LASCO Distributors Limited.

Management Team



Standing (L-R): Peter Hylton, MIS Manager; Francisca Anderson, Human Resource Manager; Wincella Cummings, Project Management Consultant; Eileen Chin, Managing Director; Rhona Rhoden-Munoz, Purchasing Manager; Joel Gonzales, Property Manager; Ruel Thompson, Security Manager.

Seated:

Paula Lewis, Quality Assurance Manager and Paul Darby, Financial Accountant.

Management Discussion & Analysis

LASCO Manufacturing Limited, its Chairman, management and staff believe in investing in Jamaica's development. Thus the company's 2011-2014 Business Plan was developed to meet the demands of our consumers and to support our need for growth.

WHO ARE WE?

LASCO Manufacturing Limited was incorporated in October 1994 by its Founder, Chairman and CEO, Hon. Lascelles Chin. In August 2010, the Company changed its name from LASCO Foods (Successors) Limited to its present one. In October 2010, LASCO Manufacturing Limited became a publicly listed company after its first public offer on the Jamaica Stock Exchange Junior Market.

The Company prides itself on its result-oriented approach, passion to satisfy consumers, investment in technology and in the training and development of its high calibre employees.

Since its inception, the LASCO brand has been synonymous with affordability and value for the consumer. Slogans such as 'LASCO Makes Living Affordable', 'Nutrition Never Tasted So Good' and 'Positive on Quality' reflect LASCO's commitment to its consumers. It is this commitment which has earned us the respect and admiration of the public at large, making us a household name across Jamaica.

LASCO Manufacturing Limited has pioneered a wide range of products, including its popular soy protein beverages. These drinks deliver to the consumer a highly nutritious product at a reasonable price. The Company currently operates two divisions, manufacturing and export. It has also developed a close partnership with LASCO Distributors Limited, an affiliated LASCO company in Jamaica, as well as with selected distributors in the Caribbean, Central and South America, Canada, the USA, the UK and the Middle East.

LASCO Manufacturing Limited has distinguished itself in its dedication to the development of Jamaica and the region, through educational and social programmes and the delivery of assistance to the less fortunate.

The Company has spearheaded and supported a wide range of community development activities, including its Ambassadorial Programmes. These programmes were initiated to recognize outstanding Jamaicans such as teachers, police and nurses.

CORE VALUES:

LASCO Manufacturing Limited is known for its integrity and high ethical standards. We are committed to our customers, our staff and our shareholders. We believe in respect and consideration for our employees and for all our consumers across the markets we serve.

Our core values have been established by our Chairman and Founder, Hon. Lascelles Chin and they will continue to remain our guide in the management of the business and the execution of the company's strategy.

BUSINESS STRATEGY:

Manufacturing and Expansion

LASCO Manufacturing's strategic approach is to streamline the manufacturing process through constant improvements: innovation, product development, quality assurance and factory processes.

The Company, like many other manufacturers in Jamaica, is constantly investing in improving its products, services and processes. This innovation propels the improvement in workers' output, workflow, usage of material, energy conservation and other components of productivity. With this approach, we are geared to reduce waste and boost efficiency while maintaining our high quality standards.

To remain cost-competitive, the Company outsources some services and shares others, such as marketing and information technology, with affiliated company LASCO Distributors Limited.

Management Discussion & Analysis



The Hon. Lascelles Chin, Chairman of LASCO Affiliated Companies, Prime Minister of Jamaica, The Most Hon. Portia Simpson-Miller, Denise Daley, MP - S.E St. Catherine (centre) and the Hon. Anthony Hylton, Minister of Industry, Investment & Commerce (second right) shared lens space with a few of LASCO's valued customers from the Progressive Grocers Group. They are (from left) Gladston Loshusan, Albert Lym and Sing Chin (right).

On January 18, 2012, at 10:00a.m., LASCO Manufacturing Limited took a giant step forward when it broke ground for the construction of its new plants.

The ceremony was attended by the new Prime Minister, Most Hon. Portia Simpson-Miller and Minister of Industry Investment and Commerce, Hon. Anthony Hylton, with other ministers and government representatives.

The Prime Minister lauded the groundbreaking as the dawning of a new economic day in Jamaica's development. She said the plant would be important not just for LASCO, but for Jamaica's economy, and added that it was now time for other businesses to emulate LASCO and find similar entrepreneurial courage.

Management Discussion & Analysis

“ I am considering this another paradigm for Jamaican businesses and I intend to use LASCO as a model in the Government’s discussion with other local businesses because your model is uncomplicated and can be replicated among our private sector partners. And so when I speak with other business people, I will speak about the LASCO model. ”

- Prime Minister, The Most Hon. Portia Simpson-Miller



Chairman & CEO of LASCO Hon. Lascelles Chin presents a plaque to Most Hon. Portia Simpson-Miller Prime Minister of Jamaica. Accompanying them from left to right are: Mr. Peter Chin, Managing Director LASCO Distributors Limited; Hon. Anthony Hylton, Minister of Industry, Investment and Commerce and Dr. Eileen Chin, Managing Director, LASCO Manufacturing Limited.

LASCO Manufacturing Limited remains prepared for the completion of the two new manufacturing plants, at a value of US\$25M. All effort has been placed on minimizing or avoiding cost overruns through negotiations with subcontractors, machine manufacturer’s and funding support from First Caribbean International Bank Jamaica Limited. As of March 31, 2012 we had to shift our construction timeline by at least five weeks, as the steel manufacturers were not able to meet the deadline set by our engineers with whom they had agreed. We remain confident that the team of experts will ensure completion of the project based on our contractual agreements and plans.

We have commenced restructuring and streamlining several areas of our operation to meet world standard processes. This will enhance the continuation of the work we began in ensuring greater efficiency. The hiring and training of new employees for strategic positions commenced during the period under review.



Breaking ground: (L-R) Mr. Peter Chin, Managing Director, LASCO Distributors Limited; Hon. Lascelles Chin, Chairman and CEO of LASCO; Most Hon. Portia Simpson-Miller, Prime Minister of Jamaica; Hon. Anthony Hylton, Minister of Industry, Investment and Commerce and Dr. Eileen Chin, Managing Director, LASCO Manufacturing Limited.



Manufacturing Plant building under construction at White Marl, St. Catherine.

Management Discussion & Analysis



Package area with employees at work.

CHANGE MANAGEMENT

LASCO Manufacturing Limited has developed a more focused change management programme to support and maintain the new operating environment. This will continue until management is completely satisfied with the implementation of the relevant processes. As one of the facets of this programme, we have developed procedures for lean manufacturing, whereby management and staff have been sent on several training and development courses and seminars and given the opportunity to fully involve themselves in the change process through open communication and team building.

As part of our strategy, we aim to empower employees to influence quality, on-time delivery of products and services and to create in each department a self-directed problem-solving team which is focused on continual process improvement.

Our goals are:

- to maintain high quality standards across all products and facilities
- to increase output, plant and employee safety
- to enforce change management and knowledge management across all processes and procedures
- to enforce adherence to policies

Management will continue the rigorous focus on developing employees to manage risks and to improve efficiencies.

EXPORT

The Export Division manages export sales of LASCO branded products through appointed distributors in the Caribbean, Central and South America, Canada, the United Kingdom, the United States of America and the Middle East.

Export sales remained stable for LASCO Manufacturing Limited during the April 2011 – March 2012 year when compared to the previous financial year. This was due to the effects of the global economic recession and changes of distributorship in some of our markets. The Company continued to sell and market products to its 20 existing markets in the USA, UK, Caribbean and Latin America.

In addition, new market entry was gained in two additional Caribbean countries; Antigua and Guyana, while a new distributor agreement was negotiated for the UK market. There were no new product launches during the financial year.

LASCO Manufacturing Limited continues to team with our distributors on developing the markets we serve, with the objective of building our brand, increasing customer satisfaction and ultimately, increasing sales.



Continue to **build**
a trusted



**and leverage
brand**

Management Discussion & Analysis

OPERATING ENVIRONMENT

LASCO Manufacturing Limited (LML) will continue building a company capable of prevailing over any operational and economic challenges that may arise. We believe that the economy in Jamaica will continue to experience low growth beyond 2012. LASCO Manufacturing Limited with its new facility, will strategically position our company to further build market leadership in Jamaica and the export markets. We will continue to develop our operation as we broaden our regional presence and brand exposure.

A strong manufacturing base is essential to reduce Jamaica's trade deficit, which continues to widen year on year, becoming an unnerving drag on GDP. Unless steps are taken to revitalize manufacturing, the value of manufacturing goods beyond their raw material cost will disappear and the deficit will widen even further.

LASCO Manufacturing Limited has been characterized for offering high quality products to consumers at very competitive prices. We aim to continue reducing our cost of operations while increasing our product portfolio. With our efforts to reduce costs and to support marketing activities, this trend will continue.

In addition, as the economy of the US improves and as European countries get together in an effort to stop their economic decline, exports will start to grow. LML will, therefore, be prepared to take advantage of the reopening of this global market, which has been stagnant for the past two years.

FINANCIAL PERFORMANCE

LASCO Manufacturing Limited consists of two divisions: Manufacturing and Export. For the purpose of the financial statements, the Company uses a consolidated approach.

In the current economic climate, we are fortunate to have a company built on several tremendous strengths. Innovation, customer and consumer support have remained our hallmarks.

The year 2012 was an active and challenging one for LASCO Manufacturing Limited. Despite the global economic challenges as well as low growth in the Jamaican economy, LASCO Manufacturing's performance continues to improve.

Management Discussion & Analysis

Turnover for the year ending March 31, 2012 increased by 8.7%; from \$2.9B in 2011 to \$3.2B in 2012.



Although export revenue was subdued, the results indicate that the market demand for our products remains strong and that we need to move quickly to meet that demand.

While we were constrained by our production capacity, the start of the new plant project did not distract us, and we remained focused on our objectives of sustainable growth and doing the right thing for our consumers.

The past year saw an increase in gross profit – moving from \$934M in 2011 to \$993M in 2012 – an improvement of \$58.7M for the year.

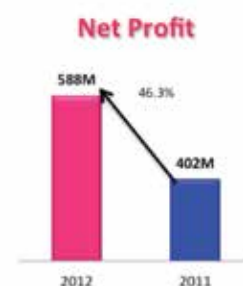


The Company experienced a 12.5% increase in administrative, operating and other expenses during 2012. This was due to increases in insurance charges, salaries and labour costs.

Despite these increases, our operating expenses as a percentage of sales decreased 8% by the end of March 31, 2012, when compared with the same period in the previous year.



The reduction in interest rate contributed to the overall reduction of the Company's finance cost, which decreased by \$35M or 93% during 2011-2012. This was due to paying off the entire portfolio of loans in October 2010.



Our audited financial statements reported that profit before taxation increased from \$518M to \$561.2M in 2012 and net profit increased from \$401.8M in 2011 to \$587.8M in 2012 - an improvement of 46.3%.

The profit growth for the year was attributable to low finance cost and taxation for the year.

Management Discussion & Analysis

CAPITAL WORK IN PROGRESS

This represents the initial payment on the commencement of our new state-of-the-art manufacturing facilities. This was financed from retained earnings and temporary overdraft facilities from our bankers. These new facilities will not only increase our asset base, but will increase our future revenue stream through new product lines and consequently, the entering of new markets.

Ratios	2012	2011
Return on Sales	18.21	13.53
Operating Profit Margin	17.47	18.73
Current Ratio	1.80	2.41
Quick Ratio	1.16	1.39
Earnings per Share	1.44	1.04

FINANCIAL POSITION

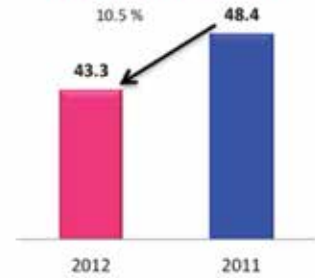
The Company's indirect expenses increased by \$1.8M - from \$463.7M in 2011 to \$465.5M in March 2012. The low increase was attributable for the most part to a reduction in finance cost of 93% over the previous year and the maintenance of good cost control activities in the organization.

The quick ratio decreased from 1.39 by March 31, 2011, to 1.16 in the same period for 2012. The Company has an overdraft line of credit with its bankers, and this was fully utilized along with a portion of our fixed deposit.

The principal utilization of our cash deposit was for the commencement of the construction of the new manufacturing plant.

The current ratio also decreased from 2.41 in 2011 to 1.80 in 2012, reflecting the ability of the Company to fulfill short-term debts. This was due to the utilization of our overdraft facility and improved inventory management to meet demand.

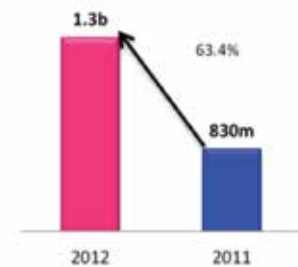
Return on Equity



Return on sales improved from 13.5% in 2011 to 18.2% for 2012.

These results demonstrate the Company's ability to support continuity and profitability and to focus on cost containment. Our key strategy was to maintain profitability and to leverage our brand and skills.

Shareholders' Equity



With our new plant and people capabilities, we believe we are well positioned to take advantage of any positive momentum in the economy and that our cost control regimen will stand us in good stead for years to come.

Human Resource Development

As a central element of our culture and values, LASCO Manufacturing Limited pledges to be socially responsible. We will continue to care for our stakeholders – providing equal opportunities to all our employees – and for environmental protection and sustainability.

Many organizations over the years have suffered the consequences of not recognizing that their greatest assets are their human resources.

LASCO Manufacturing Limited, however, has been strident in pursuing the development and establishment of a knowledgeable workforce. This investment in its human assets has been the vehicle via which it continues to expand rapidly in the marketplace. The Company's core values combined with its philosophy of regard for the individual, working together, a spirit of excellence, capability, superb customer service and safety on the job are LASCO's hallmark – ensuring our commitment to each team member.

LASCO Manufacturing Limited believes our human resource management practices are investments in growth, development and continuity.

We will continue our employees' development programme as we aim to have on board a team of persons who are capable and experienced and who are supportive of our values, mission and vision.

Our learning and development strategy rests heavily on our approach of fully understanding our current condition, evolving a vision of our future condition and on building a bridge that incorporates an engaged high-performing workforce with sound leadership which ensures that we achieve our goals. This bridge must be strong enough, wide enough and flexible enough for all who desire to cross it.

LASCO Manufacturing Limited focuses on continuous improvement and the development of our processes to world-class standards. All individuals and teams are equipped with the skills, knowledge and competence they require to undertake current and future tasks required by the organization.

As we continue to empower our managers and teams, we want to grow our leaders of the future, ensuring recognition and accountability at all levels of the organization.



(L-R): Debbie Brown - Human Resource Assistant and Francisca Anderson - Human Resources Manager.



Caring for our Children

LASCO Manufacturing Limited continues to be committed to the development of our county and the education of our children.

Teaching and preparing our kids is one of the most important things we can do as a people and the education of our youth permits us to receive valuable information and to share it with others.

As a society, it allows us to realize a particular way of living and to sustain it but without it, our children won't be able to read or write. Education opens up our minds to the wider world and encourages us to engage with it on a deeper level.

OUR FUN DAY



(L-R): Rising Star winner, Ms. Tash, in concert; a few mothers cut the cake during our Mothers' Day celebrations; the LASCO Team enjoys their domino game; LASCO Factory staff enjoying their party.

LASCO celebrated Mothers' Day with a curry goat feast. Joining the celebration was 2012 Rising Star winner, Ms. Tash. Much love was extended to all the mothers as they were specially feted and received slices of cake especially decorated for them.

BACK TO SCHOOL BOOK DRIVE

For the past two years, LASCO has reached out in celebrating and supporting the educational development of our children.

During the month of August 2011, our employees' children were invited to a fun party where they received much-needed text books, exercise books, pens, pencils and other school tools.



The Chairman joins in with the children and clown.

The children were celebrated and feted with ice cream, cotton candy, cakes, and other delicious foods. They were also able to enjoy free bounce-about rides all day, along with face painting by clowns, kiddies swimming pools, competitions, and many other prizes and surprises.



Acting and competition underway.



Sharing books and other school material.

Research states that there is a direct link between education and the products and services a society can produce. This is why education is so critical.

Company Outlook

Some statements in the Management Discussion and Analysis section may contain forecasts, projections or opinions. No representation or warranty is made regarding the accuracy, completeness or reliability of the said projections or opinions, or the assumptions on which either is based. All such information is, by its nature, subject to significant uncertainties and risks outside of the control of the Company. To the maximum extent permitted by law, the Company and its officers do not accept any liability for any loss arising from the possible use of the information contained in this document.

LASCO Manufacturing Limited recognizes that we will continue to face a difficult operating environment and that to navigate successfully through this period we must redouble our efforts to deliver what our customers and consumers expect from us.

With many accomplishments behind us, and a plan to take on the challenge ahead, we remain committed to what has made LASCO the highly differentiated brand it is today and pleasing our customers and consumers - 'Making Living Affordable'.

Hence, we are not only relying on the economic environment to fuel our growth – but also on our investment in our brand through innovation and expansion.

Our focus for 2012-2013 is to continue to grow our operations' capability. This will ultimately allow the Company to position itself as a global corporate leader through innovation and entrepreneurship. We will, therefore, continue to focus our attention on the development of our human resources to ensure continuity and growth.

LASCO has also embarked on a brand awareness campaign. This started during 2011-2012 with the LASCO Food Drink Mega-million Funanza and will continue during 2012-2013 with many more activities aimed at increasing brand visibility.

We will leverage our value proposition by providing high quality products at affordable prices.

In export, LASCO Manufacturing Limited will aggressively continue building its existing markets, and will strategically target new markets during 2012-2013.

(L-R): Constance Holdsworth, Sheldon Ryan, Christine Grant-Fletcher, Daniel Strachen, Stacy-Ann Duncan, Desmond Tomlinson, Lashieka Williams-Peddie, Ricardo Russell, Grace Malvo, Patrick Grey.



Company Outlook

The Company will establish strategic partnerships with experienced distributors which have market penetration and distribution networks to help us further build the LASCO brand.

At the same time, we will continue to develop our sourcing capabilities to ensure the lowest possible prices to our consumers without compromising profit margins, quality or, by extension, shareholder equity. As we continue the strategy of investing in the LASCO brand, we will launch new and innovative products, selectively expanding our product portfolio and our presence in the international market.

During 2011, we conscientiously focused on various resource-building initiatives such as capacity expansion and modernization. The expansion of the manufacturing facility and laboratory is now planned for September - October 2012, as a material supply delay pushed back completion of the construction phase by five weeks.

This US \$25M investment will occupy about 300,000 square feet of building and will become a LASCO landmark. This historic event will increase production capacity to allow for the introduction of our extensive product portfolio and capture new market segments. It will also improve workflow and efficiency while reducing operating costs. During the year ahead, LASCO Manufacturing Limited will be focused on achieving operational excellence. We have commenced numerous exercises that will enhance accountability, efficiency and effectiveness at all levels of the organization. We will continue our change management process during 2012-2013 and have developed a stringent risk management plan.

This plan will ensure adequate management of the risks associated with operations for the successful achievement of the Company's goals as well as the profitability and continuity of the operation.

(L-R): Peter Malvo, Sophia Graham, Nicholas Sutherland, Elizabeth Brown, Edwie Heslop, Chamion Golding, Maria Harris, Barbara Peart, Jodian Pinnock, Liudmila Gonzalez.



Company Outlook

LASCO Manufacturing Limited is committed to building increased awareness and shared responsibility for risk management at all levels of the organization, thereby helping to maximize the Company's available resources and improving corporate governance and accountability.

RISK MANAGEMENT

Risk management is a central part of LASCO Manufacturing's strategic management. Adequate management of the risks associated with the business operation will ensure successful achievement of the Company's goals as well as the profitability and continuity of the operation.

Risk management comprises the culture, processes, policies and structures that are directed towards the effective management of potential opportunities and adverse effects within our operational environment. It must be followed by coordinated and economical application of resources to minimize, monitor and control the probability and/or impact of unfortunate events or to maximize the realization of opportunities, increasing the probability for success and reducing the likelihood of failure in achieving the organization's overall objectives.

Risk management will remain a continuous process and will run throughout the organization's strategic implementation. It will systematically address the risks surrounding the organization's past, present and future activities, playing an integral part in the organization's culture and be an effective independent internal audit function. It will aim to develop effective policies and programmes to assist employees to manage the risks involved in all organizational activities in order to maximize opportunities and minimize adverse consequences.

This supports accountability, responsibility, performance measurement and reward, thus promoting operational efficiency at all levels. Risk management will be embedded in all the organization's practices and processes in a way that is relevant, effective and efficient.

It will be embedded into the policy development and revision, strategic planning and review, and change management processes. LML has already developed a risk management plan to ensure that the risk management policy is implemented and monitored.

CREDIT RISK

The Company is exposed to credit risk. This is the risk of a customer defaulting on his/her obligations, thereby causing a financial loss to the company. Since LASCO Manufacturing Limited effects most of its sales through credit, this represents one of the most significant risks. The Company manages its credit risk by screening its customers, establishing strict credit limits and effecting rigorous and timely collection of receivables.

CURRENCY RISK

Currency Risk is the risk that a business operation will be negatively affected due to changes in exchange rates. LASCO Manufacturing's export trading is conducted in US dollars. To minimize the risk of exposure, the Company continuously monitors the currency position aiming to maximize foreign currency earnings.

OPERATIONAL RISK

The Company also manages operational, hazard and strategic planning risks to minimize direct or indirect loss which may originate from the Company's processes, personnel, technology and natural disasters.

Maintaining our reputation and brand image is essential to our business success, which depends on our ability to maintain brand image for our existing products, to extend our brands to new platforms and to expand our brand image with new product offerings.

We seek to maintain, extend and expand our brand image through various marketing investments, including advertising and consumer promotions and product innovation.

Company Awards

The Private Sector Hall of Fame (PSOJ)

The Hon. Lascelles Chin was inducted into the Private Sector of Jamaica (PSOJ) Hall of Fame during the Annual Hall of Fame Banquet, held on October 27, 2011 at the Wyndham Kingston Hotel.

The PSOJ honours business leaders who have made significant contributions to the development of both the private sector and the country.

The Hon. Lascelles Chin is the nineteenth private sector leader to be inducted into the PSOJ Private Sector Hall of Fame.



Hon. Lascelles Chin receives his citation from Mr. Joseph M. Matalon, C.D., President of the Private Sector Organization of Jamaica (PSOJ) at the function to induct him into the PSOJ Private Sector Hall of Fame. Looking on is his wife Dr. Eileen Chin and sons David and Richard Chin.

LASCO Manufacturing Limited Investors Choice Champion Company Award

Investor's Choice Champion Company Awards were celebrated October 24, 2011 at the Jamaica Pegasus, New Kingston



Hon. Lascelles Chin receiving award plaque from Mrs. Coleen Brown Jackson, wife of the company's publisher and founder, Mr. John Jackson.



LASCO Manufacturing Limited and Pan Caribbean Financial Services Limited were joint winners of the 2011 Investors' Choice Award. Hon. Lascelles Chin, Chairman and CEO of LASCO (left) poses with Investor's Choice publisher and founder of the award, John Jackson (centre) and Donovan Perkins, President & CEO from PanCaribbean Financial Services.

Corporate Social Responsibility



L-R: Managing Director, LASCO Manufacturing Limited, Dr. Eileen Chin; Guest Speaker, Executive Board Member of Educational International and Principal of Princess Margaret High School (Antigua), Dr. Colin Greene; Principal of the Year, Col. Errol Johnson (St. Mary High School); Acting Permanent Secretary, Ministry of Education (MOE), Grace McLean; Teacher of the Year, Ms. Tracy Ann Beckford (McGrath High School, St. Catherine); Chairman, LASCO Affiliated Companies, Hon. Lascelles Chin and Former Permanent Secretary of The Ministry of Education, Mrs. Audrey Sewell.

LASCO Manufacturing Limited places great importance on corporate social responsibility and pursues a strategy of sustainable development on all fronts. We make contributions to our society through educational and social programmes, by managing environmental impact and participating in philanthropy through assistance to schools and the less fortunate.

As a part of our commitment to energy saving, we are developing a “Green Action Plan” which will establish energy efficiency evaluation processes for office space, equipment and machinery.

LASCO Manufacturing Limited has also distinguished itself by its dedication to the development of Jamaica and the region.

The Company has, for instance, spearheaded and supported a wide range of community development activities, including its Ambassadorial Programmes which recognise outstanding Jamaicans such as teachers, police and nurses.

THE TEACHER AND PRINCIPAL OF THE YEAR PROGRAMME

The Teacher and Principal of the Year Programme acknowledges and recognizes our dedicated, disciplined

and solid teachers and principals who place so much effort on the education of our children. The purpose of the programme is to recognize the hard work and dedication of our teachers, their contribution to education and their community involvement. As a part of their prize package, the two awardees are given the opportunity to attend the annual Association for Supervision and Curriculum Development (ASCD) Conference and impart their knowledge to their peers upon their return.

The Teacher and Principal of the Year Award Ceremony was held on November 29, 2011 at the Wyndham Kingston Hotel.

Corporate Social Responsibility



L-R: 1st Runner Up, Sophia James (Kingston Public Hospital); Nurse of the Year, Sophia Thomas-Daley (Kingston Public Hospital); Chairman, Hon. Lascelles Chin; 2nd Runner Up, Claudine Douglas (Linstead Hospital); and Nursing Student, Havagale Shorter (Knox Community College).

NURSE OF THE YEAR

LASCO Manufacturing Limited has recognized the hard work of our exceptionally talented nurses for the past twelve years.

Their brilliance and dedication are the backbone of Jamaica's healthcare. This tribute to our nurses is simply our way of saying 'thank you'.

The thirteenth staging of the Nurse of the Year Awards ceremony was held on July 23, 2011 at the Terra Nova Hotel.



(L-R): Sherianne Thompson, Brand Representative, LASCO Distributors Limited and Paul Darby, Financial Controller, LASCO Manufacturing Limited, presented the LASCO winners' cheque valued at \$120,000 to the Calabar High Team. Calabar High defeated Titchfield High in the final of TVJ's Schools' Challenge Quiz 2012. Members of the winning team are from left: Jermaine Campbell, Andre Watkis, Romando Douglas and Shawn Allen.

SCHOOLS CHALLENGE QUIZ SPONSORSHIP

LASCO Manufacturing Limited continued its sponsorship of TVJ's Schools' Challenge Quiz in 2012.

The competition came to a head on March 29 with the exciting final match between Calabar High and Titchfield High.

After a close match, Calabar took first place and Titchfield took the runner-up position. We awarded handsome prizes to the top teams, with Calabar winning \$120,000 and a breakfast programme, while the second-place winner, Titchfield, received \$80,000. Third-place winner, Munro High won \$40,000.

A breakfast programme was also given to St. Jago High for being the top school in Middlesex, the county that is home to LASCO's largest operation.

Corporate Social Responsibility



Sherianne Thompson (right), Brand Representative, LASCO Distributors Ltd., awarded a LASCO Breakfast Programme to Roderick Clifford, a member of the St. Jago High Schools' Challenge Quiz Team. St. Jago High was honoured for having the highest number of points from the county of Middlesex throughout the season.



Paul Darby (Right), Financial Controller LASCO Manufacturing Ltd. presented the cheque to the first runner-up, valued at \$80,000, to King Iza Carr who collected on the behalf of his school, Titchfield High.



Francisca Anderson (right), Human Resource Manager, LASCO Manufacturing Ltd., presented the cheque for the third-place school to Alex Sterling, who collected on behalf of Munro College. The cheque was valued at \$40,000.

Marketing Activities



Sandra Green, LASCO Promotions Coordinator (left), explains the nutritive value of LaSoy Lactose Free to patrons at the Spartan Gym in Kingston.

LASOY GYM PROMOTIONS

A three-month on-the-ground promotional programme for LASCO LaSoy Lactose Free took place from May to July 2011. The promotional programme effectively re-educated consumers about the nutritional value and health benefits of LaSoy. It also demonstrated new and innovative ways to enjoy the product, such as blending with fruits to make a tasty smoothie.

The LaSoy promotion targeted not only 100 stores in the trade, but also non-trade locations such as fitness centres and health fairs. Ten major fitness centres were visited islandwide.

Patrons were most impressed with LaSoy and were pleased to learn about new ways to incorporate the product into their healthy lifestyles.



Patrons at Gymkhana in Kingston crowd the LASCO booth for LaSoy Lactose Free information and samples.



Martina Walsh, LASCO Sales Promoter offers a delicious LaSoy Fruit Smoothie sample to a patron at the Maximum Vibe Fitness Centre in Ocho Rios, St. Ann.

Marketing Activities

LASCO FOOD DRINK MEGA MILLION DOLLAR FUN-ANZA



Grand Prize winners of the LASCO Food Drink Fun-anza show off their impressive cash prizes as LASCO Team members look on. (L-R: Pete Smith – formerly of LASCO, Richard Taylor, Lakeisha Rowe, Fenton Rowe, Kedeshia Blake-James, Sherianne Thompson - LASCO and Paul Darby - LASCO.

The exciting LASCO Food Drink Mega Million Dollar Fun-anza consumer promotion took place from August to

October 2011. The promotion allowed consumers to use a product they know and love, LASCO Food Drink, to win

fantastic prizes including the most attractive, a cash prize of \$1M. The LASCO Food Drink Fun-anza comprised weekly prizes of Ipad, Xbox Kinects, digital cameras, Ipods, LASCO gift baskets and a 'Flavour of the Week' prize of \$10,000.

The grand prizes consisted of \$150,000, \$350,000 plus a week's worth of groceries and \$1M. In total, LASCO gave back an estimated \$2.5M in cash and prizes to its beloved consumers through the promotion.

The LASCO Food Drink Mega Million Dollar Fun-anza was so well received by excited consumers that it had to be extended by three weeks to give them a chance to win more weekly prizes and additional opportunities to be entered for the chance to become a millionaire.

The lucky \$1M prize winner, Mr. Richard Taylor, was ecstatic to have won and noted the life changing impact it would have on him and his family.



Marketing team members (L-R: Sharon Coke, Pamela Black, Renee Rose and Shawn Walker) share in LASCO Food Drink Fun-anza Grand Prize Winner, Richard Taylor's (centre) celebratory moment.



LASCO Fun-anza Week 2 winners pose with LASCO Brand Representatives (L-R Nanda Dukharan-LASCO, Burnadette Kerr-Jennings, Kerry Ann Bailey and Sherianne Thompson-LASCO).



LASCO Food Drink Mega Million Dollar Fun-anza Week 6 and 7 winners pose with LASCO Reps (L-R: Sandra Green - LASCO, Cavel Fisher-Knolles, Nordia Burke, Sharon Miller-Williams, Marcia Walker, Antonio Brown, and Sherianne Thompson - LASCO).

LASCO MANUFACTURING LIMITED FINANCIAL REPORT

INDEX

Independent Auditors' Report Members 44

FINANCIAL STATEMENTS

Statement of Comprehensive Income 46

Statement of Financial Position 47

Statement of Changes in Shareholders' Equity 48

Statement of Cash Flows 59

Notes to the Financial Statements 50



Tel: (876) 926-1616/7, 926-4421

Fax: (876) 926-7580

www.bdo.com.jm

Chartered Accountants

26 Beechwood Avenue

P.O. Box 351

Kingston 5, Jamaica

INDEPENDENT AUDITORS' REPORT

To the Members of
Lasco Manufacturing Limited

Report on the Financial Statements

We have audited the financial statements of Lasco Manufacturing Limited set out on pages 46 to 71, which comprise the statement of financial position as at 31 March 2012, and the statements of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards and the Jamaican Companies Act. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and consistently applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal controls relevant to the company's preparation and fair presentation of the financial statements 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 controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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



INDEPENDENT AUDITORS' REPORT (CONT'D)

To the Members of
Lasco Manufacturing Limited

Opinion

In our opinion, the financial statements give a true and fair view of the company's financial position as at 31 March 2012, and of its financial performance, changes in shareholders' equity and cash flows for the year then ended in accordance with International Financial Reporting Standards and comply with the provisions of the Jamaican Companies Act.

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 kept and the financial statements are in agreement therewith, and give the information required by the Act, in the manner so required.

A handwritten signature in black ink, appearing to read 'BDO'.

Chartered Accountants

30 May 2012

LASCO MANUFACTURING LIMITED

Statement of Comprehensive Income

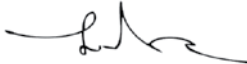
Year Ended 31, March 2012

	<u>Note</u>	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
REVENUE	5	3,227,502	2,969,611
COST OF SALES		<u>(2,234,270)</u>	<u>(2,035,110)</u>
GROSS PROFIT		993,232	934,501
Other operating income	6	<u>33,509</u>	<u>47,646</u>
		<u>1,026,741</u>	<u>982,147</u>
EXPENSES:			
Administrative and other expenses		(383,186)	(340,706)
Selling and promotion expenses		<u>(79,675)</u>	<u>(85,293)</u>
	7	<u>(462,861)</u>	<u>(425,999)</u>
PROFIT FROM OPERATIONS		563,880	556,148
Finance costs	8	<u>(2,671)</u>	<u>(37,701)</u>
PROFIT BEFORE TAXATION	9	561,209	518,447
Taxation	10	<u>26,551</u>	<u>(116,671)</u>
NET PROFIT FOR THE YEAR, BEING TOTAL COMPREHENSIVE INCOME FOR THE YEAR		<u>587,760</u>	<u>401,776</u>
Earnings per stock unit	11	<u>\$1.44</u>	<u>\$1.04</u>

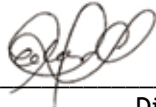
LASCO MANUFACTURING LIMITED**Statement of Financial Position****Year Ended 31 March 2012**

	<u>Note</u>	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
ASSETS			
NON-CURRENT ASSETS:			
Property, plant and equipment	13	212,989	192,055
Capital work-in-progress	14	<u>796,617</u>	<u>-</u>
		<u>1,009,606</u>	<u>192,055</u>
CURRENT ASSETS:			
Inventories	15	278,693	486,615
Receivables	16	446,642	419,085
Tax recoverable		12,475	-
Related companies	17	10,721	10,493
Cash and cash equivalents	18	<u>34,618</u>	<u>229,300</u>
		<u>783,149</u>	<u>1,145,493</u>
		<u>1,792,755</u>	<u>1,337,548</u>
EQUITY AND LIABILITIES			
SHAREHOLDERS' EQUITY:			
Share capital	19	305,298	305,298
Retained earnings		<u>1,051,404</u>	<u>524,948</u>
		<u>1,356,702</u>	<u>830,246</u>
NON-CURRENT LIABILITY:			
Deferred tax liability	20	<u>-</u>	<u>31,598</u>
CURRENT LIABILITIES:			
Payables	21	231,973	404,278
Bank overdraft	18	204,080	11,765
Taxation		<u>-</u>	<u>59,661</u>
		<u>436,053</u>	<u>475,704</u>
		<u>1,792,755</u>	<u>1,337,548</u>

Approved for issue by the Board of Directors on 30 May 2012 and signed on its behalf by:



 L A Chin Chairman



 Eileen Chin Director

LASCO MANUFACTURING LIMITED**Statement of Changes in Shareholders' Equity****Year Ended 31 March 2012**

	<u>Note</u>	<u>Share Capital \$'000</u>	<u>Retained Earnings \$'000</u>	<u>Total \$'000</u>
Balance at 1 April 2010		128,990	123,172	252,162
Issue of shares		176,308	-	176,308
Total comprehensive income for the year		<u>-</u>	<u>401,776</u>	<u>401,776</u>
Balance at 31 March 2011		305,298	524,948	830,246
Total comprehensive income for the year		-	587,760	587,760
Dividends	12	<u>-</u>	<u>(61,304)</u>	<u>(61,304)</u>
Balance at 31 March 2012		<u><u>305,298</u></u>	<u><u>1,051,404</u></u>	<u><u>1,356,702</u></u>

LASCO MANUFACTURING LIMITED**Statement of Cash Flows****Year Ended 31 March 2012**

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net profit	587,760	401,776
Adjustments for:		
Effects of exchange rate translation	-	1,087
Depreciation	36,652	47,921
Interest income	(5,089)	(20,567)
Deferred taxation	(31,598)	16,013
Gain on disposal of property, plant and equipment	(6,827)	(575)
Interest expense	2,671	37,701
Taxation expense	<u>5,047</u>	<u>100,658</u>
Operating cash flows before movements in working capital	588,616	584,014
Changes in operating assets and liabilities:		
Inventories	207,922	(329,742)
Receivables	(27,934)	126,971
Related companies	(228)	(10,493)
Payables	(172,305)	173,847
Director's current account	-	(263,746)
	<u>596,071</u>	<u>280,851</u>
Taxation paid	(77,183)	(79,970)
Net cash provided by operating activities	<u>518,888</u>	<u>200,881</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Interest received	5,466	20,180
Purchase of property, plant and equipment	(60,569)	(97,703)
Proceeds from disposal of property, plant and equipment	9,810	575
Capital work-in-progress	<u>(796,617)</u>	<u>-</u>
Net cash used in investing activities	<u>(841,910)</u>	<u>(76,948)</u>
CASH FLOWS FROM FINANCING ACTIVITIES:		
Issue of shares net of expenses	-	176,308
Interest paid	(2,671)	(37,701)
Loan repayments	-	(262,760)
Dividends paid	<u>(61,304)</u>	<u>-</u>
Net cash used in financing activities	<u>(63,975)</u>	<u>(124,153)</u>
NET DECREASE IN CASH AND CASH EQUIVALENTS	(386,997)	(220)
Cash and cash equivalents at beginning of year	<u>217,535</u>	<u>217,755</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR (Note 18)	<u>(169,462)</u>	<u>217,535</u>

LASCO MANUFACTURING LIMITED

Notes to the Financial Statements

Year Ended 31 March 2012

1. IDENTIFICATION AND PRINCIPAL ACTIVITIES:

- (a) Lasco Manufacturing Limited is a limited liability company incorporated and domiciled in Jamaica. The registered office of the company is 27 Red Hills Road, Kingston 10 and it currently operates from leased premises at 38½ Red Hills Road, Kingston 10. The company is listed on the Junior Market of the Jamaica Stock Exchange.
- (b) The principal activities of the company are the manufacturing of soy based products and packaging of milk based products. Distribution of these products is done in the local and export markets.

2. REPORTING CURRENCY:

These financial statements are presented using Jamaican dollars which is considered the currency of the primary economic environment in which the company operates (“the functional currency”).

3. SIGNIFICANT ACCOUNTING POLICIES:

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

- (a) Basis of preparation -

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

The preparation of financial statements to conform to IFRS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, contingent assets and contingent liabilities at the end of the reporting period and the revenue and expenses during the reporting period. Actual results could differ from those estimates. The estimates and underlying assumptions are reviewed on an ongoing basis and any adjustments that may be necessary would be reflected in the year in which actual results are known. The areas involving a higher degree of judgment in complexity or areas where assumptions or estimates are significant to the financial statements are discussed below:

LASCO MANUFACTURING LIMITED**Notes to the Financial Statements****Year Ended 31 March 31 2012****3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):****(a) Basis of preparation (cont'd) -****(i) Allowance for impairment losses on receivables**

In determining amounts recorded for impairment losses on receivables in the financial statements, management makes judgements regarding indicators of impairment, that is, whether there are indicators that suggest there may be measurable decrease in estimated future cash flows from receivables, for example, through unfavourable economic conditions and default. Management will apply historical loss experience to individually significant receivables with similar characteristics such as credit risk where impairment indicators are not observable in their respect.

(ii) Net realizable value of inventories

Estimates of net realisable value are based on the most reliable evidence available at the time the estimates are made, of the amounts the inventories are expected to realise. These estimates take into consideration fluctuations of price or costs directly relating to events occurring after the end of the year to the extent that such events confirm conditions existing at the end of the year.

(iii) Income taxes

Estimates are required in determining the provision for income tax. There are some transactions and calculations for which the ultimate tax determination is uncertain. The company recognizes liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

(iv) Expected useful life and residual value of property, plant and equipment

The expected useful life and residual value of an asset are reviewed at least at each financial year end. Useful life of an asset is defined in terms of the asset's expected utility to the company.

(v) Fair value of financial assets

The management uses its judgment in selecting appropriate valuation techniques to determine fair values of financial assets adopting valuation techniques commonly used by market practitioners supported by appropriate assumptions.

LASCO MANUFACTURING LIMITED**Notes to the Financial Statements****Year Ended 31 March 2012****3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):****(a) Basis of preparation (cont'd) -****Standards, interpretations and amendments to published standards effective in the reporting period.**

During the reporting period, new standards, interpretations and amendments were applied for the first time from 1 April 2011. None of these had a material effect on the financial statements but have given rise to revised or additional disclosures.

Standards, interpretations and amendments to published standards that are not yet effective.

At the date of authorization of these financial statements, there were certain new standards, amendments and interpretations to existing standards which were in issue but which were not yet effective. Those which are considered relevant to the company are as follows:

IAS 1 (Amended)	Presentation of Financial Statements (effective for annual reporting periods beginning on or after 1 July 2012), amendments to revise the way other comprehensive income is presented.
IAS 32 (Amended)	Financial Instruments: Presentation (effective for annual reporting periods beginning on or after 1 January 2014), amendments to application guidance on the off-settling of financial assets and financial liabilities.
IFRS 7 (Amended)	Financial Instruments: Disclosures (effective for annual reporting periods beginning on or after 1 January 2015), requires additional disclosures for transfers of financial assets. It lists transferred assets that are derecognised in their entirety and those not derecognised in their entirety.
IFRS 9	Financial Instruments (effective for annual reporting periods beginning on or after 1 January 2015), introduces new requirements for classifying and measuring financial assets. It also includes guidance on classification and measurement of financial liabilities designated as fair value through profit or loss. The standard also amends some of the requirements of IFRS 7 Financial Instruments: Disclosures, including added disclosures about investments in equity instruments designated as fair value through other comprehensive income.

LASCO MANUFACTURING LIMITED

Notes to the Financial Statements

Year Ended 31 March 2012

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(a) Basis of preparation (cont'd) -

Standards, interpretations and amendments to published standards that are not yet effective (cont'd).

IFRS 13	Fair Value Measurement (effective for annual reporting periods beginning on or after 1 January 2013), defines fair value, establishes a framework for measuring fair value and sets out disclosure requirements for fair value measurements.
---------	--

The directors anticipate that the adoption of the standards, amendments and interpretations, which are relevant in future periods, is unlikely to have any material impact on the financial statements.

(b) 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 Operation 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 entire operations of the company are considered as one operating segment.

(c) Foreign currency translation -

Transactions in foreign currencies are converted into the functional currency at the exchange rates prevailing at the dates of the transactions. At the end of the reporting period, monetary assets and liabilities denominated in foreign currency are translated using the exchange rates ruling at that date. Exchange differences arising from the settlement of transactions at rates different from those at the dates of the transactions and unrealized foreign exchange differences on unsettled foreign currency monetary assets and liabilities are recognised in the statement of comprehensive income.

(d) Revenue recognition

Revenue is recognized in the income statement when the significant risks and rewards of ownership have been transferred to the buyer, recovery of the consideration is probable, the associated costs and possible return of goods can be estimated reliably and there is no continuing management involvement with the goods. Revenue from the sale of goods is measured at the fair value of the consideration received or receivable, net of returns, allowances and discounts.

Interest income is recognised in the income statement for all interest bearing instruments on an accrual basis unless collectibility is doubtful.

LASCO MANUFACTURING LIMITED**Notes to the Financial Statements****Year Ended 31 March 2012****3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):****(e) Property, plant and equipment -**

Property, plant and equipment are stated at historical or “deemed cost” less accumulated depreciation and accumulated impairment losses.

Depreciation is calculated on the straight-line basis at annual rates estimated to write off the carrying value of the assets over the period of their estimated useful lives. Annual rates are as follows:

Buildings	2½%
Furniture and fixtures	10%
Machinery and equipment	10%
Computer equipment	20%
Motor vehicles	20%
Leasehold improvement	20%

Land is not depreciated as it is deemed to have an indefinite life.

Gains and losses on disposal are determined by comparing proceeds with carrying amounts and are included in the income statement.

(f) Inventories -

Inventories are stated at the lower of cost and net realisable value. Cost is determined as follows:

Finished goods - Cost of product plus all indirect costs to bring the item to a saleable condition.

Goods-in-transit - Cost of goods converted at the year end exchange rate.

Net realisable value is the estimate of the selling price in the ordinary course of business, less selling expenses.

(g) Provisions -

Provisions are recognised when the company has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made.

LASCO MANUFACTURING LIMITED

Notes to the Financial Statements

Year Ended 31 March 2012

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(h) Financial instruments

A financial instrument is any contract that gives rise to both a financial asset for one entity and a financial liability or equity of another entity.

Financial assets

The company classifies its financial assets in the following categories: at fair value through profit and loss, loans and receivables and available for sale. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition and re-evaluates this designation at every reporting date.

Financial assets at fair value through comprehensive income

This category includes financial assets held for trading.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These assets are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise principally through the provision of goods and services to customers (e.g. trade receivables), but also incorporate other types of contractual monetary asset. They are initially recognised at fair value plus transaction costs that are directly attributable to their acquisition or issue, and are subsequently carried at amortised cost using the effective interest rate method, less provision for impairment.

The company's loans and receivables comprise trade and other receivables and cash and cash equivalents in the statement of financial position.

Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any other categories. Changes in the fair value of financial assets classified as available-for-sale are recognised in other comprehensive income.

Financial liabilities

The company's financial liabilities are initially measured at fair value, and are subsequently measured at amortized cost using the effective interest method. These liabilities are classified as payables and bank overdraft and included in current liabilities on the statement of financial position.

LASCO MANUFACTURING LIMITED**Notes to the Financial Statements****Year Ended 31 March 2012****3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):****(i) Impairment -**

The carrying amounts of the company's tangible and intangible assets are reviewed at the end of the reporting period to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated in order to determine the extent of the impairment loss, if any. An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised in the statement of comprehensive income.

(j) Trade receivables -

Trade receivables are carried at original invoice amounts less provision made for doubtful receivables and impairment of these receivables based on a review of all outstanding amounts at the year-end. Bad debts are written off when identified. A provision for doubtful debt is established when there is objective evidence that the company will not be able to collect all amounts due according to the original terms of receivables.

(k) Taxation -

Taxation expense in the statement of comprehensive income comprises current and deferred tax charges. Current and deferred taxes are recognised as income tax expense or benefit in the statement of comprehensive income except where they relate to items recorded in equity, in which case, they are also charged or credited to equity.

(i) Current income taxes

Current income tax is the expected taxation payable on the taxable income for the year, using tax rates enacted at the end of the reporting period, and any adjustment to tax payable and tax losses in respect of previous years.

(ii) Deferred income taxes

Deferred tax liabilities are recognised for temporary differences between the carrying amounts of assets and liabilities and their amounts as measured for tax purposes, which will result in taxable amounts in future periods. Deferred income tax assets are recognised for temporary differences which will result in deductible amounts in future periods, but only to the extent it is probable that sufficient taxable profits will be available against which these differences can be utilised.

Deferred income tax assets and liabilities are measured at tax rates that are expected to apply in the period in which the asset will be realised or the liability will be settled based on enacted rates.

LASCO MANUFACTURING LIMITED**Notes to the Financial Statements****Year Ended 31 March 2012****3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):****(l) Cash and cash equivalents -**

Cash and cash equivalents are carried in the statement of financial position at cost. For the purposes of the cash flow statement, cash and cash equivalents comprise cash at bank, in hand, deposits and short term highly liquid investments with original maturities of three months or less, net of bank overdraft.

(m) Trade and other payables -

Trade and other payables are stated at amortized cost.

(n) Employee benefits -

The company participates in a defined contribution plan, the assets of which are held separately from those of the company. Contributions to the plan made on the basis provided for in the rules are charged to the statement of income when due. Once the contributions have been paid, the company has no further obligations.

(o) Share capital -

Ordinary shares are classified as equity. Incremental costs directly attributed to the issue of ordinary shares are recognised as a deduction from equity.

(p) Other receivables -

Other receivables are stated at amortised cost less impairment losses, if any.

(q) Dividends -

Dividends are recognised when they become legally payable. In case of interim dividends to equity shareholders, this is when declared by the directors. In the case of final dividends, this is when approved by shareholders at the Annual General Meeting.

LASCO MANUFACTURING LIMITED

Notes to the Financial Statements

Year Ended 31 March 2012

4. FINANCIAL RISK MANAGEMENT:

(a) Financial risk factors -

The company's activities expose it to a variety of financial risks: market risk (including currency risk and price risk), credit risk, liquidity risk, interest rate risk and operational risk. The company's overall risk management policies are established to identify and analyze the risks faced by the company and to set appropriate risk limits and controls and to monitor risk and adherence to limits. The risk management framework is based on guidelines set by the Board of Directors together with management and seeks to minimize potential adverse effects on the company's financial performance.

(i) Market risk -

Price risk

Price 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 instruments traded in the market. The company has no exposure to market risk as there are no traded securities.

Currency risk

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

Foreign exchange risk arises from transactions for purchases and US Dollar denominated investments. The company's exposure to foreign currency risk was as follows:

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
(US\$)		
Cash and cash equivalents	391	1,749
Accounts receivable	539	730
Payables	<u>(2,490)</u>	<u>(3,831)</u>
	<u>(1,560)</u>	<u>(1,352)</u>
	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
Payables (GBP)	<u>(2)</u>	<u>-</u>

LASCO MANUFACTURING LIMITED

Notes to the Financial Statements

Year Ended 31 March 2012

4. FINANCIAL RISK MANAGEMENT:

(a) Financial risk factors (cont'd) -

(i) Market risk (cont'd) -

Sensitivity analysis

Changes in the exchange rates of the Jamaican dollar (JA\$) to the United States dollar (US\$) would have the effects as described below:

	Increase/(decrease) in profit for the year	
	2012	2011
	\$'000	\$'000
1% strengthening/weakening of the US\$ against the JA\$	<u>1,361</u>	<u>5,784</u>

The analysis assumes that all other variables, in particular interest rates, remain constant. It is performed on the basis of 1% (2011 - 5%) movement in exchange rate.

Exchange rates in terms of the Jamaican dollar for US\$1 were as follows:

31 March 2012	87.27
31 March 2011	85.57

The company manages its foreign exchange risk by ensuring that the net exposure in foreign assets and liabilities is kept to an acceptable level by monitoring currency positions. The company further manages this risk by maximising foreign currency earnings.

(ii) Credit risk -

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The company has significant concentrations of credit risk with related companies. The company has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. The company manages its credit risk by screening its customers, establishing credit limits and the rigorous follow-up of receivables and ensuring investments are low-risk or, are held with reputable financial institutions.

LASCO MANUFACTURING LIMITED

Notes to the Financial Statements

Year Ended 31 March 2012

4. FINANCIAL RISK MANAGEMENT (CONT'D):

(a) Financial risk factors (cont'd) -

(ii) Credit risk (cont'd) -

The maximum exposure to credit risk at the reporting date is represented by the carrying amount of each financial asset as follows:

	Carrying Amount	
	<u>2012</u>	<u>2011</u>
	<u>\$'000</u>	<u>\$'000</u>
Cash and cash equivalents	34,618	229,300
Receivables	446,642	419,085
Due from related companies	<u>10,721</u>	<u>10,493</u>
	<u>491,981</u>	<u>658,878</u>

There were no changes in the company's approach to managing credit risk during the year.

(iii) Interest rate risk -

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. As the company has no significant interest bearing assets or liabilities, the company's income and operating cash flows are substantially independent of changes in market interest rates. The company's interest rate risk arises from cash and cash equivalents and bank overdraft.

(iv) Liquidity risk -

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 dynamic 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.

LASCO MANUFACTURING LIMITED**Notes to the Financial Statements****Year Ended 31 March 2012****4. FINANCIAL RISK MANAGEMENT (CONT'D):**

(a) Financial risk factors (cont'd) -

(iv) Liquidity risk (cont'd) -

The following are the contractual maturities of financial liabilities measured at amortised cost, including interest payments. The tables show the undiscounted cash flows of non-derivative financial liabilities based on the earliest date on which the company can be required to settle:

	<u>2012</u>		
	Carrying Amount	Contractual Cash Flows	6 Months or less
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Payables	231,973	231,973	231,973
Bank overdraft	<u>204,080</u>	<u>204,080</u>	<u>204,080</u>
Total financial liabilities	<u>436,053</u>	<u>436,053</u>	<u>436,053</u>

	<u>2011</u>		
	Carrying Amount	Contractual Cash Flows	6 Months or less
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Payables	404,278	404,278	404,278
Bank overdraft	<u>11,765</u>	<u>11,765</u>	<u>11,765</u>
Total financial liabilities	<u>416,043</u>	<u>416,043</u>	<u>416,043</u>

(v) Cash flow risk -

Cash flow risk is the risk that the future cash flows associated with a monetary financial instrument will fluctuate in amount. The company manages this risk through budgetary measures, ensuring, as far as possible, that fluctuations in cash flows relating to monetary financial assets and liabilities are matched, to mitigate any significant adverse cash flows.

LASCO MANUFACTURING LIMITED

Notes to the Financial Statements

Year Ended 31 March 2012

4. FINANCIAL RISK MANAGEMENT (CONT'D):

(a) Financial risk factors (cont'd) -

(vi) Operational risk -

Operational risk is the risk of direct or indirect loss arising from a variety of causes associated with the company's processes, personnel, technology and external factors, other than financial risks, such as generally accepted standards of corporate behaviour. The company manages operational risk so as to avoid financial loss and damage to its reputation.

(b) Capital management -

The Board's policy is to maintain a strong capital base so as to maintain investors, creditors and market confidence and to sustain future development of the business. The Board of Directors monitors the return on capital which the company defines as the total shareholders' equity. The level of dividends to ordinary shareholders is also monitored. There was no other externally imposed capital requirement and no change in the company's capital management process during the year.

(c) Fair value estimation -

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction. The amounts included in the financial statements for cash and cash equivalents, receivables, payables, borrowing facilities and related party balances reflect their approximate fair value because of the short term maturity of these instruments.

Long term liabilities reflect the company's contractual obligations and are carried at amortised cost, which is deemed to approximate the fair value of these liabilities because these liabilities are subject to such terms and conditions as are available in the market for similar instruments.

5. REVENUE:

Revenue represents the price of goods sold after discounts and allowances.

LASCO MANUFACTURING LIMITED

Notes to the Financial Statements

Year Ended 31 March 2012

6.	OTHER OPERATING INCOME:		
		<u>2012</u>	<u>2011</u>
		<u>\$'000</u>	<u>\$'000</u>
	Interest income	5,089	20,567
	Management fees	26,840	27,079
	Rental income	192	-
	Other income	<u>1,388</u>	<u>-</u>
		<u>33,509</u>	<u>47,646</u>
7.	EXPENSES BY NATURE:		
	Total administrative, selling and other expenses:		
		<u>2012</u>	<u>2011</u>
		<u>\$'000</u>	<u>\$'000</u>
	Staff costs (note 22)	104,441	106,890
	Directors' expense	44,192	28,484
	Advertising and promotion	80,932	70,327
	Foreign exchange loss	1,558	1,087
	Travelling and entertainment	28,348	18,987
	Other operating expenses	<u>203,390</u>	<u>200,224</u>
		<u>462,861</u>	<u>425,999</u>
8.	FINANCE COSTS:		
		<u>2012</u>	<u>2011</u>
		<u>\$'000</u>	<u>\$'000</u>
	Interest expense -		
	Loans	-	31,739
	Other	<u>2,671</u>	<u>5,962</u>
		<u>2,671</u>	<u>37,701</u>

LASCO MANUFACTURING LIMITED

Notes to the Financial Statements

Year Ended 31 March 2012

9. PROFIT BEFORE TAXATION:

Profit before taxation is stated after charging/(crediting):

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
Directors' emoluments -		
Fees	1,458	639
Management remuneration	42,734	27,845
Auditors' remuneration -		
Current year	4,000	3,200
Prior year under provision	349	-
Bad debts	685	370
Gain on disposal of property, plant and equipment	(6,827)	(575)
Depreciation	<u>36,652</u>	<u>47,921</u>

10. TAXATION:

(a) Taxation is based on the operating results for the year, adjusted for taxation purposes, and is made up as follows:

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
Current year income tax @ 33 1/3%	-	100,658
Prior year under provision	5,047	-
Deferred taxation (note 20)	(31,598)	16,013
Taxation (credit)/charge in income statement	<u>(26,551)</u>	<u>116,671</u>

(b) Reconciliation of theoretical tax charge that would arise on profit before tax using the applicable tax rate to actual tax charge.

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
Profit before taxation	<u>561,209</u>	<u>518,447</u>
Taxation calculated at 33 1/3%	187,070	172,816
Adjusted for the effects of:		
Prior years under provision	5,047	-
Expenses not deducted for tax purposes	15,640	24,827
Interest receivable	(3)	(129)
Net effect of other charges and allowances	(36,045)	6,911
	171,709	204,425
Adjustment for the effect of tax remission:		
Current tax	(198,260)	(87,754)
Taxation (credit)/charge in income statement	<u>(26,551)</u>	<u>116,671</u>

LASCO MANUFACTURING LIMITED

Notes to the Financial Statements

Year Ended 31 March 2012

10. **TAXATION (CONT'D):**

(c) Remission of income tax:

The company's shares were listed on the Jamaica Stock Exchange Junior Market, effective 12 October 2010. Consequently, the company is entitled to a remission of taxes for ten (10) years in the proportions set out below, provided the shares remain listed for at least 15 years.

Years 1 to 5	100%
Years 6 to 10	50%

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

11. **EARNINGS PER SHARE:**

This is computed by dividing the profit for the year by the weighted average number of shares in issue for the year of 408,713,017 (2011 - 387,059,945). The weighted average number of shares for 2011 reflects the 2.53 split in the number of shares in issue up to 13 August 2010. There was no weighting of the number of shares in 2012 as there were no shares issues/splits during the year.

12. **DIVIDENDS:**

	<u>2012</u>	<u>2011</u>
	<u>\$'000</u>	<u>\$'000</u>
In respect of 2011	<u>61,304</u>	<u>-</u>

By resolution dated 9 June 2011, the Board of Directors approved the payment of an interim dividend in the amount of fifteen cents (0.15¢) per share.

LASCO MANUFACTURING LIMITED
Notes to the Financial Statements
Year Ended 31 March 2012
13. PROPERTY, PLANT AND EQUIPMENT:

	Land & Buildings \$'000	Machinery & Equipment \$'000	Leasehold Improvement \$'000	Motor Vehicles \$'000	Furniture & Fixtures \$'000	Computer Equipment \$'000	Total \$'000
At cost:							
1 April 2010	39,770	127,816	1,787	12,260	6,244	193,135	381,012
Additions	83,998	1,532	-	11,765	65	343	97,703
Retirement/disposal	-	-	-	(1,171)	-	-	(1,171)
31 March 2011	<u>123,768</u>	<u>129,348</u>	<u>1,787</u>	<u>22,854</u>	<u>6,309</u>	<u>193,478</u>	<u>477,544</u>
Adjustment	-	(706)	-	-	-	706	-
Additions	25,711	30,398	3,490	-	-	970	60,569
Retirement/disposal	-	(3,220)	-	(4,471)	-	-	(7,691)
At 31 March 2012	<u>149,479</u>	<u>155,820</u>	<u>5,277</u>	<u>18,383</u>	<u>6,309</u>	<u>195,154</u>	<u>530,422</u>
Depreciation:							
1 April 2010	8,084	79,518	1,687	12,260	2,788	134,402	238,739
Charge for the year	1,405	8,894	66	1,211	384	35,961	47,921
Retirement/disposal	-	-	-	(1,171)	-	-	(1,171)
31 March 2011	<u>9,489</u>	<u>88,412</u>	<u>1,753</u>	<u>12,300</u>	<u>3,172</u>	<u>170,363</u>	<u>285,489</u>
Adjustment	-	(76)	-	-	-	76	-
Charge for the year	2,531	9,353	389	2,353	374	21,652	36,652
Retirement/disposal	-	(237)	-	(4,471)	-	-	(4,708)
At 31 March 2012	<u>12,020</u>	<u>97,452</u>	<u>2,142</u>	<u>10,182</u>	<u>3,546</u>	<u>192,091</u>	<u>317,433</u>
Net Book Value:							
31 March 2012	<u>137,459</u>	<u>58,368</u>	<u>3,135</u>	<u>8,201</u>	<u>2,763</u>	<u>3,063</u>	<u>212,989</u>
31 March 2011	<u>114,279</u>	<u>40,936</u>	<u>34</u>	<u>10,554</u>	<u>3,137</u>	<u>23,115</u>	<u>192,055</u>

Included in land and buildings is a property located at White Marl, St. Catherine which is owned as Tenants in common in equal shares with a related company.

LASCO MANUFACTURING LIMITED**Notes to the Financial Statements****Year Ended 31 March 2012****14. CAPITAL WORK-IN-PROGRESS:**

Capital work-in-progress represents cost incurred for construction of new warehouse, plant and equipment to be located at White Marl, St. Catherine.

15. INVENTORIES:

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
Raw materials	142,430	254,154
Finished goods	8,109	12,040
Goods in transit	<u>128,154</u>	<u>220,421</u>
	<u>278,693</u>	<u>486,615</u>

16. RECEIVABLES:

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
Trade receivables	382,125	317,451
Other receivables	<u>64,517</u>	<u>101,634</u>
	<u>446,642</u>	<u>419,085</u>

Included in trade receivables is an amount of \$53,903,308 (2011 - \$62,815,564) receivable in foreign currency.

The aging of trade receivables is as follows:

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
0-30 days	351,235	226,293
31-60 days	25,237	62,873
61-90 days	4,053	6,063
90 days and over	<u>1,600</u>	<u>22,222</u>
	<u>382,125</u>	<u>317,451</u>

LASCO MANUFACTURING LIMITED

Notes to the Financial Statements

Year Ended 31 March 2012

17. RELATED PARTY TRANSACTIONS AND BALANCES:

Parties are considered to be related if one party has the ability to control or exercise significant influence over the other party in making financial or operational decisions.

The following transactions were carried out with related parties:

<u>Transactions</u>	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
Purchase of goods/foreign currency:		
Lasco Distributors Limited	40,248	48,510
Lasco Financial Services Limited	<u>1,713,489</u>	<u>1,568,460</u>
Sale of goods/services:		
Lasco Distributors Limited	<u>3,000,707</u>	<u>2,681,701</u>
Management fees income/(expense):		
Lasco Distributors Limited	26,840	27,079
Lasco Financial Services Limited	<u>(362)</u>	<u>(178)</u>
Building rental expense	<u>6,840</u>	<u>6,840</u>
Key management compensation:		
Key management includes directors, (executive and non-executive) and senior managers -		
Salaries and other short-term employee benefits	49,752	35,081
Fees	<u>1,458</u>	<u>639</u>
<u>Year end balances</u>		
With related parties:		
Due from -		
Lasco Foods Limited	10,721	10,493
Lasco Distributors Limited (included in trade receivables)	<u>326,939</u>	<u>252,410</u>
Due to -		
Lasco Distributors Limited (included in payables)	2,999	5,535
Lasco Financial Services Limited (included in payables)	<u>953</u>	<u>985</u>

There is a thirty (30) day repayment term of the amounts due to and from related parties.

LASCO MANUFACTURING LIMITED**Notes to the Financial Statements****Year Ended 31 March 2012****18. CASH AND CASH EQUIVALENTS:**

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
Petty cash	20	20
Cash in hand	25	25
Certificates of deposit	28,195	106,809
Foreign currency savings accounts	3,561	34,231
Foreign currency current account	2,384	88,215
Local current account	433	-
	<u>34,618</u>	<u>229,300</u>
Bank overdraft	<u>(204,080)</u>	<u>(11,765)</u>
	<u>(169,462)</u>	<u>217,535</u>

Bank overdraft is secured by overdraft lending agreement signed for JA\$55M, revolving line of JA\$75.5M and temporary operating line of JA\$125M.

19. SHARE CAPITAL:

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
Authorised - 442,750,000 Ordinary shares of no par value		
Stated capital, issued and fully paid - 408,713,017 Ordinary shares of no par value	305,298	326,745
Less: Transaction costs of share issue	<u>-</u>	<u>(21,447)</u>
	<u>305,298</u>	<u>305,298</u>

20. DEFERRED TAX LIABILITY:

Deferred income tax is calculated on all temporary differences under the liability method using a principal tax rate of 33 1/3%.

The movement on the deferred income tax account is as follows:

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
Liability at beginning of year	31,598	15,585
Charged to income statement (note 10)	-	16,013
Tax written back (note 10)	<u>(31,598)</u>	<u>-</u>
Liability at end of year	<u>-</u>	<u>31,598</u>

LASCO MANUFACTURING LIMITED**Notes to the Financial Statements****Year Ended 31 March 2012****20. DEFERRED TAX LIABILITY (CONT'D):**

Deferred taxation represents accelerated tax depreciation.

The balance on the deferred taxation amount for 2012 was written back to the income statement as the company will not be suffering tax liabilities in the foreseeable future (note 10 (b)).

21. PAYABLES:

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
Trade payables	137,281	310,335
Other payables and accruals	<u>94,692</u>	<u>93,943</u>
	<u>231,973</u>	<u>404,278</u>

Included in trade payables is an amount of J\$140,139,401 (2011- J\$161,789,844) payable in foreign currency.

22. STAFF COSTS:

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
Salaries and related costs	84,105	85,275
Pension costs	2,436	1,979
Staff welfare	<u>15,291</u>	<u>8,675</u>
	101,832	95,929
Redundancy costs	<u>2,609</u>	<u>10,961</u>
	<u>104,441</u>	<u>106,890</u>

The average number of persons employed by the company during the year was thirty-five (35), (2011 - thirty-two (32)).

23. PENSION SCHEME:

The company operates a pension scheme which is administered by BPM Financial Limited and is open to all permanent employees.

The scheme is funded by the company's and employees' contributions. The company's contributions to the scheme are expensed and amounted to \$2,436,467 for the year.

24. CONTINGENT LIABILITIES:

The company's banker, CIBC First Caribbean International (Jamaica) Limited has issued guarantees in favour of third parties totalling US\$240,840 (2011 - J\$8,000,000 and US\$240,000).

25. EVENTS AFTER THE REPORTING PERIOD:

Subsequent to the reporting date, an Agreement to Partition Land was entered into between the company and Lasco Distributors Limited for the partitioning of the land at White Marl (see note 13) and a declaration of trust whereby Lasco Manufacturing Limited will hold any improvement or additions made by Lasco Distributors Limited in trust for it and will at the appropriate time cause any strata titles that might be issued to which Lasco Distributors Limited might be entitled under the terms of that agreement to be issued or transferred to it.

LASCO MANUFACTURING LIMITED
ANNUAL GENERAL MEETING

[Postage
Stamp]

Proxy Form

I/We _____

of _____

being a Member/Members of the above-named Company, hereby appoint _____

_____ of _____

or failing him/her, _____

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 19th day of October 2012 and at any adjournment thereof. I desire this form to be used for/against the resolutions.

Signed this _____ day of _____ 2012

Signature: _____

Unless otherwise directed the proxy will vote as he thinks fit.

- NOTES:
1. When completed, this form must be received by the Registrar of the Company at the address given below, not less than forty-eight (48) hours before the time for holding the meeting.
 2. The Proxy Form should bear stamp duty of \$100.00 which may be adhesive and duly cancelled by the person signing the proxy form.
 3. If the appointer is a Corporation, this Form of Proxy must be executed under its common seal or under the hand of an officer or attorney duly authorized in writing.

Send to: **The Registrar and Transfer Agent**
Jamaica Central Securities Depository
40 Harbour Street
Kingston



27 Red Hills Road, Kingston 10 Jamaica, W.I.
www.lascojamaica.com