THE LAB

PLAYING TO WIN

2020

ANNUAL REPORT


OUR VISION
To become the # 1 Integrated Agency and Production Company in the region and recognized and respected internationally by engaging our team and being invaluable to our clients
OUR MISSION
To create

WHAT'S INSIDE

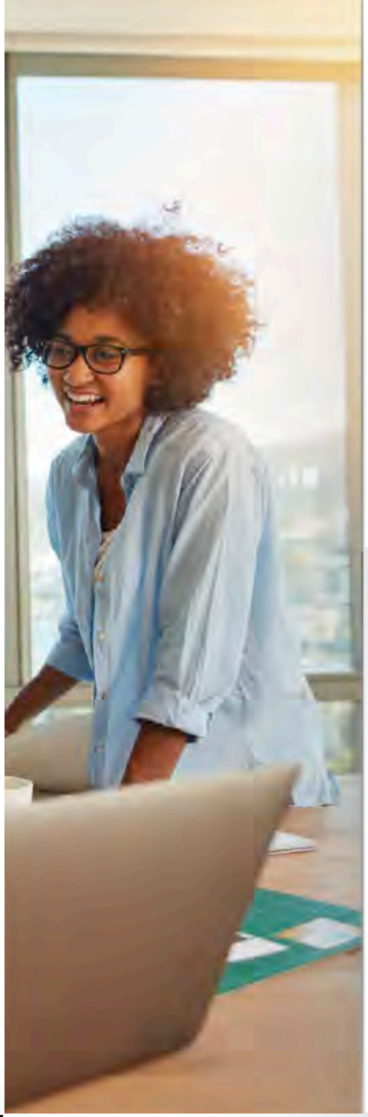
OUR VISION

To become the #1 integrated advertising agency and production company in the region, recognized and respected internationally.

OUR MISSION

To create WOW work on time.

CORE VALUES



EXCELLENCE

Our work is our legacy and the calling card for new opportunities still yet to be discovered.

GOOD VIBES

We work hard and laugh harder. Choosing to see the positive side of every challenge, because only with a "good vibe" perspective can you truly see the possibilities.

CREATIVITY

We aim for the WOW in everything and unapologetically deliver ideas that shake things up.

ACCOUNTABILITY

We are part of a bigger team and what we do affects our clients, our team members and the company.

RESPECT

We value the systems, and structures that have been put in place for the benefit of each person and the organization.

PASSION

We have a crazy energy that thrives under pressure, because we're obsessed to deliver the WOW.

FINANCIAL HIGHLIGHTS

$127M
NET PROFIT

$911.7M
REVENUE

$676M
TOTAL ASSETS

$464.2M
TOTAL EQUITY

OUR BUSINESS IN BRIEF

ABOUT THE COMPANY

ABOUT THE COMPANY

The LAB is a strategy to execution full-service advertising agency and production house. We operate as three distinct business units: Production, Advertising Agency, and Media. Production is our core service, we conceptualize, script, project manage, shoot, and edit video productions for both corporate and entertainment clients. The Advertising Agency arm is concerned with integrated marketing solutions for brands, and our Media arm builds and executes airspace buying and placement strategies.

SERVICES

AGENCY

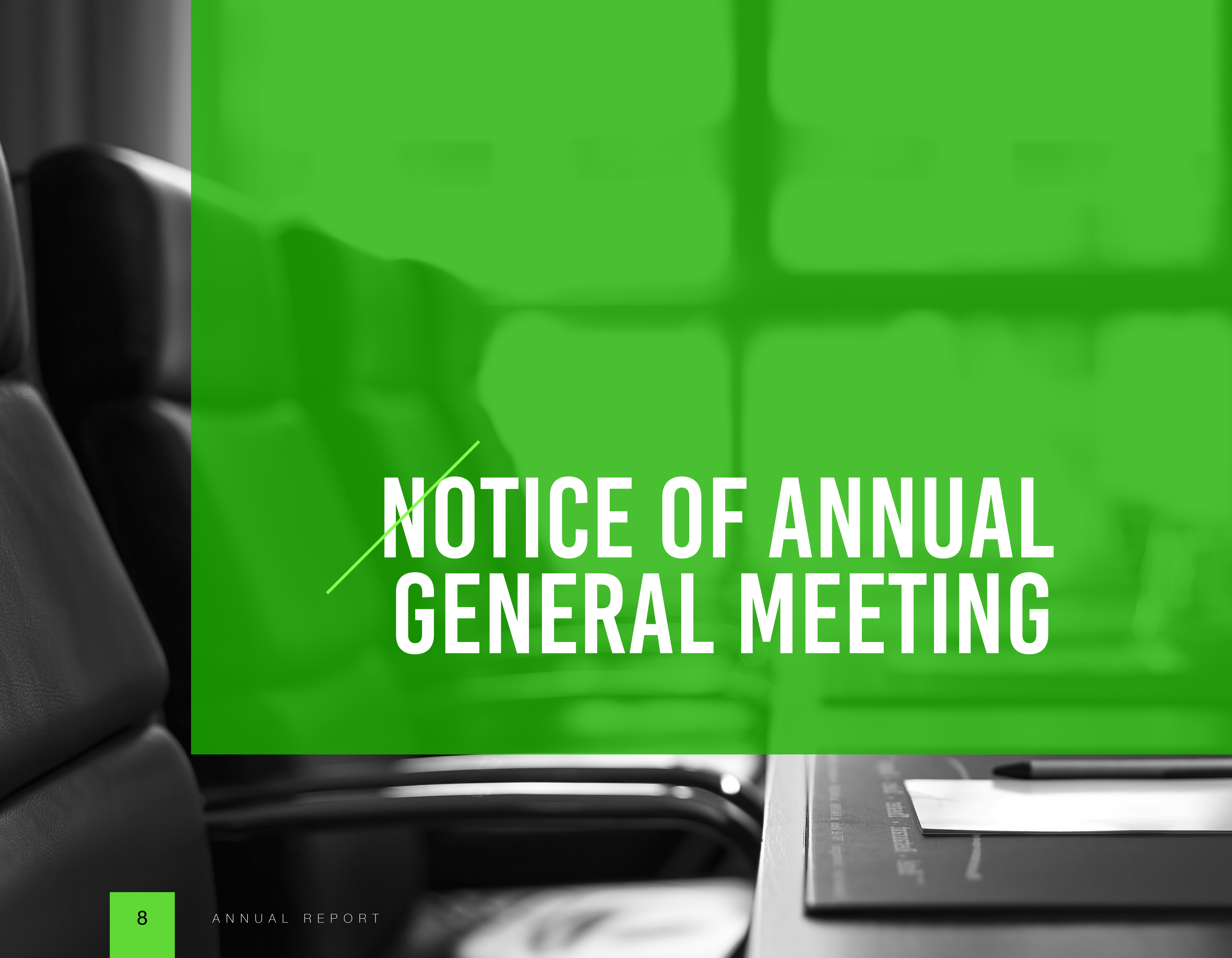
Brand Analysis and Strategy
Creative Concept Development
Campaign and Promotion
Development Branding & Design
Copywriting
Innovation Sessions

PRODUCTION

Creative Direction
Film and Video Production
Production Management
Post-Production
Audio Production
Motion and 3D Graphics
Equipment Rental

MEDIA

Media Strategy & Development
Media Investment Management
Media Planning
Media Buying



NOTICE OF ANNUAL GENERAL MEETING

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Second Annual General Meeting of THE LIMNERS AND BARDS LIMITED ("The LAB") will be held on Wednesday, June 30, 2021 at The Jamaica Pegasus Hotel, 81 Knutsford Boulevard, Kingston 5, Jamaica, at 10:00 a.m. to consider and, if thought fit, the passing of the following resolutions:

1. **Audited Accounts**

   Resolution No. 1 – Directors' Report, Auditors Reports and Audited Financial Statements

   "THAT the Audited Accounts for the year ended October 30, 2020 and the Reports of the Directors and Auditors, circulated with the Notice convening the Meeting, be and are hereby received and adopted."

2. **Dividend**

   Resolution No. 2 – To ratify that the Ordinary and Special dividends paid on January 22, 2021 as final for the year ended October 31, 2020.

   "THAT as recommended by the Directors, the interim dividends of $0.034¢ per stock as Ordinary Dividend and $0.04¢ per share as Special Dividend, paid on January 22, 2021 be and are hereby ratified and declared as final and no further dividend be paid with respect to the year ended October 31, 2020."

3. **Re-election of Directors**

   Article 101 of the Company's Article of Incorporation provides that at every Annual General Meeting one-third of the Directors are subject to retirement for the time being, or, if their number is not three or a multiple of three, then the number nearest to one-third, shall retire from office. The Directors to retire by rotation pursuant to this Article are Mr. Steven Gooden, Mr. Douglas Lindo and Ms. Rochelle Cameron, who all being eligible, offer themselves for re-election.

   Resolution No. 3 – Re-election of Directors

   Resolution No. 3a

   "THAT Mr. Steven Gooden be and is hereby re-elected as a Director of the Company."

Resolution No. 3b

"THAT Mr. Douglas Lindo be and is hereby re-elected as a Director of the Company."

Resolution No. 3c

"THAT Ms. Rochelle Cameron be and is hereby re-elected as a Director of the Company."

4. **Directors' Remuneration**

   Resolution No. 4 – Directors' Remuneration

   "THAT the amount shown in the Audited Accounts of the Company for the year ended October 30, 2020 as remuneration paid to the Directors for their services as Directors be and is hereby approved."

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

   Resolution No. 5 – Appointment of Auditors and their Remuneration

   "THAT Hall Wilson and Associates, Chartered Accountants of 52B Molynes Road, Kingston 10, having signified their willingness to serve, continue in office as Auditors of the Company, until the conclusion of the next Annual General Meeting, at a remuneration to be agreed by the Directors."

6. **Special Resolution:**

   Resolution No. 6 – Amendment to the Company's Articles of Incorporation

   "THAT the Articles of Incorporation of the Company be and are hereby amended by inserting new Articles numbered 2A, 60A, 60B, 60C, 72A, 147A and 149A to provide as follows: -

   "**2A.** In these Articles of Incorporation "electronic means" means via electronic and/or telephonic facilities or platform, and "live stream or broadcast" means transmission and reception of live video and audio coverage.

   Where in the Articles it is provided that members may attend a meeting of the Company by electronic means or by way of live stream or broadcast, the relevant computer programme software (including webcasting, videoconferencing, teleconferencing, a combination of those and/or electronic platforms) must allow members access to see and hear the proceedings; ask questions; vote electronically (including before and during the meeting and by proxy); and in all respects fully participate and exercise such rights, subject to the Chairman's directions for the orderly conduct of the meeting."

“60A. The Company may hold its annual general meeting or any extraordinary general meeting in any of the following manner: -

a. members present at the same physical venue; or
b. members present at a physical venue together with members in attendance by electronic means, or with a live stream or broadcast of the meeting; or
c. members in attendance entirely by electronic means or, with a live stream or broadcast of the meeting.”

“60B. Any failure of technology or any failure or inability of a member to remain in any meeting convened in accordance with Article 60A shall not invalidate any resolutions passed or proceedings taken at such meeting provided that a quorum is present at all times.”

“60C. Notice of the meeting as well as copies of the documents referred to in Article 146 may be sent by electronic mail, prepaid mail, posting links to access the documents via the Company’s website and /or such other websites available to the Company from time to time for the dissemination of information.”

“72A. All votes may be given either personally or by proxy or by the established electronic means (as communicated through the relevant notices to include e-mail instructions and any other electronic means of instructions for any such meeting) but no member shall be entitled to appoint more than one proxy to attend on the same occasion.”

“**147A.** A notice may be served by the Company upon any member either personally or by electronic mail at the email address supplied by him for the purpose of sending notices or by sending it through the post addressed to such member at his registered address supplied by him to the Company for the giving of notice to him or by advertisement in a daily newspaper circulating in Jamaica or by publishing such notice on the Company’s website and/or such other websites available to the Company from time to time for the dissemination of information.”

“**149A.** Any notice, if sent by email, shall be deemed to be received twenty-four hours after it has been sent by the Company. Notice published in a daily newspaper shall be deemed to be served on the date of publication. In the case of publication on the Company’s website or such other websites available to the Company from time to time for the publication on the Company's website or such other websites available to the Company from time to time for the dissemination of information, the notice shall be deemed to be served on the date on which the notice is published on such website.

BY ORDER OF THE BOARD

Michael Bennett
COMPANY SECRETARY
Dated January 29, 2021

NOTES:

1. A member eligible to attend and vote at a General Meeting is entitled to appoint another person as his/her proxy to attend and vote instead of him/her. A proxy, so appointed, need not be a member of the Company.

2. All members are entitled to attend and vote at the meeting.

3. Enclosed is a form of proxy which must be deposited with the Secretary, at the Registered Office of the Company or the Registrar, Jamaica Central Securities Depository ("JCSD"), 40 Harbour Street, Kingston, not less than forty-eight (48) hours before the time appointed for holding the meeting.

CHAIRMAN'S MESSAGE

COVID-19 washed challenges upon our shores that demanded immediate change in form and focus. Our Jamaican economy, which held so much promise at the start of the year, was unable to withstand the pandemic's devastating blows, and posted downturns in the third and fourth quarters resulting in a loss of hard won gains.

Yet, against this backdrop The LAB was able to deliver an extraordinary performance. One that highlighted its commitment to becoming the #1 integrated agency in the region, recognized and respected internationally.

The initial shock threw our leadership team into high gear, implementing well-laid plans that ensured business continuity, resulting in increased operational efficiency through the digitization of our entire way of work.

This was followed by the benchmarking of early COVID-19 successes resulting in the unearthing of new opportunities and acceleration of long term agendas by several years.

As the maxim goes, luck is when preparation meets opportunity. Long term preparation has allowed us to analyse shifting marketplace dynamics and quickly tailor our range of services to suit changing appetites. As a consequence, we were able to match service with demand; expand our foray into digital content production and delve deeper into talent management as well.

STEVEN GOODEN

The combined approach proved fruitful, translating to growth in revenue and net profits by 44.30% and 34.13% respectively. This was accomplished along with growth in shareholder equity which also increased by 30.38% to $464.2 million, up from $356 million the previous year. Shareholders benefited from a return average equity of 27.3% with dividend payments made on January 22, 2021.

Our investments into our human capital have proven invaluable and will continue. Through carefully designed initiatives, our team will continue to learn from the best-in-class globally for it is our intention to deliver the service that is the best-in-class regionally.

Some thought that COVID-19 would sound the death knell for all creative entities including advertising and production houses like ours. This unfortunately rings true for segments such as the event economies that have declared losses of up to $26 billion and we support their efforts to find solutions to safely recommence activities. Yet, it should be noted that at the height of the pandemic, when we were at home under mandatory lock down measures, it was the work of the creatives that breathed life into an increasingly mundane existence and gave us hope.

Similarly it was the work of The LAB that breathed direction and excitement into many of the Covid-direct message campaigns that emerged at that time; keeping us connected with the brands we trust and showing us how to engage with them in new ways.

In The LAB's response to the pandemic we saw the important role of a responsive, data-driven advertising innovator in keeping us connected and reassured in an increasingly sophisticated market place like ours.

Beyond profits, this year underscored that right values aligned with the right vision will yield fruit under even the most crippling of circumstances. The LAB has indeed laid the foundation for a strong legacy and 2020 has solidified its role as an even more formidable contender in the years to come.

On behalf of the board, we wish to thank our talented team, our clients and shareholders without whom our success would not have been possible.

Steven Gooden
Chairman

CHAIRMAN'S MESSAGE

DIRECTOR'S REPORT

DIRECTOR'S REPORT

The Directors submit herewith the Statement of Profit or Loss and Other Comprehensive Income of The Limners and Bards Limited ("The LAB") for the year ended October 31, 2020, together with the Statement of Financial Position as at the same date. The Statement of Profit or Loss and Comprehensive Income shows the following:

Financial Results	2020	2019
	JM$	JM$
Profit before Taxation	127,081,245	107,450,892
Taxation	-	(12,704,654)
Net Profit being Total Comprehensive Income for the year	127,081,245	94,746,238
Earning per stock unit	13¢	12¢

Details of the results for the year were approved by the Board on December 22, 2020, together with the previous year, are set out in the Statement of Profit or Loss and Other Comprehensive Income on page 6 of the Audited Financial Statements.

Dividends

At the end of the financial year, the Company declared an Ordinary and Special dividend of $0.034¢ and J$0.04¢ respectively, as a final dividend payment to all shareholders on record as of January 8, 2021, paid on January 22, 2021. The ex-dividend date was January 7, 2021.

Directors

For the Financial Year ended October 31, 2021, the Board of Directors met on December 13, 2019, March 12, 2020, June 11, 2020, and September 10, 2020, respectively. The Members of the Board of Directors as of October 31, 2020 are: -

Independent Members

- Mr. Steven Gooden, Chairman
- Mr. Douglas Lindo, Deputy Chairman
- Ms. Rochelle Cameron
- Ms. Maxine Walters

Non-Executive Director

- Mr. Michael Bennett, Company Secretary

Executive Directors

- Ms. Kimala Bennett, Chief Executive Officer
- Ms. Tashara-Lee Johnson, Chief Operations Officer

Auditors

Hall Wilson & Associates, Chartered Accountants of 52B Molynes Road, Kingston 10, St. Andrew, signified their willingness to serve as Auditors of the Company for the next financial year.

Acknowledgement

The Directors wish to express their appreciation to every member of the Team for their performance and dedication to the Company and congratulates them on their achievements during the year under review. The Directors also wish to acknowledge and thank all shareholders and customers for their continued partnership and support of the Company.

BY ORDER OF THE BOARD

Mr. Steven Gooden
CHAIRMAN, THE LIMNERS AND BARDS LIMITED
Dated February 8, 2021

CORPORATE GOVERNANCE

FOUR ESSENTIALS

FOR BUILDING A STRONG BOARD OF DIRECTORS

Go beyond the fiduciary to engage more deeply on strategy, M&A, technology and brands

Finding the right mix of experience and know how

Invest more energy. A dynamic agenda helps ensure the time is spent well

Effective boards balance a collaborative style with challenging conversations

OVERVIEW

The role of the Board, as agreed by our Directors is to engage deeply on strategy, digital technology, merger and acquisition, risk, talent, information technology and even marketing. We have adopted four (4) essentials for building a stronger Board of Directors.

INTRODUCTION

The Limners and Bards Limited ("The LAB") was incorporated in Jamaica under the Companies Act. On July 26, 2021, the Company will celebrate its second (2nd) year as a listed entity on the Junior Market of the Jamaica Stock Exchange. The Company is a full-service advertising agency and production house.

The LAB is committed to the highest standard of corporate governance and the maintenance of an effective framework for the management and control of its business. Good governance ensures everyone in the Company follows appropriate and transparent decision-making processes and that the interests of all stakeholders (shareholders, managers, employees, suppliers and clients) are protected. The Company adheres to the principles of the Private Sector Organization Corporate Governance Code and the Jamaica Stock Exchange Junior Market Rules and International best practices.

BOARD ROLE AND FUNCTION

The Board is responsible for leading and directing the affairs of the Company and setting the policy objectives and strategic plans. Of the seven (7) Directors, four (4) Directors are Independent Non-Executive Directors; one (1) Non-Executive Director; and two (2) Executive Directors. In accordance with the Articles of Incorporation, the quorum of Directors for a Board meeting is three (3).

The Board is focused on: -

- Sustained revenue growth;
- Effective risk management;
- Performance based compensation;
- Integrity and ethical decision making;
- Defined roles and responsibilities.

Main activities undertaken by the Board of Directors during FY 2019/2020 were: -

- Approval of the annual operating and capital expenditure budgets and the material changes to them.
- Approval of quarterly reports, management statements and announcement of final results to the Jamaica Stock Exchange.
- Declaration of interim dividend and recommendation of the final dividend.
- Determining the remuneration policy for the Directors.

BOARD STRUCTURE

As at October 31, 2020, the Board is chaired by Mr. Steven Gooden with Mr. Douglas Lindo serving as Deputy Chairman. The Board is considered to be of an appropriate size for the Company. All members are distinguished by their professional ability and integrity. All Directors are expected to act with "independence" in the Company's best interest at all times. The Board considers all non-executive Directors to be independent directors. As in accordance with the Private Sector Organization of Jamaica ("PSOJ") Corporate Governance Code, a Director will not be considered independent if:

- The Director has been an employee of the Company within the last five (5) years;
- The Director is affiliated with a company that acts as an advisor or consultant to the company or its related parties, or is and has acted in such capacity at any time during the past five years;
- The Director has any personal service contracts with the company, its related parties or its senior management at any time during the past five (5) years;
- The Director receives additional remuneration from the Company apart from director's fee and any performance related pay scheme;
- The Director is employed as an executive officer of another company where any of the company's executive serve on that company's Board;
- The Director represents a significant shareholder;
- The Director is a member of the immediate family of any individual who is or has been at any time during the past five (5) years, employed by the company or its related parties as an executive officer.

BOARD COMPOSITION

The composition of the Board has a range of experiences which provides a wider perspective in the understanding of the various aspects of the Company's business. During the FY 2019/2020, there were no changes in the composition of our Board. The composition of the Board is as follows: -

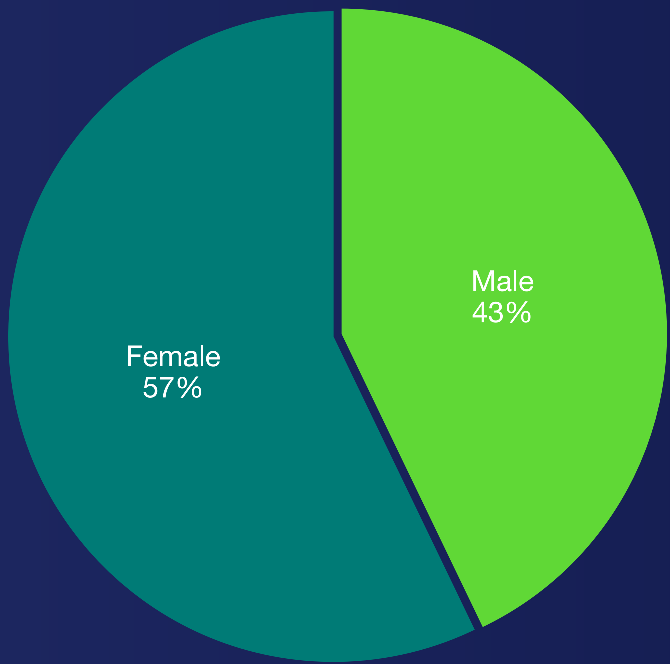
NAMES	POSITION	AUDIT	REMUNERATION	CORPORATE GOVERNANCE
Steven Gooden Chairman	Independent Non-Executive	-	Member	Member
Douglas Lindo Deputy Chairman	√	Member	Member	-
Rochelle Cameron	√	Member	Member	Member
Maxine Walters	√	Member	Member	
Michael Bennett Company Secretary	Non-Executive	-	-	Member
Kimala Bennett Managing Director	Executive Director	Member	Member	Member
Tashara-Lee Johnson Chief Operating Officer	Executive Director	Member	-	-

BOARD DIVERSITY

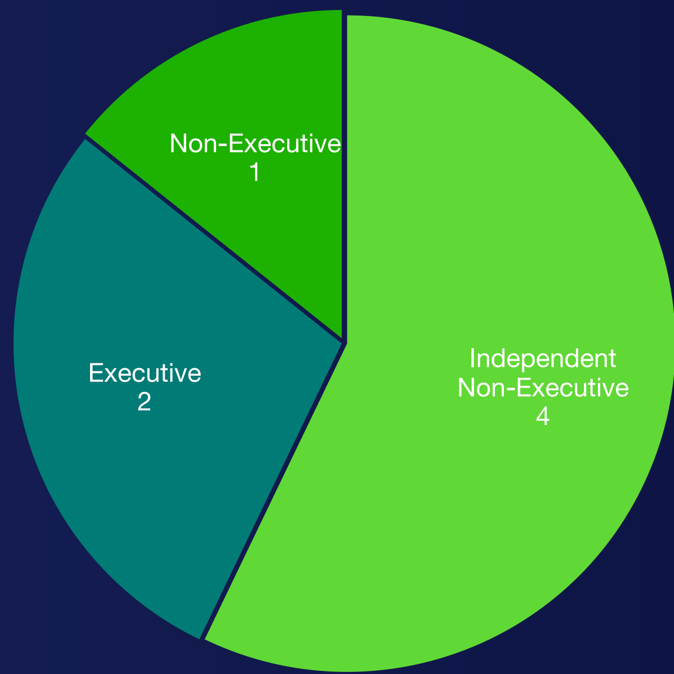
The Company recognizes that there are significant benefits to be accrued from having a demographically diverse boardroom. A demographically diverse board is more likely to represent the composition of a company's employees, customers, and suppliers and can therefore provide a board with a better understanding of the Company's key markets. Thus, a demographically diverse board may help a company identify and respond to market shifts and changes in consumer expectations.

Expertise	Steven Gooden	Kimala Bennett	Michael Bennett	Rochelle Cameron	Tashara-Lee Johnson	Douglas Lindo	Maxine Walters
Independent (I) /Executive (E) / Non-Executive (NE)	I	E	NE	I	E	I	I
Advertising and Production Industry		x			x		x
General Management	x	x	x	x	x	x	x
Strategic Management	x	x	x	x	x	x	
Finance & Accounting	x					x	
Brand & Marketing		x			x		x
Legal				x			
Risk Management	x	x		x	x		

BOARD COMPOSITION



GENDER



INDEPENDENCE

BOARD COMPOSITION

ATTENDANCE

BOARD COMMITTEE ATTENDANCE

One measure of the commitment of our Directors to the governance of the Company continues to be evident in the track record of attendance at Board and Sub-Committees of the Board, meetings during the financial year. During the F/Y 2019/2020, the attendance at meetings were as follows:

NAMES	BOARD (4)	AUDIT (4)	REMUNERATION (3)	CORPORATE GOVERNANCE (1)
Steven Gooden	4	n/a	3	1
Douglas Lindo	4	4	3	n/a
Rochelle Cameron	4	3	3	1
Maxine Walters	4	3	3	n/a
Michael Bennett	4	n/a	n/a	1
Kimala Bennett	4	4	3	1
Tashara-Lee Johnson	4	3	n/a	n/a

BOARD COMMITTEES

The Board has established committees to improve their effectiveness and efficiency in the execution of their fiduciary duties and responsibilities. The Chairman of each Board Committee reports to the Board on the matters discussed at the Committee meetings. The Standing Committees of the Board of Directors are Audit, Remuneration and Corporate Governance Committees: -

Audit Committee

The Audit Committee is made up of three (3) members, namely Mr. Douglas Lindo (Chairman), Ms. Rochelle Cameron and Ms. Maxine Walters. Two (2) members form a quorum and meetings are held quarterly and/or when deemed necessary to do so. For the F/Y ended October 31, 2020 the Audit Committee had four (4) meetings, these meetings were held on **December 9, 2019; March 2, 2020; June 5, 2020 and September 2, 2020**.

The Audit Committee plays a critical role to the Board in overseeing the financial reporting and the auditing process of the Company's financials. The Committee's roles and functions entail:

- Reviewing the unaudited quarterly financials and audited financials;
- Monitoring and ensuring that the integrity of the financials is maintained;
- Ensuring that proper accounting standards are complied with in the preparation of the financials; and
- Ensuring internal controls and systems are in place to identify and contain business risks.

Main activities undertaken by the Audit Committee during FY 2019/2020 were: -

- Reviewed and recommended to the Board the approved of the quarterly unaudited financial statements;
- Reviewed and recommended to the Board the appointment of the external auditors Hall Wilson & Associates, Chartered Accountants;
- Reviewed the audited financials for year ended October 31, 2020 prepared by the external auditors, Hall Wilson & Associates;
- Recommended to the Board for approval an Ordinary and Special dividend of $0.034¢ and J$0.04¢ respectively, as a final dividend payment to all shareholders on record as of January 8, 2021 paid on January 22, 2021.

Remuneration Committee

The Remuneration Committee has three (3) members, namely Ms. Rochelle Cameron (Chairperson), Mr. Douglas Lindo and Ms. Maxine Walters. For the F/Y ended October 31, 2020 the Remuneration Committee had three (3) meetings, these meetings were held on **June 9, 2020; October 14, 2020 and November 24, 2020**.

The Remuneration Committee assists the Board with its function by:

- Designing and determining the remuneration of the Chair, Directors, Executive Directors and Senior Management;
- Reviewing pay principles applied across the Company, base pay, benefits and all incentives and aspects of financial and non-financial rewards that are performance based;
- Taking steps to counteract the risk of incentives that are detrimental to the long-term success of the Company;
- Exercising discretion to ensure the remuneration outcome for individual directors are reasonable and reflects the individual's contribution.

Main activities undertaken by the Remuneration Committee during FY 2019/2020 were:

- Review and recommend to the Board the Terms of Reference for the Remuneration Committee;
- Review the appointment of an additional Independent Director;
- Review and recommend Directors' remuneration;
- Review the Company's salary, bonus and remuneration policy;
- Review the Key Performance Indicators ("KPIs") for the Managing Director; and Discuss Succession Planning.

Corporate Governance Committee

The Corporate Governance Committee has four (4) members, namely Mr. Steven Gooden (Chairman), Ms. Rochelle Cameron, Ms. Kimala Bennett and Mr. Michael Bennett.

For the F/Y ended October 31, 2020, the Corporate Governance Committee met once. The meeting was held on **September 17, 2020**.

The Corporate Governance Committee assists the Board with its function by:

- Implementing and periodically reviewing the Company's Corporate Governance Policy and principles;
- Reviewing and approving timely disclosures to its Stockholders/Stakeholders and other regulatory bodies as required by the JSE Junior Market Rules;
- Ensuring a formal and transparent compensation/ remuneration policy for Executives, Directors and Senior Management;
- Assisting the Board in ensuring the Board's composition, structure, policies and processes meet all relevant legal and regulatory requirements;
- Identifying and recommending suitable persons to become directors of the Company; and
- Reviewing the Insider Trading Policy and quarterly reporting.

Main activities undertaken by the Corporate Governance Committee during FY 2019/2020 were: -

- Review and recommend to the Board the treatment of the Company's Transfer/Lease Agreement; and
- Review and recommend to the Board the transfer/sales of the Company's shares between Directors and connected parties.

BOARD APPOINTMENT, ROTATION, RETIREMENT

The appointment of board members is governed by the Company's Articles of Incorporation. It states that the Directors shall appoint any person to be a Director, either to fill a casual vacancy or as an addition to the existing Directors. The Director appointed shall hold office only until the next Annual General Meeting and be eligible for re-election.

Board rotation and retirement is also governed by the Company's Articles. At the first Annual General Meeting, one-third (1/3) of the directors shall retire. The Director who has been in office longest, since their last election or appointment, shall retire. However, retiring directors shall be eligible for re-election or re-appointment. A Board member may resign or retire at any time by providing the Chairman with a written notice of resignation.

SHAREHOLDER RIGHTS AND RESPONSIBILITIES

In accordance with the principles of transparency, equal treatment and protection of shareholder interests, the Board is committed to maintaining dialogue with shareholders, while improving stakeholders' relations. The Company has several communications channels that provide all shareholders with timely and equal access to information. These include: -

- Annual General Meeting ("AGM")
- The Annual Report
- Financial Results Announcements
- The Company's website
- Traditional and social media marketing

At the Company's first AGM held July 23, 2020, individual shareholders were given the opportunity to pose questions to the Chairman and to other members of the Board. In addition, the Company will make available to the shareholders, the minutes of the Annual General Meeting. To complement these, the Investor Relations section of the Company's website at **www.thelabjamaica.com** provides access to the Company announcement, media releases, audited financial statements and annual reports. Enquiries from shareholders and institutional investors on matters relating to their shareholdings are welcomed. Please feel free to contact the Managing Director at info@tpljamaica.com to share your opinions, suggestions, and concerns with us.

BOARD OF DIRECTORS

BOARD OF DIRECTORS

STEVEN GOODEN
INDEPENDENT NON EXECUTIVE CHAIRMAN

Steven Gooden is the Chief Executive Officer of NCB Capital Markets Limited (NCBCM), which is the wealth management and investment banking arm of the Jamaican based NCB Financial Group Limited. Under his leadership, NCBCM has become a leading investment house in the Caribbean having expanded throughout the region via the establishment of hubs in the Cayman Islands, Trinidad & Tobago and Barbados.

Steven's ascension to executive management was at 26 years old when he was appointed General Manager for what was then one of Jamaica's leading fund management companies. In 2009, he rejoined NCB Capital Markets as Vice President, Investments and Trading; successfully integrating the investment management functions of the Group's subsidiaries with combined assets at the time exceeding US$2 billion.

Steven has a passion for the development and deepening of the region's capital markets and is the President of the Jamaica Securities Dealers Association as well as a Director on the Board of the Jamaica Stock Exchange (JSE). He holds directorships in a number of other companies and serves as Chairman for two companies listed on the JSE Junior Market. Steven is a holder of the Chartered Financial Analyst (CFA) designation, has a M.Sc. in Finance and Economics, a B.Sc. in Economics and Accounting, and has received many accolades in the areas of research and portfolio management.

KIMALA BENNETT
EXECUTIVE DIRECTOR

Kimala Bennett, the CEO and founder of The LAB, has over a decade of experience in the film production and advertising sector. Kimala holds a bachelor's degree from Mount Holyoke College and is currently pursuing an Executive MBA at the Jack Welsh Management Institute. She sits on several boards and is a member of the Grace Kennedy Innovation Council. Kimala is a published author specializing in entrepreneurial manuals such as 'Starting a Business in Jamaica" and "The Young Entrepreneurs' Handbook". She is also a recipient of the PSOJ '50 Under Fifty Business Leaders Shaping Jamaica's Future Awards' and the Jamaica Chamber of Commerce (JCC) 2019 Award for Entrepreneurship. The film director turned entrepreneur was named the 2019 Anthony Sabga Laureate for Caribbean Excellence in Entrepreneurship.

BOARD OF DIRECTORS

Michael Bennett is a local legend in the music and entertainment industry. Michael is known for his philanthropic music ventures including coordinating the two year USAID funded FiWi programme at the University of Technology, Jamaica, which taught musical skills as well as entertainment management and entrepreneurship. Michael holds a bachelor's degree in Business Administration from NCU and is the owner and Creative Director of the renowned Grafton Studios, which has nurtured acts from JC Lodge to Chronixx. Michael has received countless awards for his musical work including the 2018 Iconic Mentorship award from the Jamaica Reggae Industry Association (JaRIA). He has produced national projects including the Jamaica 50 Anthem and the Heart of Jamaica Album for J. Wray and Nephew.

MICHAEL BENNETT
NON-EXECUTIVE DIRECTOR

Tashara-Lee Johnson is an experienced Film Producer with a demonstrated history of working in Advertising and Media Production. She is the Chief Operating Officer of The LAB and has been with the company full time for over 4 years. In her role, Tashara-Lee manages the day to day operations and plays a key role in the strategic growth of the Company. She holds a bachelor's degree in Media & Communication with a minor in International Relations from The University of the West Indies (Mona), and has completed a course in Leadership at the Jack Welch Management Institute. Having served primarily in production management roles in previous jobs, Tashara-Lee has extensive international experience with campaigns, commercials, feature films, and documentaries. Some of these include "King of the Dancehall" by Nick Cannon, "Hooked" by Max Emerson, "Flight" by Kia Moses, and "OTR II" by Beyonce and Jay-Z. She recently represented Jamaica at the Black Women Film Network Festival (Atlanta), Cannes Film Festival (France) and The American Black Film Festival (Miami) as the producer of "Flight" which copped several top awards. Over the last year, she has also expanded her skillset veering into teaching as a project lecturer for CARIMAC and the OECS' joint Script Writing and Film Production Programme.

TASHARA JOHNSON
EXECUTIVE DIRECTOR

BOARD OF DIRECTORS

DOUGLAS LINDO
INDEPENDENT NON-EXECUTIVE DIRECTOR

ROCHELLE CAMERON
INDEPENDENT NON-EXECUTIVE DIRECTOR

MAXINE WALTERS
INDEPENDENT NON-EXECUTIVE DIRECTOR

Douglas Lindo is the co-owner, and Managing Director of Bellindo Ltd., one of the country's leading manufacturers of designed metal products for the commercial and residential sectors. He is also a member of the adjunct faculty of the University of the West Indies, Mona School of Business and Management, where he coordinates and lectures the module on New Ventures and Entrepreneurship and provides consultancy services on a range of entrepreneurship related projects through his other company – Windward Holdings. He has also owned and managed businesses in the agriculture and beverage manufacturing sectors. Over the last twenty years, Douglas has held senior executive positions both in the private and public sector. He has provided consultation services to the Government of Jamaica, overseas investors with business interests in Jamaica, and a range of locally based entrepreneurs. Douglas is a recipient of the PSOJ's Under Fifty Business Leaders Shaping Jamaica's Future Awards' 2012 Young Entrepreneur Award, given by the Young Entrepreneurs Association in recognition of his contribution in the field of entrepreneurship.

Rochelle Cameron is an attorney-at-law with 20 years at the Jamaican Bar. She served for several years as Vice President of Legal and Regulatory for Flow Caribbean where she was also Company Secretary of Cable & Wireless Jamaica Limited and its subsidiaries. She is the founder and currently CEO of Prescient Consulting Services Limited a firm which supports organisations with the development and execution of impactful legal, people and communications strategies. She is well known for her strategic management, leadership abilities, mentorship and her blend of business acumen and organizational skills allows her to be a valuable contributor on various private and public sector boards mentorship. Her diverse experience has given her considerable expertise in corporate governance, mergers & acquisitions, and business development. She has also become a widely called on public speaker for motivation and training in the corporate sphere.

Maxine Walters is one of Jamaica's most respected filmmakers with over 25 years of experience as the island's go-to film partner for high budget international projects. Her brand has built a reputation for providing world-class filmmaking in the Caribbean. Her company is credited with work for brands such as Virgin Media, Puma and Gatorade. Maxine is known for bringing Hollywood to Jamaican film, creating exposure and on-set training opportunities for local film crews. She has made her mark in various parts of the entertainment sector and is one of the founders of Reggae Sunsplash. She broke ground being credited as associate producer of the American TV show "Going to Extremes", the first Jamaican to do so in the US space.

LEADERSHIP TEAM

LEADERSHIP TEAM

Tashara-Lee Johnson is an experienced Film Producer with a demonstrated history of working in Advertising and Media Production. She is the Chief Operating Officer of The LAB and has been with the company full time for over 4 years. In her role, Tashara-Lee manages the day to day operations and plays a key role in the strategic growth of the Company. She holds a bachelor's degree in Media & Communication with a minor in International Relations from The University of the West Indies (Mona), and has completed a course in Leadership at the Jack Welch Management Institute. Having served primarily in production management roles in previous jobs, Tashara-Lee has extensive international experience with campaigns, commercials, feature films, and documentaries. Some of these include “King of the Dancehall” by Nick Cannon, “Hooked” by Max Emerson, “Flight” by Kia Moses, and “OTR II” by Beyonce and Jay-Z. She recently represented Jamaica at the Black Women Film Network Festival (Atlanta), Cannes Film Festival (France) and The American Black Film Festival (Miami) as the producer of “Flight” which copped several top awards. Over the last year, she has also expanded her skillset veering into teaching as a project lecturer for CARIMAC and the OECS' joint Script Writing and Film Production Programme.

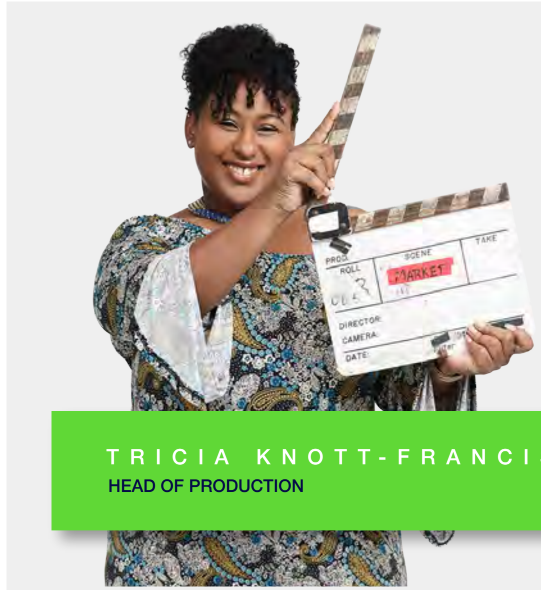
TASHARA JOHNSON
COO

Sanja Jackson is an internationally certified Marketing and Project Management Professional with over eight (8) years of experience in the Creative Industry. Throughout her career, she has amassed a proven track record of improving campaign and operational efficiencies; in both the government and corporate institutions. Her innate ability to problem-solve and manage multiple projects with competing priorities in a calm and efficient manner are key factors in her success heading the Traffic Department. She has the perfect balance of firm, yet fair, which makes her well-respected by colleagues and able to rally the team across the finish-line with tight deadlines/challenging projects. Sanja joined the team in 2019 and in just over one (1) year, she has aptly curated and supervised the Creative Teams including freelancers for hundreds of projects (ranging in scope) for brands such as, NCB, Grace, Berger, Digicel, JP St Mary's, Magnum, Kingston 62, TEF, Wihcon, PSOJ, Domino's, and Wendy's, among others.

SANJA JACKSON
HEAD OF TRAFFIC

LEADERSHIP TEAM

Tricia Knott-Francis has over fifteen (15) years of experience in event and film production and has worked with the Company for over ten (10) years. She is at the core of the production department, managing executions for the full range of the Company's clientele with a team of some 100 crew members. Her talent and comprehensive experience bring a level of capability and energy to the film production services for the Company. Tricia has a solid reputation for efficiency having managed several multi-million-dollar budgets for both local and international productions. Productions include NCB Capital Quest and JPS PowerSmart Energy Challenge reality TV shows, Digicel Set For The Summer and Grace Flava with a Beat, to name a few.



TRICIA KNOTT-FRANCIS
HEAD OF PRODUCTION

Kimberley Adamson brings thirteen (13) years of experience in media and advertising to the post of Client Services Manager. Adept at problem solving and prioritization, she is able to manage complex projects from start to completion. Her extensive experience with local and international teams allows her to respond to the nuanced demands of a regional client base. During her six-year journey at The LAB, she has expertly managed several roles including that of Assistant Director, Post- Production Manager, Project Manager and Account Executive.

Signature projects worked on outside of The Lab include the avant-garde ***Mission Catwalk*** and travel and lifestyle series ***Hidden Treasures***. While her work as a fixer for the ***Caribbean's Next Top Model,*** laid the groundwork for a flawless production. Kimberley possesses a Bachelor of Arts degree in Media & Communication with Honours and a minor in Information Science from the Northern Caribbean University (NCU) and is a trained SCRUM Master proficient at both agile and waterfall project management approaches.

KIMBERLEY ADAMSON
HEAD OF CLIENT SERVICES

LEADERSHIP TEAM

Anthoney Whyte has over five (5) years of experience in Digital and Mainstream Media. Having pursued a Bachelor's of Science in Computer Science and Economics, Anthoney brings a myriad of firsthand experience and know-how to the rapidly evolving media landscape. Anthoney has worked with leading Media Management agencies and has managed teams for some of the Caribbean's biggest brands including but not limited to; Digicel, Nestle, Grupo Campari, Grace Kennedy, Colombina, GlaxoSmithKline (GSK) and Payless Shoes Store. On a daily basis, Anthoney oversees all media activities, both Digital and Traditional, to ensure that the campaigns are performing optimally and reconciling media placements to ensure that the right creatives are placed at the right time for the right audiences. Having started at The Lab a few months ago, Anthoney has already worked on campaigns for some of our major clients including, Digicel Christmas, NCB Christmas, Western Union Connecting the Dots, Grace Christmas, NCB Ecommerce Testimonials, Digicel Bip and Hunt, Digicel's Top Up Promotions, JPS Christmas, JPS Get Appy and Many More.

ANTHONEY WHYTE
HEAD OF MEDIA INNOVATION

Andre Livingston spent four (4) years studying for his Bachelor's in Visual Communication at Edna Manley, after which he spent 4 years at The LAB as a graphic designer before taking up a role as Creative Director at MUSE 360. He worked for 2 years as the Creative Director, developing and designing brand campaigns for Wray and Nephew White Overproof Rum, Magnum Tonic wine, Colbeck Ginger Wine and JB White Overproof Rum. Having also run his own graphic design agency, Andre returns to The LAB with a wider range of creative skills and management experience which he now applies to his new role as Acting Head of Design.

ANDRE LIVINGSTON
HEAD OF GRAPHICS

LEADERSHIP TEAM

Rayon Mclean's penchant for storytelling drew him to the world of advertising more than twelve years ago. His fascination with the artform has kept him there. Today he has found a home for his vast array of global experience leading a team of cutting-edge Caribbean content creators at The LAB. Always exploring novel ways to fuse innovation and authenticity, in 2020 he conceptualized and spearheaded a Google project that captured the poignant stories of the Windrush Generation at the time when their legacy was under threat. A true team leader, Rayon enjoys collaboration and collective creation. Rayon is also an award-winning Theatre Maker who has worked for celebrated agencies such as Leo Burnett in London. He is a 2017 Chevening Scholar and a PM Youth Awardee.

RAYON MCLEAN
CREATIVE STRATEGIST

Joleen Tomlinson immersed herself in the world of translation and EFL teaching between Jamaica, Colombia, and Japan for six years. Joleen holds a B.A. in Entertainment and Cultural Enterprise Management with first class honours from UWI, Mona, and is fluent in Spanish. Over the past three (3) years, she has successfully parlayed her expertise into the field of advertising where she has worked as a copywriter and now Creative Lead at The LAB. A strategic thinker and problem solver, Joleen translates complex ideas into creative storytelling that drives conversion for brands such as NCB, Digicel, Wray and Nephew, Grace Kennedy, Magnum, Kingston 62 and several others. As a bilingual Creative, Joleen has allowed the LAB to explore business opportunities in the Latin American and Caribbean (LACA) region by interpreting meetings with prospective clients.

JOLEEN TOMLINSON
CREATIVE STRATEGIST

LEADERSHIP TEAM

Dexter Musgrave has over ten (10) years of experience as a creative lead in the field of advertising, working with agencies across the region and in the United States. Dexter has worked with The LAB for four (4) years as both creative director/strategist and consultant. He is a former senior writer at McCann Erickson Trinidad and creative director of Publicis Caribbean. He has brought his creative thinking to brands like Digicel, Scotia Bank, Cable & Wireless (both as LIME and Flow) and international brands like Nestle, and Coca Cola. Some of his most notable creative campaign achievements have been the Digicel "Be Extraordinary" launch in the Trinidad, Guyana, Barbados and St. Lucia markets. He has worked with marketing and production teams in Jamaica on brands such as NCB, JPS, US Embassy Jamaica, SM Jaleel and the Grace Kennedy Group. Dexter has conceptualised, written and directed commercials that have received local and international awards by such bodies as the Advertising Agencies Association of Trinidad and Tobago, (AAATT), the Caribbean Advertising Federation (CAF) and the American Advertising Federation (AAF).

DEXTER MUSGRAVE
CREATIVE STRATEGIST (CONSULTING)

Natassia Benjamin is an accounting specialist with over nine (9) years of experience and has a background in auditing. She holds certifications in the Association of Accounting Technicians (AAT)levels 2-4 and currently pursuing her MBA specialism in Finance at the Heriot-Watt University. Natassia's range of experience in accounting also includes her course certification in Forensic Accounting from the Institute of Chartered Accountants of Jamaica (ICAJ). She joined the Company in 2017 and has proven herself to be a strong asset to the Company.

NATASSIA BENJAMIN
ACCOUNTS MANAGER

MANAGEMENT DISCUSSION & ANALYSIS

MANAGEMENT DISCUSSION AND ANALYSIS

The Management Discussion and Analysis (MD&A) for the Limners and Bards Limited (The LAB), should be read in conjunction with the Historical Financial Data set out elsewhere in this Annual Report.

THE COMPANY

The LAB is a full-service and fully-integrated advertising agency and film production company. We provide services to our clients through our three (3) main business segments; Production, Media and Agency. We currently have clients across several sectors ranging from the telecommunications, financial services, food & beverage, gaming and sports, government, education and non-profit industries.

On July 28, 2019, we became the first advertising agency and film production company to be listed on the Junior Market of the Jamaica Stock Exchange (JMJSE) after a successful IPO that opened and closed on July 17, 2020. We continue to provide shareholder value as at the end of financial year 2020 the value of our stock was up by 153%.

FINANCIAL HIGHLIGHTS

For the financial year ending October 2020, The LAB continued along a path of increased profitability and revenue growth. Revenue and net profits grew by 44.30% and 34.13% respectively. Shareholder equity also increased by 30.38 to $464.2 million, up from $356 million year over year and return on average equity delivered to shareholders was 27.3%.

MANAGEMENT DISCUSSION AND ANALYSIS

REVENUE

During the year 2020, we generated a significant increase in revenues of $279.8 million to $911.7 million relative to the prior year. This was attributable to significant growth in our key business lines; production (up $8.3 million or 3.70%), media (up $199.7 million or 68.35%) and agency (up $71.7 million or 63.07%).

PROFITABILITY

Gross profit increased by 31.71% or $71.8 million relative to the previous year. Also, our net profit was $127 million which was $32.3 million higher than the previous year. Return on equity for the year was 27.37% and earnings per share increased from $0.12 to $0.13.

TOTAL ASSETS

The statement of financial position reflects an increase in total assets to $676 million from $488.5 million or 38.39 % higher than the prior year.

TOTAL LIABILITIES

Total liabilities grew from $132.4 million in the previous year to $211.8 million.

Income Statement			
	October 2018	**October 2019**	**October 2020**
Operating revenue	483,190,186	631,851,040	911,738,363
Cost od operating revenue	(320,508,814)	(405,120,730)	(613,112,753)
Gross profit	162,681,372	226,730,310	298,625,610
Loss on disposal of property, plant and equipment	(1,454,543)	-	-
	161,226,829	226,730,310	298,625,610
Administrive, selling and distribution expenses:			
Administration expenses	(81,653,011)	(115,147,066)	(172,874,745)
Selling and distrubution	(559,516)	(2,085,598)	(548,564)
	(82,212,527)	(117,232,664)	(173,423,309)
Impairment losses on financial assets	(315,591)	(448,216)	(1,535,366)
Profit before net finance cost and taxation	78,698,711	109,049,430	123,666,935
Finance income	413,610	3,310,594	9,279,673
Finance cost	(2,578,386)	(4,823,174)	(5,634,350)
Net finance cost	(2,164,776)	(1,512,580)	3,645,323
	76,533,935	107,536,850	127,312,258
Loss in value of investments classifed as FVTPL	-	(85,958)	(231,013)
Profit before tax	76,533,935	107,450,892	127,081,245
Taxation	(14,220,077)	(12,704,654)	-
Net profit being total comprehensive income for the year	62,313,858	94,746,238	127,081,245

Statement of Financial Position			
	October 2018	**October 2019**	**October 2020**
Non-Current Assets	91,580,148	101,176,006	116,225,776
Current Assets	151,568,847	387,346,912	559,842,697
Total Assets	243,148,995	488,522,918	676,068,473
Current liabilities	70,573,841	82,577,260	148,992,805
Non-Current liabilities	49,753,732	49,885,949	62,848,519
Total Liabilities	120,327,573	132,463,209	211,841,324
Net Assets	122,821,422	356,059,709	464,227,149

Ratio			
Return on assets	25.63%	19.39%	18.80%
Gross profit margin	33.67%	35.88%	32.75%
Net profit margin	12.90%	15.00%	13.94%
Current ratio	2.15:1	4.69:1	3.76:1
EPS	8c	12c	13c

SIX YEAR REVENUE TREND

PAYMENT OF DIVIDENDS

We are pleased to advise that on December 22, 2020 our Board of Directors approved a resolution to declare a dividend of $0.034 per share and a Special Dividend of $0.04 per share. These payments were made on January 22, 2021, to all shareholders on record as of January 8, 2021.

OUTLOOK

The Company, for the 2020 financial year, continued execution of its five year strategic plan to become the leader in integrated marketing and production in the region. We are constantly challenging ourselves to exceed prior performances and strive for excellence, and this is accomplished by defining performance metrics, which are then operationalized, and constantly measured in our business segments; production, agency and media.

The year marked our entrance into the Digital Marketing arena, and the Company was poised for transforming the digital space with cutting-edge initiatives to further drive our top-and bottom-line growth. With our client-centred approach, the five-year strategic business plan sought to develop and implement strategies that would further increase shareholder value over-time, through regional expansion, innovation, disruption and quality.

With the onset of the COVID-19 pandemic and the subsequent adverse impacts on all sectors of society, particularly health, and the economy, our regional expansion implementation timeline, was instantaneously accelerated, as we navigated unrivalled global events. The Company however, through prior investments in our team and technological platforms, aptly manoeuvred the challenges to shore up any possible structural gaps that could have significantly impacted our financial performance, while remaining steadfast in our uncompromising commitment of delivering high quality services to our clients.

The Company strengthened its monitoring systems and included frequent stress testing and scenario planning during the 2020 financial year, due to the impact of COVID-19 largely on the production arm of the business. We seized key opportunities during the pandemic to test our borderless company model with the increased use of remote teams across the region, well beyond our local borders, to deliver world-leading, contemporary advertising solutions for regional clients.

The pandemic unquestioningly caused a contraction of global economies and disrupted all aspects of our operations. However, the Company remained resolute, resilient and focussed in adapting its strategy to capitalize on the exciting prospects for innovation. To this end, the Company embarked on innovative solutions, including updating its media software and strengthening capacity to expand digital service offerings. The disruptions in our operations forged the basis of our innovations, which were all achieved without sacrificing quality, which is a hallmark of The LAB's corporate ethos.

MANAGING THE TEAM

During the last fiscal year, the Company embarked on a number of strategic initiatives to continue to improve operational efficacy, strengthen client experience and satisfaction, and expand our digital technology reach, all while protecting the health and wellbeing of our staff and stakeholders. Although the effects of the pandemic have been devastating on local and regional economies, the Company posted a noteworthy performance for the fiscal year.

This financial success can be attributed to a myriad of factors including proactive scenario mapping, the implementation of cautious, pre-emptive cost containment measures, an increased demand for services, and guiding, and collaborating with our clients virtually, to ascertain their needs and provide inventive solutions, as their companies navigated the effects of the pandemic. The Company conducted needs assessments and created a blog post to better communicate current marketing approaches and services to its clients.

The Company capitalized on the potential of the virtual space and the increased demand for immediate, digital content and direct messaging to a captured audience. Global market data indicates that the demand for digital content will not abate, and the Company, with its preparatory policies, is poised to be a market leader in this sphere. The Company has commenced internal realignments to realize this strategic imperative of increased digital production, by creating a new position - Head of Media and Digital Innovation, who will oversee this exciting transformation.

BUSINESS LANDSCAPE

The Company, whilst realistic, remains optimistic in its outlook and has started to look ahead, beyond the pandemic, to the current and resultant market trends in the global advertising industry. Even as there are talks of vaccination programs, the recovery of the regional and global economy from the radical interruption will be gradual across jurisdictions. As client expectations change, the Company continues to conduct, and be informed by market research. The integration of trendspotting and data analysis into our decision making matrix allows us to be aware of the global trends and stay ahead of the market.

Along with the increase in demand for content, the market desires purposeful messaging and there has been renewed focus on brand experience. The idea of advertising as an unnecessary expense has metamorphosed into being a necessity for businesses, as companies target and seek to engage a previously unimagined, captured audience. Subsequently, global trends defining B2C (business-to-consumer) and B2B (business-to-business) needs, have emerged and are reshaping the business landscape at an extraordinary speed.

Reflecting on the previous fiscal year, the production segment was significantly affected due to COVID-19 official travel bans and restrictions that disrupted local and regional economic activities. This potential threat to our traditional operations, however, was mitigated with the creation of imaginative sets and virtual participation by clients in the creative process. To bridge the gap in the potential financial fallout in our production arm, due to the resultant safety and restriction measures in response to the pandemic's impact, there was an exponential growth in our agency and media offerings.

The Company has started to document the influence of marketing practices and trends, whilst consolidating best

best practices from research from countries who experienced the pandemic earlier and are recovering in the new paradigm. The media arm has expanded into digital media and has assisted clients to direct customers to their e-commerce platforms, while developing and disseminating COVID-19 direct messaging. The resultant Company focus was ably augmented by the production arm which translated the new direction into hugely successful campaigns that resonated well audiences and clients.

The Company has welcomed the radical interruptions for the fiscal year 2020, because we are in the business of creative interruption, and reimagining our ways of work, while seeking the best originative solutions to enhance client offerings. The Company has to evolve to remain competitive as a market leader. As a creative business, it is imperative that we transform at the right pace, and remain cognizant of present realities, whilst always looking forward to burgeoning opportunities. Our strategy continues to focus on growth; growth of modern infrastructure and services, growth of human capital; growth of client base and satisfaction. The proactive restructuring of our business processes to facilitate better alignment to our strategic vision, and associated cost savings will enable increased investment in key areas like creativity, technology and talent, which have proven this fiscal year to be COVID resilient, so that we are well positioned for top-line growth in the future, beyond the pandemic.

RISK

The Company's ability to withstand the unprecedented economic and social effects of the pandemic, is testament to our risk management policies. Scenario mapping has allowed us to prepare approaches for increased sales in one area, to complement reduced spending in other key areas of our business, as the Company complied with the national regulations and restrictions to slow the spread of the virus.

Our risk mitigation strategy remains focussed on exploiting new opportunities for product diversification beyond or geographical locale, and expanding our digital transformation initiatives. The Company is excited to introduce a bold, new suite of services to the market for the upcoming year, one of which is offering digital content creation to our clients.

In addition, we continue to actively monitor our revenue streams to ensure that they are sufficiently diverse so that no single client represents more than 30% of our inflows. Given the current economic climate, the Company remains focussed on securing, training and facilitating our exceptional team of creatives in the remote working reality. Hence we have increased the number of scholarship recipients and strengthened our internship programme with CARIMAC - the gold standard of media education in the Caribbean, to facilitate sustainable staff development.

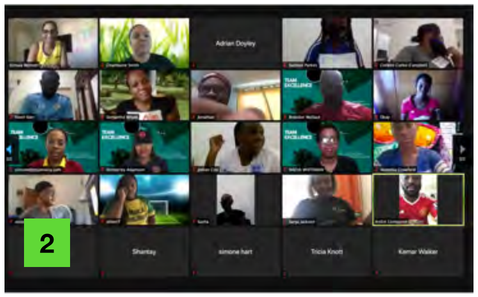
PEOPLE AND CULTURE

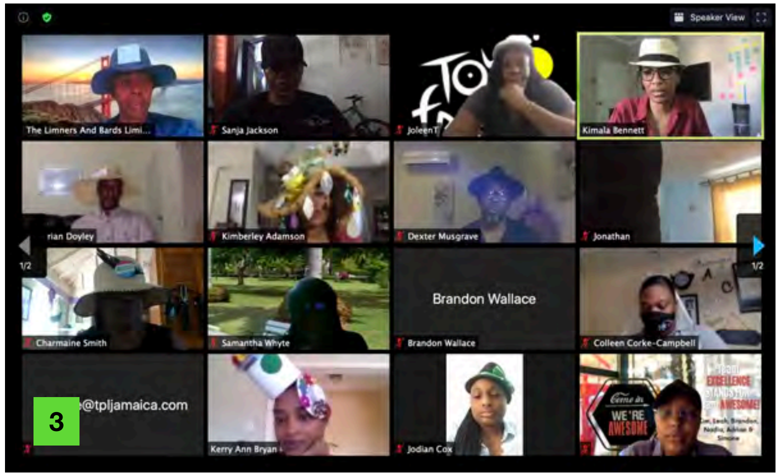
PEOPLE AND CULTURE

An integral part of our corporate strategy is our People and Culture. Our team's success is key to the Company's success. Their performance, well-being and knowledge are integral to what our creative output looks like, how satisfied our clients feel and how we perform financially. With our people-centric approach, of putting talent first, our aim is to always attract and retain the right talents, talents with leadership capacity, a zest for creativity regardless of specialty, and talents that fit culturally. We are always on the look-out for innovative persons who are aligned with our values and long-term goals. Once on board, we incentivize our "WOW" team to think strategically, work collaboratively and participate in programmes to improve their well-being.

We have set ourselves the ambitious goal of becoming the #1 and most sought after integrated advertising, digital agency and production company in the region by 2025, and our people-centric approach is a key metric. When it comes to measuring whether we are living up to these ambitions and meeting our target, our people are the best data-sources. Our employees' feedback continues to play a crucial role in our continued pursuit of excellence, even amidst the onset of the global pandemic which has shifted our traditional operations to a more virtual one.

PEOPLE AND CULTURE





1. Spirit Week Lunchapalooza deliveries
2. Spirit Week Favourite Jersey Day
3. Crazy Hat Day Zoom Team Meeting
4. Monday Morning Check-In
5. Editors hard at work
6. Winner of Spirit Week Crazy Hat Day

In the early stages of the lockdown when work from home orders were issued, we conducted a survey with our staff to ascertain their feelings and opinions as they grappled with the unfamiliar conditions. Though we maintained some traditions, we revamped a few, emphasizing self-care and wellness and contracted a psychologist for a period to help staff navigate the new working paradigms. We rose to the occasion and deftly and swiftly adapted key aspects of our corporate culture successfully to the virtual space! This included hosting staff seminars on financial planning, having daily department check-ins and weekly huddles virtually, hosting a rip-roaring Spirit Week, and continuing our monthly birthday celebrations. We also extended our support beyond our staff and assisted with some of their family needs that grew during the pandemic, this included assisting with digital devices for online school and in-kind donations of equipment and facilities for personal projects.

We are proud of the rock-stars on our high-performance team whose spirit of collaboration and camaraderie allowed us to remain together even though apart during the pandemic. It is testament to our strategic vision that we can only achieve excellence if we create and invest in the culture and environment that allows our people to wholly own the Company's success, not just contribute to it.

TRAINING AND DEVELOPMENT

TRAINING AND DEVELOPMENT

Prior to the onset of the global pandemic, a number of staff development training sessions were scheduled. We are proud that we were able to continue to provide a full and wide range of virtual training, for all categories of staff, in the areas of leadership, talent management and peer coaching. Here are some high impact initiatives that have served us well in 2020.

- **Virtual Leadership Workshops** - HR Consultant, Dr. Cassida Jones facilitated a 2-month leadership training programme that provided a deep dive into areas that would have to be addressed as part of working in the new normal.
- **Online Courses** - Success begets success. Our leadership team was therefore tasked with sourcing best practices, success stories of corporate COVID pivots and related online courses from across the globe in order to plan the most effective response to the crisis before it hit Jamaica. A number of team members enrolled in online courses, which they have successfully completed.
- **Creative Review** - Our newly added weekly huddle is a fun approach to learning and growth that ensures our creative rockstars are constantly challenged and inspired. It is a space for analysing the hits and misses of the week and for looking at innovative design, content and approaches to development. This highly anticipated weekly activity is led by none other than our awesome CEO!
- **DIT & Editor Training** - Managing and securing our intellectual property is a complex task that requires a systematic and thoughtful approach. Hence our team was provided with training that supported the use of a centralized

- solution facilitating the proper classification, storage, retrieval and archiving of our expansive e-portfolio. This systematic approach to storing our work has increased efficiency and overall productivity.
- **Design Thinking** - At The LAB, we are in constant partnership with our clients guiding them to capture and communicate the essence and stories of their brands. With that goal in mind, resident brand expert Dexter Musgrave delivered a structured course on design thinking for our team of creatives with one objective - moving the goal post from breathtaking aesthetics to storytelling brilliance.
- **Account Executive Brand Insights** - Our Account Executives (AE) are the liaisons between our clients and creatives. Success in this highly demanding space requires an array of core competencies that need to mirror changing marketplace dynamics and future focus. We therefore commenced a 12-month, bi-monthly training session for our AE's in three areas. The first is textual analysis which is focused on semiotics - the role of signs in brand development. The second area of focus is that of consumer analysis and brand strategies allowing for the understanding of approaches to interpret the interplay between consumer and brands and the application of insights therein. The third area of focus is research management - a deeper dive into research tools to equip AE's to assess and access best solutions for client needs. This customised course has been developed and facilitated by The LAB's Brand Research and Insight Specialist, Dr. Nadia Whiteman.

IMPACT OF COVID-19

IMPACT OF COVID-19

The interruption to economic and corporate activities as a result of the COVID-19 pandemic, caused reverberations to be felt in every aspect of our operations. Whilst the effects of the pandemic caused contractions to the global economy and negatively impacted most businesses, we were able to seize a number of opportunities and present our clients with a new suite of innovative and digital solutions.

The government mandated curfews, lockdowns and gathering restrictions, in an attempt to slow the spread of the virus which severely impacted all segments of the production operations of the Company, but also presented us with the opportunity to test our model of being an entirely borderless business and working more nimbly. To this end, the Company embarked on a process of updating and creating its Standard Operational Procedures (SOPs) and policies to reflect the changing business and social milieus, capture our increased automation and the use of more digital channels, in the remote work universe.

IMPACT OF COVID-19

The Company's prior investment in training, equipment and digital technologies, and the diversification of our clients from our local shores to within the region, afforded us the dexterity to navigate these challenges by offering our clients "WOW" content solutions that both met and exceeded their expectations. We were able to facilitate virtual meetings, as well as live stream aspects of the creative process during production to facilitate real-time feedback, while ensuring the safety of our staff and clients. The staffs' quick and competent response to the new needs of our clients reinforced our client's confidence in the Company to transition their traditional preparatory marketing operations to the digital space.

We intend to continue to broaden our digital expertise by forging further strategic partnerships, researching and adopting best industry practices that yield phenomenal results in other jurisdictions, like China. We remain steadfast in providing the most innovative digital solutions to our clients and remain poised to be an industry leader in upcoming solutions that will transform our digital output and redefine advertising and production in the local landscape.

COMPANY HIGHLIGHTS

THE LAB STAFF KICK OFF

Achieving audacious goals requires enthusiasm and momentum. After a successful listing and buoyant 2019, our annual staff retreat, The LAB Staff Kick Off, delivered an unforgettable introduction to our 2025 strategic vision. It provided the adrenaline boost that we all needed to replace anxieties with an energized focus in the face of such a bold undertaking.

Our CEO led the charge, giving us the lay of the land and highlighting major milestones that we will have to meet en route to our destination. Once our target was in sight, the next step was ensuring an efficient use of resources. Dr. Cassida Jones then delivered the rudiments of SMART team building providing us with appropriate approaches to improve and measure department output. This was complemented with tools to assess and address team strengths and weaknesses including a revised appraisal process.

Our mettle was tested with fierce team building strategies which were followed by a policy and process refresher - “Ways of Work Processes and Policies” - by none other than our Chief Operating Officer, Tashara-Lee Johnson.

The energy was again heightened as each department took to the stage to share their 2020 winning game plan entitled “How Will Your Department Win”. The excitement intensified with the presentation of The LAB Awards to team members who had excelled in creativity, commitment and drive in 2019.

Our highly charged LAB Staff Kick Off culminated with a final opportunity to come together in a fun team building exercise - a reminder of why we were all there.

COMPANY HIGHLIGHTS

THE LAB'S FIRST AGM

The LAB held its first Annual General Meeting (AGM) on July 23, 2020 at The Jamaica Pegasus Hotel, 81 Knutsford Boulevard, Kingston 5, Jamaica at 10:00 am. The meeting began with Chairman Stephen Gooden giving his report on the Company's robust financial performance that was marked by record profits and revenues of $ 94.7M and $631.8M respectively, and growth in total equity of $356M. Also highlighted was the role that marketplace indicators have played in steering the Company towards the digitization of its services as the deepening pandemic changed entrenched consumer habits.

The following resolutions were passed:

1. "THAT the Directors' Report, the Auditor's Report and the Statements of Account for the year ended 31 October 2019 be and are hereby received and adopted."

2. "THAT Director Mr. Michael Bennett retiring by rotation and being eligible for re-appointment and is hereby re-elected a Director of the Company."

3. "THAT Director Ms. Maxine Walters retiring by rotation and being eligible for re-appointment be and is hereby re-elected a Director of the Company."

4. "THAT Ms. Tashara-Lee Johnson be and is hereby re-elected a Director of the Company."

5. "THAT the Directors be and are hereby authorized to fix their remuneration for the ensuing year."

6. "THAT the remuneration of the auditors, Hall Wilson and Associates, who have signified their willingness to continue in office, be such as may be agreed between the Directors of the Company and the Auditors."

The resolutions were all voted on and all passed by the shareholders.

Individual shareholders took advantage of the opportunity to interrogate the Chairman and the fellow Board Members on aspects of the Company's operation and focus.
Board Members in attendance were Rochelle Cameron, Tashara-Lee Johnson, Kimala Bennett, Douglas Lindo, Michael Bennett and Maxine Walters.

PROJECT HIGHLIGHTS

PROJECT HIGLIGHTS

2020 PROJECTS

2020 saw a significant increase in the number of digital and content projects executed by The LAB.

Take a look at some of the work we did!

1. JP St Mary Potato Chips - Go Hot Go Cool
2. NCB - Back on Track
3. JP St Mary Banana Bread - So Good it's Gone
4. CB - Say Yes to Fresh
5. Grace Christmas 2019

PROJECT HIGLIGHTS

6. Grace - Tropical Rhythm's 20th Anniversary
7. JPS - The App Can Do That
8. Berger Merry Million Christmas
9. Digicel - Digicel Essential Workers
10. Wendy's D'Classic Burger
11. Digestives - Better Because its Both

AWARDS

2020
SILVER
ADDY AWARD

“Zoomers - Zoom Into Fun!”

2020
SILVER
ADDY AWARD

“Grace - Christmas 2019”

The LAB received 2 Silver ADDY Awards for 2020 for its work on “Zoomers - Zoom Into Fun!” And “ Grace - Christmas 2019

BEHIND THE SCENES

BEHIND THE SCENES

Members of The LAB Team hard at work on a few of our Projects from 2020

CORPORATE SOCIAL RESPONSIBILITY

CORPORATE SOCIAL RESPONSIBILITY

With 80% of households suffering a loss of income and 49% of those in the lower socio-economic brackets, the need for Corporate Social Responsibility (CSR) has never been more acute. We are proud of the fact that we were able to answer the call and provide assistance to some very deserving causes and individuals.

DIGICEL 5K

While the format of the Digicel Foundation 5K had to be COVID-19 compliant and therefore virtual, we were determined to use our creative prowess to ensure that the enthusiasm for it did not wane. For the fourth year in a row, our team lent their talent and energy to the promotion and coverage of this worthy cause and enjoyed it thoroughly!

GROWING THROUGH EDUCATION

We believe in the nurturing of young talent and so we were pleased to reward young Sule Kamu Thelwell, one of seventeen students to be accepted to the prestigious Royal Central School of Speech and Drama in London for academic year 2020, with a much needed laptop.

Sule however was not the only student rewarded. Three full, tertiary level scholarships valued at $300,000.00 each were presented to:

- Aisha Douglas
- Cylindian Goodchild
- Shanielle Thomas

POLYCYSTIC OVARY SYNDROME (PCOS) “PCOS 1IN10JA CAMPAIGN

The LAB provided its equipment and studio for Photo & Video Shoots. This campaign was geared towards;

- Increasing awareness of PCOS and destigmatize symptoms typically ridiculed by society - weight gain, facial hair, infertility and mood disorders.
- Highlight the symptoms of PCOS.
- Prompt women and General Practitioners to get more educated on identifying and treating PCOS.
- Prompt women who may be experiencing the symptoms highlighted to check with their doctor for proper diagnosis.
- Educate women about possible lifestyle changes they can make to alleviate their symptoms.
- Create awareness of resources available to them, such as the PCOS support group organized by Kim Rose and Claire Atkinson (currently virtual due to Covid-19).

INTERNAL - AID AND SUPPORT FOR STAFF

Exceptional challenges require exceptional heart. This is why we were determined to find meaningful ways to extend available resources to our team members beyond job preservation during this tumultuous period. We were therefore pleased to have the opportunity to underwrite the cost of tuition for tertiary studies for three of our team members and the cost of digital devices for their children.

AUDITED FINANCIAL STATEMENTS

INDEPENDENT AUDITOR'S REPORT

To the Members of
THE LIMNERS AND BARDS LIMITED

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of The Limners And Bards Limited ("the Company") set out on pages 5 to 26, which comprise the statement of financial position as at October 31, 2020, the statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising significant accounting policies and other explanatory information. In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Company as at October 31, 2020, and of its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) and the Jamaican Companies Act.

Basis for Opinion

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

Key Audit Matters

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

Measurement of expected credit loss

Key Audit Matter	How the matter was addressed in our audit
We considered the measurement of expected credit loss (ECL) a key audit matter as the determination is subjective and requires management to make significant judgments and estimates and the application of forward – looking information.	Our audit procedures included: • Obtain and evaluate the model used by management. • Testing the completeness of the data used. • Testing the accuracy of the ECL calculation. • Reviewing collection history and testing subsequent collections. • Assessing the adequacy of disclosures of the key assumptions and judgments in the financial statements.

Other Information

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

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon. When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

AUDITORS REPORT

To the Members of
THE LIMNERS AND BARDS LIMITED

Report on the Audit of the Financial Statements (continued)

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

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

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

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

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

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

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

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

Report on the Audit of the Financial Statements (continued)

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

Report on additional matters as required by the Jamaican Companies Act

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

The engagement partner on the audit resulting in this independent auditor's report is Wilfield St. P. Hall.

Hall Wilson & Associates
Chartered Accountants
December 22, 2020

Statement of Financial Position
At October 31, 2020

	Notes	2020 $	2019 $
Non – current assets			
Property, plant and equipment	4	57,310,248	99,984,899
Intangible assets	5	5,862,544	551,793
Right – of – use asset	6	52,644,683	-
Investments	7	408,301	639,314
		116,225,776	101,176,006
Current assets			
Due from related parties	8	17,554,178	10,312,385
Accounts receivable	9	158,427,327	83,842,135
Taxation recoverable		3,444,850	1,613,736
Cash and cash equivalents	10	380,416,342	291,578,656
		559,842,697	387,346,912
Total assets		676,068,473	488,522,918
Shareholders' equity			
Share capital	11	178,941,261	178,941,261
Retained earnings		285,285,888	177,118,448
		464,227,149	356,059,709
Non – current liabilities			
Long – term loans	12	10,374,542	49,885,949
Long – term lease liability	6	52,473,977	-
		62,848,519	49,885,949
Current liabilities			
Accounts payable and accrued charges	13	146,600,229	79,536,180
Current maturity of long – term loans	12	1,258,686	3,041,080
Current maturity of lease liability	6	1,133,890	-
		148,992,805	82,577,260
Total equity and liabilities		676,068,473	488,522,918

The financial statements on pages 5 to 26 were approved for issue by the Board of Directors on December 22, 2020 and signed on its behalf by:

Steven Gooden
Chairman

Kimala Bennett
Chief Executive Officer

The accompanying notes form an integral part of the financial statements.

Statement of Profit or Loss and Other Comprehensive Income
Year ended October 31, 2020

	Notes	2020 $	2019 $
Operating revenue	14	911,738,363	631,851,040
Cost of operating revenue		(613,112,753)	(405,120,730)
Gross profit		298,625,610	226,730,310
Administrative, selling and distribution expenses:	15		
Administration expenses		(172,874,745)	(115,147,066)
Selling and distribution		(548,564)	(2,085,598)
		(173,423,309)	(117,232,664)
Impairment losses on financial assets	15	(1,535,366)	(448,216)
Profit before net finance cost and taxation		123,666,935	109,049,430
Finance income		9,279,673	3,310,594
Finance cost		(5,634,350)	(4,823,174)
Net finance income/(cost)	16	3,645,323	(1,512,580)
		127,312,258	107,536,850
Loss in value of investments classified as FVTPL		(231,013)	(85,958)
Profit before taxation		127,081,245	107,450,892
Taxation	17	-	(12,704,654)
Net profit being total comprehensive income for the year		127,081,245	94,746,238
Earnings per stock unit	18	13c	12c

The accompanying notes form an integral part of the financial statements.

FINANCIAL STATEMENTS

Statement of Changes in Equity
Year ended October 31, 2020

	Share capital $	Retained earnings $	Total $
Balance at October 31, 2018	100	122,821,322	122,821,422
Adjustment on initial application of IFRS 9	-	(433,981)	(433,981)
Adjusted balances at November 1, 2018	100	122,387,341	122,387,441
Dividends	-	(40,000,000)	(40,000,000)
Issued bonus shares	15,131	(15,131)	-
Issued shares	189,138,050	-	189,138,050
Share issue costs	(10,212,020)	-	(10,212,020)
Total comprehensive income for the year	-	94,746,238	94,746,238
Balance at October 31, 2019	178,941,261	177,118,448	356,059,709
Dividends	-	(18,913,805)	(18,913,805)
Total comprehensive income for the year	-	127,081,245	127,081,245
Balance at October 31, 2020	178,941,261	285,285,888	464,227,149

The accompanying notes form an integral part of the financial statements.

Statement of cash flows
Year ended October 31, 2020

	2020 $	2019 $
CASH FLOWS FROM OPERATING ACTIVITIES		
Net profit for the year	127,081,245	94,746,238
Adjustments to reconcile net profit for the year to net cash provided by operating activities:		
Depreciation and amortisation	12,357,729	11,362,039
Loss on investment	231,013	85,958
Interest income	(4,429,944)	(1,340,112)
Interest expense	4,664,780	3,890,707
Taxation	-	12,704,654
	139,904,823	121,449,484
Working capital components:		
Due from related parties	(7,241,793)	14,461,475
Accounts receivable	(74,541,220)	(18,922,006)
Accounts payable and accrued charges	67,064,049	21,341,819
Cash provided by operating activities	125,185,859	138,330,772
Interest paid	(4,664,780)	(3,890,707)
Tax paid/deducted at source	(1,831,114)	(25,735,418)
Net cash provided by operating activities	118,689,965	108,704,647
CASH FLOWS FROM INVESTING ACTIVITIES		
Interest received	4,385,973	905,962
Investment	-	(725,272
Proceeds from disposal of property, plant and equipment	45,160,417	5,155,053
Addition to property, plant and equipment	(18,572,646)	(25,473,636)
Net cash provided by/(used) in investing activities	30,973,744	(20,137,893)
CASH FLOWS FROM FINANCING ACTIVITIES		
Shares issued	-	178,926,030
Payment of lease liability – principal portion	(618,416)	-
Long – term loans, net	(41,293,802)	2,210,845
Dividends paid	(18,913,805)	(40,000,000)
Net cash (used)/provided by financing activities	(60,826,023)	141,136,875
Net increase in cash and cash equivalents	88,837,686	229,703,629
Cash and cash equivalents at start of year	291,578,656	61,875,027
Cash and cash equivalents at end of year	380,416,342	291,578,656

The accompanying notes form an integral part of the financial statements

Notes to the Financial Statements
Year ended October 31, 2020

1. Corporate structure and nature of business

The company is incorporated in Jamaica under the Companies Act and is domiciled in Jamaica. The registered office of the company and its principal place of business is situated at Unit # 4, 69 - 75 Constant Spring Road, Kingston 10.

The company was re – registered as a public company by resolution passed at an extraordinary general meeting held on February 25, 2019 and its shares were listed on the Junior Market of the Jamaica Stock Exchange on July 26, 2019.

The principal activities of the company are the production, media and is an advertising agency.

2. Statement of compliance and basis of preparation

(a) Statement of compliance:

The financial statements are prepared in accordance with International Financial Reporting Standards (IFRS) and their interpretations adopted by the International Accounting Standards Board (IASB) and comply with the provisions of the Companies Act.

New standards, interpretations and amendments to standards that are effective for accounting periods beginning on or after January 1, 2019:

Certain new and amended standards that were in in issue came into effect during the current financial year. The company has assessed the relevance of all such new standards, interpretations and amendments and has adopted the following, which are relevant to its operations:

- IFRS 16, Leases (effective for annual periods beginning on or after January 1, 2019). The company adopted the standard as at November 1, 2019. The standard introduces a single accounting model for a lessee and requires lessee to recognise assets and liabilities for all leases with a term of more than twelve months except where the underlying asset is of low value. IFRS 16 now requires lessees to recognise a lease liability representing its future obligation to make lease payments and a 'right-of-use asset' representing its right to use the underlying leased asset. The accounting by lessors substantially remain the same as under IAS 17 and the lessor continue to classify its leases as operating leases or finance leases. The impact of adopting IFRS 16 as at November 1, 2019 is disclosed in note 3 (o).
- Amendments to *IFRS 9 'Financial Instruments', on prepayment features with negative compensation* (effective for annual periods beginning on or after January 1, 2019). This amendment enables companies to measure some financial assets containing a prepayment feature which results in negative compensation at amortised cost. The relevant assets would otherwise have been measured at fair value through profit or loss. The adoption of this amendment did not have an impact on the company's financial statements.
- *IFRIC 23 'Uncertainty over Income Tax Treatments'* (effective for annual periods beginning on or after January 1, 2019) IFRIC 23 clarifies how the recognition and measurement requirements of IAS 12 'Income Taxes' are applied where there is uncertainty over income tax treatment. IFRIC 23 explains how to recognise and measure deferred and current income tax assets and liabilities where there is uncertainty over a tax treatment. The adoption of this amendment did not have an impact on the company's financial statements.

New standards, interpretations and amendments to standards that are effective for accounting periods beginning on or after January 1, 2019 (continued):

- *Annual improvements IFRS 2015 – 2018 Cycle – Amendments to IAS 12 and IAS 23 (effective for annual periods beginning on or after January 1, 2019).* The amendments to IAS 12 clarify that all income tax consequences of dividends should be recognised in the income statement, regardless of how the tax arises. The amendments to IAS 23 clarify that if any specific borrowing remains outstanding after the related asset is ready for its intended use or sale, that borrowing becomes part of the funds that an entity borrows generally when calculating the capitalisation rate on general borrowings. The adoption of these amendments is not expected to have a significant impact on the company's financial statements.

New and amended standards issued but not yet effective and not early adopted:

At the date of authorisation of these financial statements, certain new standards, amendments and interpretations to existing standards have been issued which are not effective at the date of the statement of financial position and which the company has not early adopted. Management anticipates that the following will be relevant to the company's financial statements.

- Amendments to *IAS 1 'Presentation of financial statements' and IAS 8 'Accounting Policies, Changes in Accounting Estimates and Errors'* (effective for annual periods beginning on or after January 1, 2020). These amendments and consequential amendments to other *IFRSs* result in the use of a consistent definition of materiality throughout *IFRSs* and the Conceptual Framework for Financial Reporting. They clarify the explanation of the definition of material and also incorporate some of the guidance in *IAS 1* about immaterial information. The adoption of these amendments is not expected to have a significant impact on the company.

(b) Basis of preparation:

The financial statements are presented in Jamaican dollars (J$), which is the functional currency of the company. The financial statements are prepared under the historical cost convention, except for the inclusion of investments classified as fair value through profit or loss carried at fair value.

(c) Use of estimates and judgement:

The preparation of the financial statements to conform to IFRS requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, contingent assets and contingent liabilities at the statement of financial position date, and the income and expenses for the year then ended. Actual amounts could differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and future periods if the revision affects both current and future periods.

Judgements made by management in the application of IFRS that have a significant effect on the financial statements and estimates with a significant risk of material adjustment in the next financial year are discussed below.

(i) Financial assets:

For the purpose of these financial statements, judgment refers to the informed identification and analysis of reasonable alternatives, considering all relevant facts and circumstances, and well – reasoned, objective and unbiased choice of the alternative that is most consistent with the agreed principles set out in IFRS. The key relevant judgements are as follows:

Notes to the Financial Statements (Continued)
Year ended October 31, 2020

2. Statement of compliance and basis of preparation (continued)

(c) Use of estimates and judgement (continued):

(i) Financial assets (continued):

1. Classification of financial assets:

The assessment of the business model within which the assets are held and assessment of whether the contractual terms of the financial assets are solely payments of principal and interest (SPPI) on the principal amount outstanding requires management to make certain judgements on its business operations.

2. Impairment of financial assets:

Establishing the criteria for determining whether credit risk on the financial asset has increased significantly since initial recognition, determining methodology for incorporating forward – looking information into measurement of expected credit loss (ECL) and selection and approval of models used to measure ECL requires significant judgement.

Allowance for impairment losses:

In determining amounts recorded for impairment of financial assets in the financial statements, management makes assumptions in determining the inputs to be used in the ECL measurement model, including incorporation of forward – looking information. Management also estimates the likely amount of cash flows recoverable on the financial assets in determining loss given default. The use of assumptions make uncertainty inherent in such estimates.

(ii) Residual value and expected useful life of property, plant and equipment:

The residual value and the expected useful life of an asset are reviewed at least at each financial year end and, if expectations differ from previous estimates, the change is accounted for. The useful life of an asset is defined in terms of the asset's expected utility to the company.

3. Significant accounting policies

(a) Property, plant and equipment:

(i) Items of property, plant and equipment are stated at cost less accumulated depreciation and impairment losses.

Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of self – constructed assets includes the cost of material and direct labour and any other costs directly attributable to bringing the assets to a working condition for its intended use. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

(ii) Depreciation:

Property, plant and equipment are depreciated on a straight-line basis at annual rates estimated to write off the assets over their expected useful lives. The depreciation rates are as follows:

Equipment, furniture, fixtures & building improvements	10%
Building	5%
Computers & motor vehicles	20%

Depreciation methods, useful lives and residual values are reassessed annually.

(b) Intangible assets – computer software:

Acquired computer software licenses are capitalised on the basis of the cost incurred to acquire and bring to use the specific software. These costs are amortised over the estimated useful life of five (5) years for the software on a straight – line basis.

Costs associated with developing or maintaining computer software programs are recognised as expenses as incurred.

(c) Accounts receivable:

Accounts receivable is stated at amortised cost less impairment losses.

(d) Related parties:

A party is related to the company, if:

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

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

(e) Cash and cash equivalents:

Cash and cash equivalents comprise cash and bank balances including short-term deposits and other monetary investments with maturities ranging between one and three months from the date of statement of financial position. Bank overdrafts, repayable on demand and forming an integral part of the company's cash management activities, are included as a component of cash and cash equivalents for the purpose of the statement of cash flows.

(f) Accounts payable:

Trade and other payables are measured at amortised cost.

(g) Borrowings:

Borrowings are recognised initially at fair value, net of transaction costs incurred. Subsequent to initial recognition, interest – bearing borrowings are measured at amortised cost, with any difference between proceeds (net of transaction costs) and redemption value being recognised in profit or loss over the period of the borrowings using the effective interest method. Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised as property, plant and equipment.

3. Significant accounting policies (continued)

(h) Foreign currencies:

Foreign currency balances at the reporting date are translated at the exchange rates ruling at that date. Transactions in foreign currencies are converted at the exchange rates ruling at the dates of those transactions. Gains and losses arising from fluctuations in exchange rates are recognised in the statement of profit or loss and other comprehensive income.

For the purpose of the statement of cash flows, all foreign currency gains and losses recognised in the statement of profit or loss and other comprehensive income are treated as cash items and included in cash flows from operating or financing activities along with movement in the relevant balances.

(i) Share capital:

Ordinary shares are classified as equity where there is no obligation to transfer cash or other assets. Transaction costs directly attributable to the issue of shares are shown in equity as a deduction from the proceeds of the issue.

(j) Dividends:

Dividends on ordinary shares are recognised in equity in the period in which they are approved. Interim dividends payable to shareholders are approved by the directors while final dividends have to be approved by the equity shareholders at the Annual General Meeting. Dividends for the year that are declared after the reporting date are dealt with in the subsequent events note.

(k) Revenue recognition:

Revenue is measured based on the consideration specified in a contract with a customer. The company recognises revenue when it transfers control over a good or service to and is accepted by a customer. Revenue from the sale of goods or provision of service represents the invoiced value of goods and services and is recognised in the statement of profit or loss and other comprehensive income when the significant risks and rewards of ownership have been transferred to the buyer. No revenue is recognised if there are significant uncertainties regarding recovery of the consideration due or material associated costs on the possible return of goods.

(l) Taxation:

Taxation on the profit or loss for the year comprises current and deferred tax. Taxation is recognised in the statement of profit or loss and other comprehensive income except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity.

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

Deferred tax is provided using the liability method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted at the date of the statement of financial position.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

A deferred tax liability is recognised for all taxable temporary differences, except to the extent that the company is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

(m) Impairment:

Financial assets

The company recognises loss allowances for expected credit loss (ECL) on financial assets measured at amortised cost and at fair value through OCI. This replaces IAS 39's 'incurred loss model'.

Recognition of credit loss is no longer dependent on the company first identifying a credit loss event. Instead, the company considers a broader range of information when assessing credit risk and measuring expected credit losses, including past events, current conditions, reasonable and supportable forecasts that affect the expected collectability of future cash flows of the instrument.

The company applies the simplified approach for trade receivables which is permitted by IFRS 9. The simplified approach requires that the impairment provision is measured at initial recognition and throughout the life of the receivables using a lifetime ECL. These are the expected shortfalls in contractual cash flows, considering the potential for default at any point during the life of the financial instrument.

In calculating, the company uses its historical experience, external indicators and forward - looking information to calculate the expected credit losses using a provision matrix.

The company assess impairment of trade receivables on a collective basis as they possess shared credit risk characteristics. They have been grouped based on the days past due.

In the prior year, the impairment of trade receivables was based on the incurred loss model. Individually significant receivables were considered for impairment when they were past due or when other objective evidence was received that a specific counterparty will default. Receivables that were not considered to be individually impaired were reviewed for impairment in groups, which are determined by reference to the industry and region of the counterparty and other shared credit risk characteristics. The impairment loss estimate was then based on recent historical counterparty default rates for each identified group.

(n) Financial instruments:

A financial instrument is any contract that gives rise to both a financial asset of one enterprise and a financial liability or equity instrument of another enterprise. For the purpose of these financial statements, financial assets comprise cash and cash equivalents, trade and other receivables, investments and amounts due from related parties. Similarly, financial liabilities comprise trade and other payables and loans.

(i) Recognition and initial measurement

Trade receivables are initially recognised when they are originated. All other financial assets and liabilities are initially recognised when the company becomes a party to the contractual provisions of the instrument.

A financial asset (except a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, for an item not a FVTPL, transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

3. Significant accounting policies (continued)

(n) Financial instruments (continued):

(ii) Classification and subsequent measurement

The financial assets that meet both of the following conditions are not designated as at fair value through profit or loss: a) are held within a business model whose objective is to hold assets to collect contractual cash flows, and b) its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding, are classified as "held to collect" and measured at amortised cost.

Amortised cost represents the net present value (NPV) of the consideration receivable or payable as of the transaction date. This classification of financial assets comprises the following captions:

- Cash and cash equivalents
- Trade and other receivables
- Investments

Due to their short – term nature, the company initially recognises these assets at the original invoiced or transaction amount less expected credit losses.

All income and expenses relating to financial assets that are recognised in the statement of profit or loss and other comprehensive income are presented within finance income, finance costs or other financial items, except for impairment of trade receivables which is presented within other expenses.

Subsequent measurement

- Finance cost at amortised cost – These are measured at amortised cost using the effective interest method.
- FVTPL – Any gains or losses recognised in profit or loss.
- FVOCI – Any gains or losses recognised in other comprehensive income (OCI) will be recycled upon derecognition of the asset. None of the company's financial assets fall into this category.

Derecognition

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired, or the company transferred its right to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass – through' arrangement; and either (a) the company has transferred substantially all the risks and rewards of the asset, or (b) the company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

(o) Leases:

The company adopted IFRS 16 as at November 1, 2019, consequently, all leases are accounted for by recognising a right – of – use asset and a lease liability for all leases with a term greater than 12 months.

At the lease commencement date, the company recognises a right – of – use asset and a lease liability on the statement of financial position. Lease liability is measured at the present value of the contractual payments due to the lessor over the lease term (including variable payments based on an index or rate), amounts expected to be payable under a residual value guarantee and payments arising from options reasonably certain to be exercised, with the discount rate determined by reference to the rate inherent in the lease unless this is not readily determinable, in which case the company's incremental borrowing rate on commencement of the lease is used. Other variable payments are expensed in the period to which they relate.

Right – of – use assets are initially measured at the amount of the lease liability, reduced by any lease incentives received and increased for lease payments made at or before commencement of the lease, initial direct costs incurred and the amount of any provision recognised where the company is contractually required to dismantle, remove or restore the leased asset.

Subsequent to initial measurement, lease liability will be increased as a result of interest charged and reduced for payments made. Right – of – use assets are amortised on a straight – line basis over the shorter of the remaining lease term or over the remaining economic life of the leased asset.

When the company revises its estimate of the term of any lease or when the variable element of future payments dependent on an index or rate is revised, it adjusts the carrying amount of the liability to reflect the payments to be made over the revised term. Which were discounted at the same discount rate that applied on the lease commencement date. Similarly, an equivalent adjustment is made to the carrying value of the right – of – use asset, with the revised carrying amount being amortised over the remaining lease term or useful economic life of the leased asset.

The company has elected to account for short – term leases and leases of low value assets using the practical expedients. Instead of recognising a right – of – use asset and lease liability, the payments are recognised as an expense in the statement of profit or loss and other comprehensive income on a straight – line basis over the lease term.

The adoption of IFRS 17 did not have an impact on the company's financial position as at November 1, 2019 as the company had no leases as at that date. The lease contract became effective as of April 1, 2020.

(p) Finance costs and income:

Finance costs comprise interest expense on borrowings calculated using the effective interest rate method. Finance income comprise interest income on funds invested.

(q) Short – term employee benefits:

Short term employee benefits including holiday entitlement are included in accruals, measured at the undiscounted amount that the company expects to pay as a result of the unused entitlement.

(r) Operating segment:

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 chief operating decision maker to make decisions about resources to be allocated to the segments and assess performance. The company has three operating segments: agency, production and media. Results by segments are disclosed in Note 20.

THE LIMNERS AND BARDS LIMITED 17

Notes to the Financial Statements (Continued)
Year ended October 31, 2020

4. Property, plant and equipment

	Motor Vehicle $	Computers $	Equipment $	Office Furniture & equipment $	Building & Building improvement $	Total $
At cost						
October 31, 2018	9,665,724	5,241,830	31,379,425	4,753,800	67,252,733	118,293,512
Disposal	(9,665,724)	-	-	-	-	(9,665,724)
Additions	11,882,480	1,156,900	30,037	4,431,046	7,283,432	24,783,895
October 31, 2019	11,882,480	6,398,730	31,409,462	9,184,846	74,536,165	133,411,683
Disposals	-	-	-	-	(51,125,000)	(51,125,000)
Additions	-	6,623,475	3,020,451	362,795	2,929,340	12,936,061
October 31, 2020	11,882,480	13,022,205	34,429,913	9,547,641	26,340,505	95,222,744
Depreciation						
October 31, 2018	3,866,290	4,346,180	12,596,520	1,735,351	4,169,023	26,713,364
Disposal	(4,510,671)	-	-	-	-	(4,510,671)
Charge for the year	1,238,506	1,028,792	3,140,945	918,482	4,897,366	11,224,091
October 31, 2019	594,125	5,374,972	15,737,465	2,653,833	9,066,389	33,426,784
Disposal	-	-	-	-	(5,964,583)	(5,964,583)
Charge for the year	2,376,496	957,138	2,921,205	871,103	3,324,353	10,450,295
October 31, 2020	2,970,621	6,332,110	18,658,670	3,524,936	6,426,159	37,912,496
Net book values						
October 31, 2020	8,911,859	6,690,095	15,771,243	6,022,705	19,914,346	57,310,248
October 31, 2019	11,288,355	1,023,758	15,671,997	6,531,013	65,469,776	99,984,899

The building was transferred to a related company, Kimala Bennett Realty Company Limited (KBRC) in exchange for the transfer of bank loan and receivable from KBRC repayable within one year. Motor vehicle was pledged as security for loans (See notes 8 and 12).

5. Intangible assets

	Software $
At cost	
October 31, 2018	-
Addition	689,741
October 31, 2019	689,741
Addition	5,636,585
October 31, 2020	6,326,326
Amortisation:	
October 31, 2018	-
Charge for the year	137,948
October 31, 2019	137,948
Charge for the year	325,834
October 31, 2020	463,782
Carrying amount:	
October 31, 2020	5,862,544
October 31, 2019	551,793

6. Right – of – use asset/lease liability

	$
Right – of – use asset:	
Adoption of IFRS 16	54,226,283
Amortisation	(1,581,600)
October 31, 2020	52,644,683
Lease liability:	
Adoption of IFRS 16	54,226,283
Interest charged for the period	2,675,702
Payments made for the period	(3,294,118)
October 31, 2020	53,607,867
Current	(1,133,890)
Non – current	52,473,977

7. Investments

	2020 $	2019 $
Quoted shares: – classified as FVTPL		
QWI Shares – value at November 1	639,314	-
QWI Shares – at acquisition	-	725,272
At fair value – October 31	408,301	639,314
Loss in value of investment	(231,013)	(85,958)

8. Due from related parties

The balances are interest free and have no fixed repayment terms, except for a balance due from KBRC which is repayable within one year (see note 4).

9. Accounts receivable

		2020 $	2019 $
Trade receivables		154,635,459	72,574,045
Allowance for impairment losses	(i)	(2,733,154)	(1,197,788)
		151,902,305	71,376,257
Other receivables		6,525,022	12,465,878
		158,427,327	83,842,135

(i) The movement in allowance for doubtful receivables during the year was as follows:

		2020 $	2019 $
Balance at beginning of year		1,197,788	315,591
Transition adjustment – IFRS 9		-	433,981
Impairment loss recognized	(Note 15)	1,535,366	448,216
		2,733,154	1,197,788

Notes to the Financial Statements (Continued)
Year ended October 31, 2020

10. Cash and cash equivalents

	2020 $	2019 $
Bank balances	43,402,102	108,169,336
Short – term bank deposits	337,014,240	183,409,320
	380,416,342	291,578,656

11. Share capital

	2020 $	2019 $
Authorized:		
5,000,000,000 Ordinary shares without par value		
Issued and fully paid:		
945,690,252 Ordinary shares without par value	178,941,261	178,941,261

At an extraordinary general meeting of the Company held on February 25, 2019, the following steps were approved with respect to the capital structure of the Company:

- The authorized ordinary share capital was increased from 100 ordinary shares without par value to 1,000 ordinary shares without par value.
- Thereafter the company's ordinary share capital was sub-divided with each ordinary share being divided into 5,000,000 ordinary shares.
- Thereafter Kimala Bennett and Tashara-Lee Johnson were allotted 728,181,394 shares and 28,370,708 shares respectively.
- 189,138,050 ordinary shares were offered to and taken up by the general public and/or the Reserve Share Applicants.
- The re – registration of the Company as a public company under the provisions of the Companies Act 2004
- The adoption of new Articles of Incorporation.

12. Long-term loans

		2020 $	2019 $
8.5% National Commercial Bank Jamaica Limited	(i)	-	40,119,854
6.99% National Commercial Bank Jamaica Limited	(ii)	11,633,228	12,807,175
		11,633,228	52,927,029
Current maturity of long – term loans		(1,258,686)	(3,041,080)
		10,374,542	49,885,949

(i) This loan was taken over by a related company (KBRC) in part consideration for the transfer of building situated at 69 – 75 Constant Spring Road (see notes 4 and 8).

(ii) This loan is secured by a bill of sale over a motor vehicle owned by the company. The vehicle is comprehensively insured with the bank's interest noted as mortgagor. The loan is repayable in one hundred and two equal monthly payments. (See note 4).

13. Accounts payable and accrued charges

	2020 $	2019 $
Trade payables	133,532,527	70,692,238
Other payables and accrued charges	13,067,702	8,843,942
	146,600,229	79,536,180

14. Operating revenue

Operating revenue represents the invoiced value of services provided by the company, after discounts allowed and net of general consumption tax.

15. Expenses by nature

	2020 $	2019 $
Administrative:		
Directors' remuneration – Executive	24,589,771	11,696,871
Directors' fees – non – executive	2,385,000	-
Staff costs	86,268,836	60,320,080
Audit fees	1,250,000	1,250,000
Depreciation and amortisation	12,357,729	11,362,039
Other administrative expenses	46,023,409	30,518,076
	172,874,745	115,147,066
Selling and distribution:		
Advertising, promotion and entertainment	548,564	637,611
Travelling	-	1,447,987
	548,564	2,085,598
Total administrative and selling and distribution expenses	173,423,309	117,232,664
Impairment losses on financial assets:		
Trade receivables (note 9(i))	1,535,366	448,216
Staff costs		
Salaries	73,106,971	47,224,019
Employer's statutory contributions	9,744,557	6,188,358
Other staff costs	3,417,308	6,907,703
	86,268,836	60,320,080

NOTES TO FINANCIAL STATEMENTS

16. Net finance income/(cost)

	2020 $	2019 $
Finance income:		
Foreign exchange gain	4,849,729	1,970,482
Interest income	4,429,944	1,340,112
	9,279,673	3,310,594
Finance cost:		
Loan charges and interest	(1,989,078)	(4,178,877)
Lease interest	(2,675,702)	-
Bank charges	(969,570)	(644,297)
	(5,634,350)	(4,823,174)
	3,645,323	(1,512,580)

17. Taxation

		2020 $	2019 $
(a)	Current taxation	31,433,083	27,052,339
	Remission of income tax	(31,433,083)	(6,763,085)
	Employment tax credit	-	(5,986,268)
	Deferred taxation:		
	Origination of temporary differences	-	(1,598,332)
	Total taxation in the statement of profit or loss	-	12,704,654
(b)	Reconciliation of effective tax rate:		
	Profit before taxation	127,081,245	107,450,892
	Computed "expected" tax expense @ 25%	31,770,311	26,862,723
	Tax relieved under the JMJSE	(31,433,083)	(6,763,085)
	Employment tax credit	-	(5,986,268)
	Difference between results for financial statements and tax reporting purposes in respect of:		
	Disallowed items, net	(337,228)	(1,408,716)
	Actual tax expense in the statement of profit or loss	-	12,704,654

c). Effective July 26, 2019, the company's shares were listed on the Junior Market of the Jamaica Stock Exchange (JMJSE). By notice dated August 13, 2009, the Minister of Finance and the Public Service, issued and gazetted the Income Tax (Jamaica Stock Exchange Junior Market) Notice, 2009. The Notice effectively granted a remission of income tax to eligible companies that are admitted to the JMJSE if certain conditions were achieved after that date of initial admission. Consequently, the company is entitled to a remission of income tax for ten years from the date of listing in the proportions set out below, provided the shares remain listed for at least 15 years.

Years 1 to 5	100 %	August 1, 2019 to July 31, 2024
Years 6 to 10	50%	August 1, 2024 to July 31, 2029

18. Earnings per stock unit

The calculation of earnings per stock unit is based on the profit after taxation and the weighted average number of stock units in issue during the year.

	2020 $	2019 $
Net profit attributable to shareholders	127,081,245	94,746,238
Weighted average of ordinary stock units	945,690,252	803,836,715
Basic and diluted earnings per stock unit	13c	12c

19. Dividends

The Board of Directors declared and paid a dividend of $0.02 per ordinary share to shareholders on record on January 3, 2020.

20. Segment reporting

Segment information for the reporting period are as follows:

	Production $	Media $	Agency $	Total $
Revenue	234,105,237	492,061,773	185,571,353	911,738,363
Direct costs	(131,727,577)	(420,548,626)	(60,836,550)	(613,112,753)
Gross profit	102,377,660	71,513,147	124,734,803	298,625,610

21. Financial risk management

Exposure to various types of financial instrument risk arises in the ordinary course of the company's business. The Board of Directors has overall responsibility for the establishment and oversight of the company's risk management framework. The company's risk management policies are established to identify and analyse risks faced by the company, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies are reviewed on a regular basis and reflect changes in market conditions and the company's activities.

(a) 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. Credit risk arises principally on trade and other receivables, cash and cash equivalents and investments. There is no significant concentration of credit risk and the maximum exposure to credit risk is represented by the carrying amount of each financial asset.

The maximum exposure to credit risk at the reporting date was:

	2020 $	2019 $
Cash and cash equivalents	380,416,342	291,578,656
Investment	408,301	639,314
Due from related parties	17,554,178	10,312,385
Accounts receivable	158,427,327	83,842,135
	556,806,148	386,372,490

(i) Trade receivables

The company's exposure to credit risk is influenced mainly by the individual characteristics of each customer. The demographics of the company's customer base has less of an influence on credit risk.

Notes to the Financial Statements (continued)
Year ended October 31, 2020

21. Financial risk management (continued)

(a) Credit risk (continued):

(i) Trade receivables (continued)

A credit policy has been established under which each customer is analysed individually for creditworthiness. Credit is granted to customers on the approval of management. During the credit approval process, the customer is assessed for certain indicators of possible delinquency. In monitoring customer credit risk, customers are grouped according to the ageing of their debt. The company does not require collateral in respect of trade and other receivables.

The company establishes an allowance for impairment that represents its estimate of incurred losses in respect of trade and other receivables. The allowances for doubtful debts are based on the ageing of the receivables and the customer's ability to pay.

The expected loss rates are based on the payment profile for sales over the last 24 months as well as the historical losses during the period. Individual customer payment history also forms a critical part in the analysis. The historical rates are adjusted to reflect forward looking economic factors affecting the customers ability to pay. Trade receivables are written off when there is no reasonable expectation of recovery.

The expected credit loss for trade receivables as at October 31, 2020 were as follows:

	Current	31-60 days	61-90 days	Over 90 days	Total
ECL rate	1%	1.5%	2%	5%	
Gross carrying amount	76,015,765	22,469,079	39,052,375	17,098,240	154,635,459
Lifetime ECL	760,158	337,036	781,048	854,912	2,733,154

(ii) Cash and cash equivalents

The company limits its exposure to credit risk by maintaining these balances with financial institutions which management considered to be stable and only with counterparties that are appropriately licensed and regulated. Management does not expect any counterparty to fail to meet its obligations.

The company considered that cash and cash equivalents have low credit risk. No impairment allowances were recognised on initial adoption of IFRS 9 and there has been no change during the year.

(b) Market risk:

Market risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual security or its issuer, or factors affecting all securities traded in the market. The company has no significant exposure to market risk as financial instruments subject to this risk are not material.

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

The company does not account for any interest bearing financial instrument at fair value, therefore a change in interest rates at the reporting date would not affect the carrying value of the company's financial instruments.

(i) Interest rate risk (continued):

At October 31, 2020, interest bearing assets aggregated $233,121,361 (2019: $25,200,521) financial liabilities subject to interest aggregated $65,241,095 (2019: $52,927,029).

An increase in interest rates of 100 basis points would increase profit for the year and retained earnings by approximately $1,678,803 (2019: decrease of $277,265). A reduction in interest rates of 100 basis points would have an equal but opposite effect, assuming all other variables remain constant.

(ii) Foreign currency risk:

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

The company is exposed to currency risk on transactions that are denominated in a currency other than its functional currency. The principal currency giving rise to this risk is the United States dollars (US$).

The company manages foreign exchange exposure by maintaining adequate liquid resources in appropriate currency and by managing the timing of payments of foreign currency liabilities.

The company's exposure to foreign currency risk at the reporting date was as follows:

	2020 US$	2019 US$
Financial assets	1,655,778	256,653
Financial liabilities	(8,000)	(21,099)
Net assets	1,647,778	235,554

Average exchange rates were as follows:

	US $1.00
At October 31, 2019	140.12
At October 31, 2020	145.00
At December 22, 2020	143.75

Sensitivity analysis:

A 5% strengthening or weakening of the United States dollar against the Jamaican dollar would increase/(decrease) equity and profit by $11,946,391 (2019: $1,650,291). This analysis assumes that all variables, in particular, interest rates remain constant. The analysis is performed on the same basis for 2019.

(iii) Equity price risk:

Equity price risk arises from FVTPL equity securities held by the company as part of its investment portfolio. Management monitors the mix of debt and equity securities in its investment portfolio based on market expectations. The primary goal of the company's investment strategy is to maximise investment returns.

Notes to the Financial Statements (continued)
Year ended October 31, 2020

21. Financial risk management (continued)

(b) Market risk (continued):

(iii) Equity price risk:

A 10% increase in the market price at the reporting date would cause in gain on investments classified as FVTPL of $40,830 (2019: $63,93 decrease would have an equal but opposite effect on the net results or sl equity.

(c) Liquidity risk:

Liquidity risk, also referred to as funding risk, is the risk that the company will no meet its financial obligations as they fall due. The company's approach to managi is to ensure, as far as possible, that it will always have sufficient liquid resources financial liabilities when due, under both normal and stressed conditions, withou unacceptable losses or risking damage to reputation. Liquidity risk may resu inability to sell a financial asset at, or close to, fair value.

The following are the contractual maturities of financial liabilities (including interes where applicable) measured at amortised costs.

	Carrying amount $	Contractual cash flows $	0-1 year $	2-5 year $	
October 31, 2020					
Accounts payable	146,600,229	146,600,229	146,600,229	-	
Lease liability	53,607,867	109,176,481	5,647,059	22,588,237	80
Long – term loans	11,633,228	15,240,235	2,032,031	4,064,063	9
	211,841,324	271,016,945	154,279,319	26,652,300	90

	Carrying amount $	Contractual cash flows $	0-1 year $	2-5 year $	
October 31, 2019					
Accounts payable	79,536,180	79,536,180	79,536,180	-	
Long – term loans	52,927,029	84,732,912	7,054,203	28,216,812	49
	132,463,209	164,269,092	86,590,383	28,216,812	49

(d) Operational risk:

Operational risk is the risk of direct or indirect losses arising from a variety associated with the entity's processes, personnel, technology, infrastructure ar factors, other than financial risks, such as those arising from legal and regulatory re and generally accepted standards of corporate behaviour.

The company's objective is to manage operational risk so as to balance the av financial losses and damage to its reputation with overall cost effectiveness an control procedures that restrict initiative and creativity.

(e) Capital management

The policy of the company's Board of Directors is to maintain a strong capital ba maintain investor, creditor and market confidence and to sustain future devel business and ensure it continues as a going concern.

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

The Directors regularly review the financial position of the company at meetings and monitor the return on capital and the level of dividends to the ordinary shareholders.

There was no change to the company's approach to capital management policies during the year.

22. Fair value of financial instruments

The fair value of short – term monetary assets and liabilities are assumed to approximate their carrying values due to their relatively short – term nature. Long – term loans are carried at the contractual settlement amounts.

23. Impact of COVID – 19

The World Health Organisation (WHO) declared the novel Coronavirus (COVID – 19) outbreak a pandemic on March 11, 2020. The pandemic and the measures to control its impact have resulted in disruptions to economic activities, business operations and asset prices. Some of the measures taken by the Government to contain the impact include, travel bans, quarantines, curfews, social distancing, closure of non – essential services and work from home orders. These measures have affected some areas of the company's operations, particularly production.

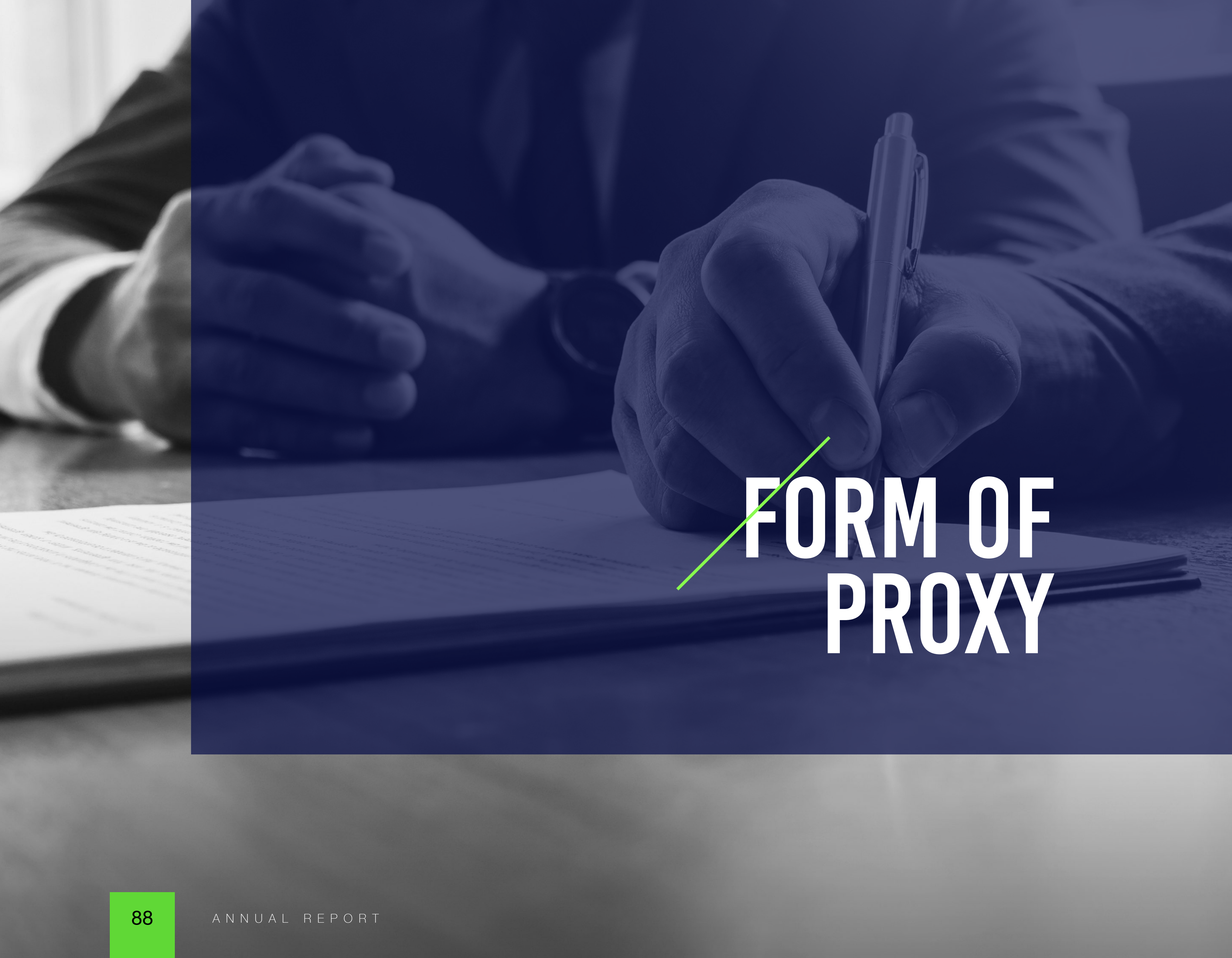
The company has performed various assessments and stress testing of its business plans under different scenarios as part of its business continuity and contingency planning. The company has implemented a work from home regime with remote access to its operation systems for most of its employees.

DISCLOSURE OF SHAREHOLDINGS

DIRECTORS	Total	Direct	Connected Party
Kimala Bennett	731,621,684	100	
Kimala Bennett Private Company Limited			*728,181,394*
Adrian Randle			3,440,190
Tashara – Lee Johnson	28,698,669	28,461,669	
Ann-Marie Francis			237,000
Steven Gooden	2,728,412	2,728,412	-
Michael Bennett	-	-	-
Maxine Walters	-	-	-
Rochelle Cameron	-	-	-
Douglas Lindo	-	-	-

SENIOR MANAGEMENT	Total	Direct	Connected Party
Tricia Knott – Francis	7,157,856	7,157,826	-
Natassia Benjamin	293,923	293,923	-
Dexter Musgrave	-	-	-

TOP (10) SHAREHOLDERS	Units	Ownership Percentage
Kimala Bennett Private Company Limited	728,181,394	77.000%
NCB Capital Markets. A/C 2231	47,107,430	4.9813%
Tashara – Lee Johnson	28,461,669	3.0096%
ATL Group Pension Fund Trustee Nominee Ltd	16,000,000	1.6919%
MF & G Asset Management Limited	7,718,838	0.8162%
Tricia Knott – Francis	7,157,826	0.7569%
Pankaj Ashok Bhatia	6,646,708	0.7028%
Douglas Orane	5,000,000	0.5287%
Randy Rowe	4,697,056	0.4967%
Andrew Pairman	3,500,000	0.3701%



FORM OF PROXY

FORM OF PROXY

I/We____ of ____

[Name of Shareholder(s)] [Address of Shareholder(s)]

being member/members of THE LIMNERS AND BARDS LIMITED ("The LAB") hereby appoint

____ of ____

[Name of Proxy] [Address of Proxy]

or failing him The Chairman of the Board of The Limners and Bards Limited as my/our proxy vote for me/us on my/our behalf at the Annual General Meeting of the Company to be held on Wednesday, June 30, 2021 at The Jamaica Pegasus Hotel, 81 Knutsford Boulevard, Kingston 5, Jamaica at 10:00 a.m. and at any adjournment thereof.

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

RESOLUTION	FOR	AGAINST
RESOLUTION NO. 1 Directors' Report and Auditors Report and Audited Financial Statements		
RESOLUTION NO. 2 Ratify the Ordinary and Special dividends paid on January 22, 2021 as final for the year ended October 31, 2020.		
RESOLUTION NO. 3 - Re-election of Director		
Resolution 3a "THAT Mr. Steven Gooden be and is hereby re-elected a Director of the Company."		
Resolution 3b "THAT Mr. Douglas Lindo be and is hereby re-elected a Director of the Company."		
Resolution 3c "THAT Ms. Rochelle Cameron be and is hereby re-elected a Director of the Company."		
RESOLUTION NO. 4 Directors' Remuneration		
RESOLUTION NO. 5 Appointment and remuneration of the Auditors		
RESOLUTION NO. 6 Amendments of the Company's Articles of Incorporation		

Signed this Day of 2021 ____

[Signature of Shareholder(s)]

NOTES:

1. This Form of Proxy must be lodged at the Registered Office of the Company not later than forty-eight (48) hours before the meeting.

2. Any alterations in this Form of Proxy should be initialed.

3. In the case of joint holders, the signature of one holder will be sufficient but the vote of the senior who tenders a vote, whether in person or by proxy, shall be accepted to the exclusion of the votes of other joint-holders, seniority being determined by the order in which the names stand on the register.

4. If the appointer is a Corporation, this Form of Proxy must be executed under its common seal or under the hand of an Office or Attorney duly authorized.

5. An adhesive stamp of $100.00 must be affixed to the Form of Proxy.

THE LAB

2020

ANNUAL REPORT