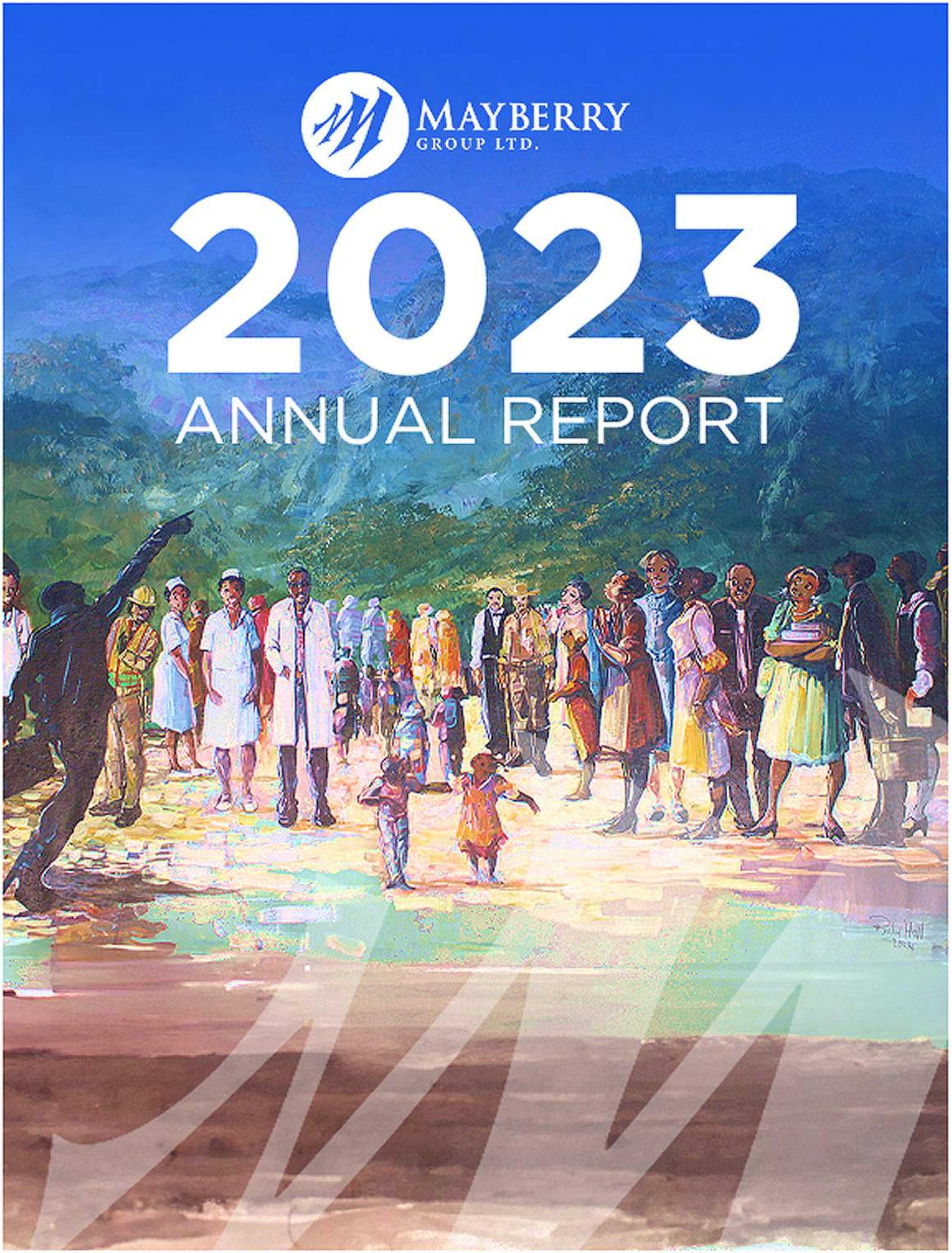
MAYBERRY
GROUP LTD.

2023
ANNUAL REPORT



“Transforming lives positively through lasting relationships.”

Our Vision

Transforming lives positively
through lasting relationships.

Our Mission

At Mayberry, we create opportunities for customers to realise their financial objectives, locally and internationally, through our team of highly trained and dedicated professionals, adding value for all.

Our Core Values

- Integrity
- Accountability
- Creating value through knowledge
- Attention to detail- getting it right the first time
- We care about our family of customers, employees, shareholders and the community at large.

"Diversity is not just a corporate buzzword; it's a cornerstone of innovation and success."

- Brian Krzanich, CEO of Intel Corporation

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10 YEAR FINANCIAL HIGHLIGHTS 2014- 2023

Profit and Loss	2014 $'000	2015 $'000	2016 $'000	2017 $'000
Net Interest Income and Other Revenues	1,528,692	998,618	1,207,296	2,200,004
Interest Income	1,051,676	890,263	733,835	722,007
Net Interest Income	240,452	345,866	133,961	151,318
Net Other Income	1,288,240	652,752	1,073,335	2,048,686
Operating Expenses	970,360	981,602	1,079,083	1,926,063
Profit/(Loss) before Taxation	679,639	58,104	194,011	478,433
Net Profit/(Loss)	726,080	145,460	172,115	425,173
Net Profit/(Loss) Attributable to Shareholders	726,080	145,460	172,115	425,173
Total Comprehensive Income/(Loss) Attributable to Shareholders	557,918	2,301,717	1,262,439	2,389,828
Balance Sheet				
Total Assets	21,983,602	20,735,714	21,838,705	24,366,725
Total Liabilities	17,799,603	14,490,228	14,595,033	15,009,489
Stockholders' Equity	4,183,999	6,245,486	7,243,672	9,357,236
Number of issued shares (units)	1,201,149	1,201,149	1,201,149	1,201,149
Key Financial Ratios				
Earnings per stock unit	$0.60	$0.12	$0.14	$0.35
Book Value Per share	$3.48	$5.20	$6.03	$7.79
Return on Equity	17.4%	2.3%	2.4%	4.5%
Return on Average Assets	3.3%	0.7%	0.8%	1.8%
Assets Growth(%)	(0.4%)	(5.7%)	5.3%	11.6%
Net Profit/(Loss) Attributable to Shareholders Growth (%)	609.5%	(80.0%)	18.3%	147.0%

2018 $'000	2019 $'000	2020-Restated $'000	2021 $'000	2022 $'000	2023 $'000
1,840,882	2,542,033	(1,824,228)	4,485,707	6,961,829	(844,756)
729,047	790,788	959,046	736,374	1,118,845	1,587,993
175,114	169,605	488,220	169,960	310,443	(326,215)
1,665,768	2,372,428	(2,312,448)	4,315,747	6,651,386	(518,541)
1,684,415	1,894,910	1,477,819	2,002,255	2,246,655	2,051,395
156,467	647,123	(2,275,573)	2,809,599	4,736,614	(2,062,576)
105,794	645,864	(2,163,969)	3,061,229	4,737,630	(1,468,944)
160,398	709,584	(919,767)	2,064,765	2,218,806	(256,548)
3,461,289	4,733,691	(1,912,328)	2,574,175	2,154,126	(201,818)
30,371,608	37,015,784	35,992,446	41,461,387	52,057,342	58,716,406
16,396,802	16,813,740	19,141,378	20,108,954	25,457,096	33,907,329
10,854,841	15,421,367	13,216,878	15,335,631	16,795,106	16,232,944
1,201,149	1,201,149	1,201,149	1,201,149	1,201,149	1,201,149
$0.13	$0.59	($0.77)	$1.72	$1.85	($0.21)
$9.04	$12.84	$11.00	$12.77	$13.98	$13.51
1.5%	4.6%	(7.0%)	13.5%	13.2%	(1.6%)
0.4%	1.9%	(5.9%)	7.9%	10.1%	(2.7%)
24.6%	21.9%	(2.8%)	15.2%	25.6%	12.8%
(62.3)	342.4%	(229.6%)	324.5%	7.5%	(111.6%)

PERFORMANCE HIGHLIGHTS

TOTAL ASSETS
13%

INCREASE OVER YTD DECEMBER 31, 2022

YTD DEC 2023: J$58.7B
YTD DEC 2022: J$52.1B

NET BOOK VALUE
PER SHARE

(3%)

DECREASE OVER YTD DECEMBER 31, 2022

YTD DEC 2023: J$13.51
YTD DEC 2022: J$13.98

EARNINGS PER SHARE
(111%)

DECREASE OVER YTD DECEMBER 31, 2022

YTD DEC 2023: (J$0.21)
YTD DEC 2022: J$1.85

TOTAL COMPREHENSIVE INCOME
(130%)

DECREASE OVER YTD DECEMBER 31, 2022

YTD DEC 2023: (J$1.4B)
YTD DEC 2022: J$4.6B

NET INTEREST INCOME AND OTHER REVENUES
(112%)

DECREASE OVER YTD DECEMBER 31, 2022

YTD DEC 2023: (J$845M)
YTD DEC 2022: J$6.9B

DIRECTORS REPORT

The Directors submit herewith the Consolidated Profit or Loss of Mayberry Group Limited and for the year ended December 31, 2023, together with the Consolidated Statement of Financial Position as at the same date. The Consolidated Statement of Profit or Loss and Comprehensive Income shows the following:

FINANCIAL RESULTS	$'000
Net interest income and other revenues	(844,756)
Loss before taxation	(2,062,576)
Taxation credit	593,632
Net loss	(1,468,944)
Net loss attributable to stockholders	(256,548)
Net unrealized gains on financial instruments (FVOCI)	36,518
Total comprehensize income for the year attributable to stockholders	(201,818)

DIRECTORS

The Directors as at December 31, 2023 are Messrs. Christopher Berry, Konrad Berry, Gary Peart, Erwin Angus, Gladstone Lewars, Walter Scott, Alok Jain and Richard Surage.

EXTERNAL AUDITORS

The Auditors, PricewaterhouseCoopers, Scotiabank Centre, Duke Street, Kingston, Jamaica,have expressed their willingness to continue in office in accordance with Section 154 of theCompanies Act.

The Directors wish to thank the Management and Staff for their commitment and hard work during the year.

On behalf of the Board of Directors

Christopher Berry
Chairman

DIRECTORS' PROFILES

CHRISTOPHER BERRY

B.sc. (Hons.)

EXECUTIVE CHAIRMAN

Mr. Christopher Berry is the Chairman of Mayberry Jamaican Equities Limited, Mayberry Investments Limited, Mayberry Holdings Limited and Mayberry Group Limited. He is also a director of three (3) other publicly listed companies: Caribbean Producers Jamaica Limited, Lasco Financial Services Limited and Supreme Ventures Limited.

Mr. Berry is also a Director of several private companies including Apex Health Care Limited and Apex Pharmacy Limited. He has over 30 years' of experience in the securities industry in Jamaica and holds a B.Sc. (Hons) degree in Industrial Engineering from the Georgia Institute of Technology.

KONRAD MARK BERRY

B.sc. (Hons.)

EXECUTIVE VICE CHAIRMAN, COMPANY SECRETARY

Mr. Konrad Berry joined Mayberry Investments Limited at its inception as one of its founding members and Company Secretary. He is currently the Executive Vice Chairman. He was Finance Director between 1992 - 1995, and also Chief Operating Officer in 1995.

As Chief Operating Officer, Mr. Berry was primarily responsible for the Company's day-to-day operations, including the development and supervision of its management and operating system. During 2002 – 2004, he supervised the planning, design, construction and outfitting of the company's office building, from one floor of 3700sq ft to three floors consisting of 12,650 sq ft.

Mr. Berry was also very integral in the company's listing on the Jamaica Stock Exchange in 2005.

Mr. Berry obtained a B.Sc. (Hons.) degree in Management and Economics from the University of the West Indies in 1992. In that year, he also successfully completed the Canadian Securities Course.

Mr. Berry is a director of several companies including Caribbean Producers (Jamaica) Limited, Widebase Limited, Mayberry Jamaican Equities Limited and Mayberry Asset Managers Limited.

GARY PEART

M.B.A,B.sc. (Hons.)
EXECUTIVE DIRECTOR,
CHEF EXECUTIVE OFFICER

Mr. Gary Peart joined Mayberry Investments Limited as the Chief Executive Officer (CEO) in May 2005 and was later appointed to the Board of Directors in April 2006. He has over 20 years of experience in corporate finance, equity, fixed income, and treasury management; holding senior leadership roles in several financial institutions – all of which prepared him for his current role as CEO and board member of several well-known Jamaican companies and organisations.

In 2015, BusinessSuite Magazine named him Jamaica's Top CEO as a result of his hard work and successful leadership at Mayberry Investments Limited and his contribution to the growth of the finance sector. Mr. Peart is a firm believer in supporting Jamaican businesses and is passionate about developing the nation through investment.

Mr. Peart currently serves as the Executive Chairman on the Board of Supreme Ventures Limited and is also a director on other boards including Lasco Distributors Limited and IronRock Insurance Company Limited.

Mr. Peart has a B.Sc. (Hons) in Economics from the University of the West Indies and an MBA from Florida International University. Mr. Peart is a member of the Rotary Club of St. Andrew North.

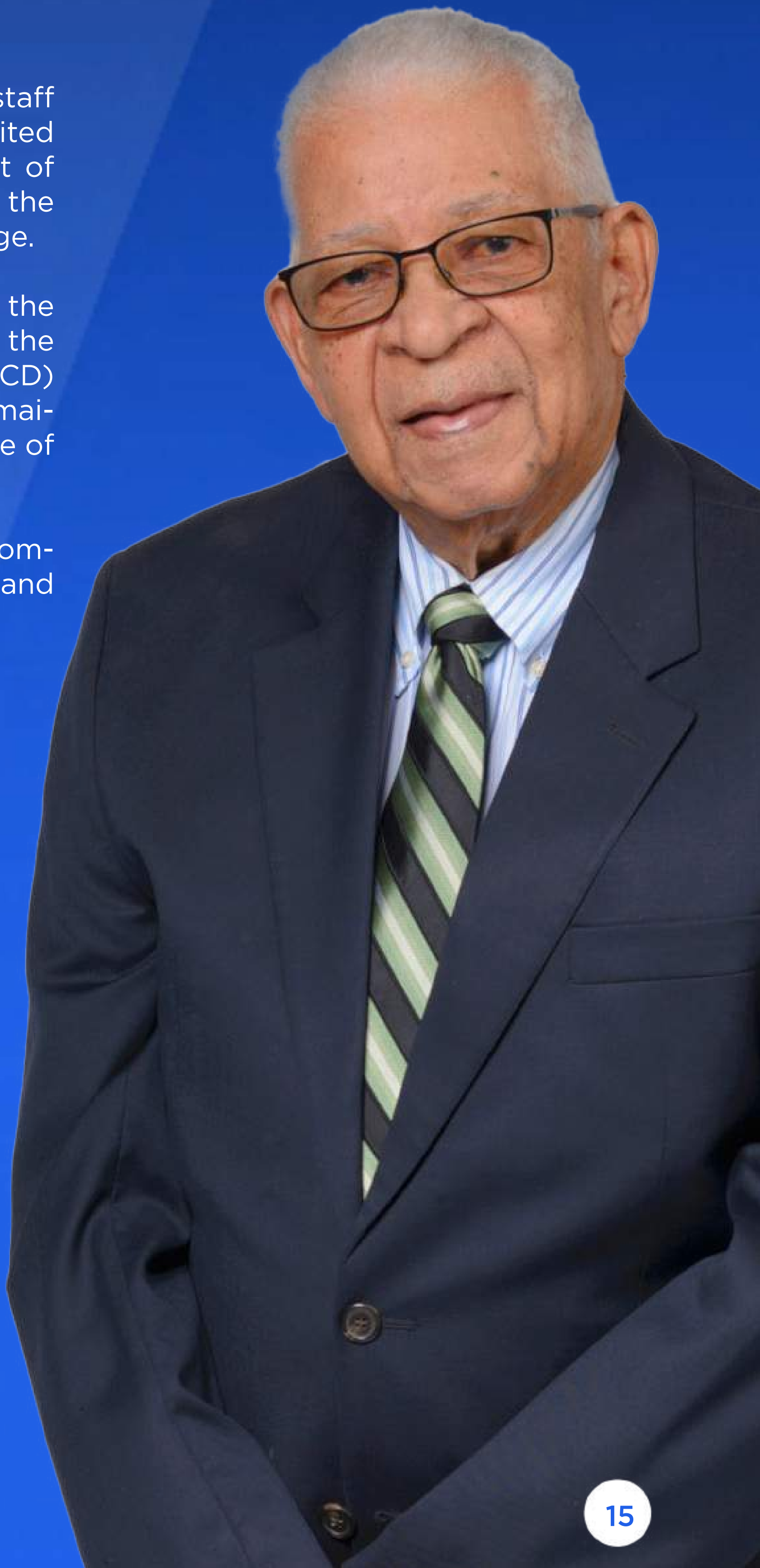
ERWIN ANGUS

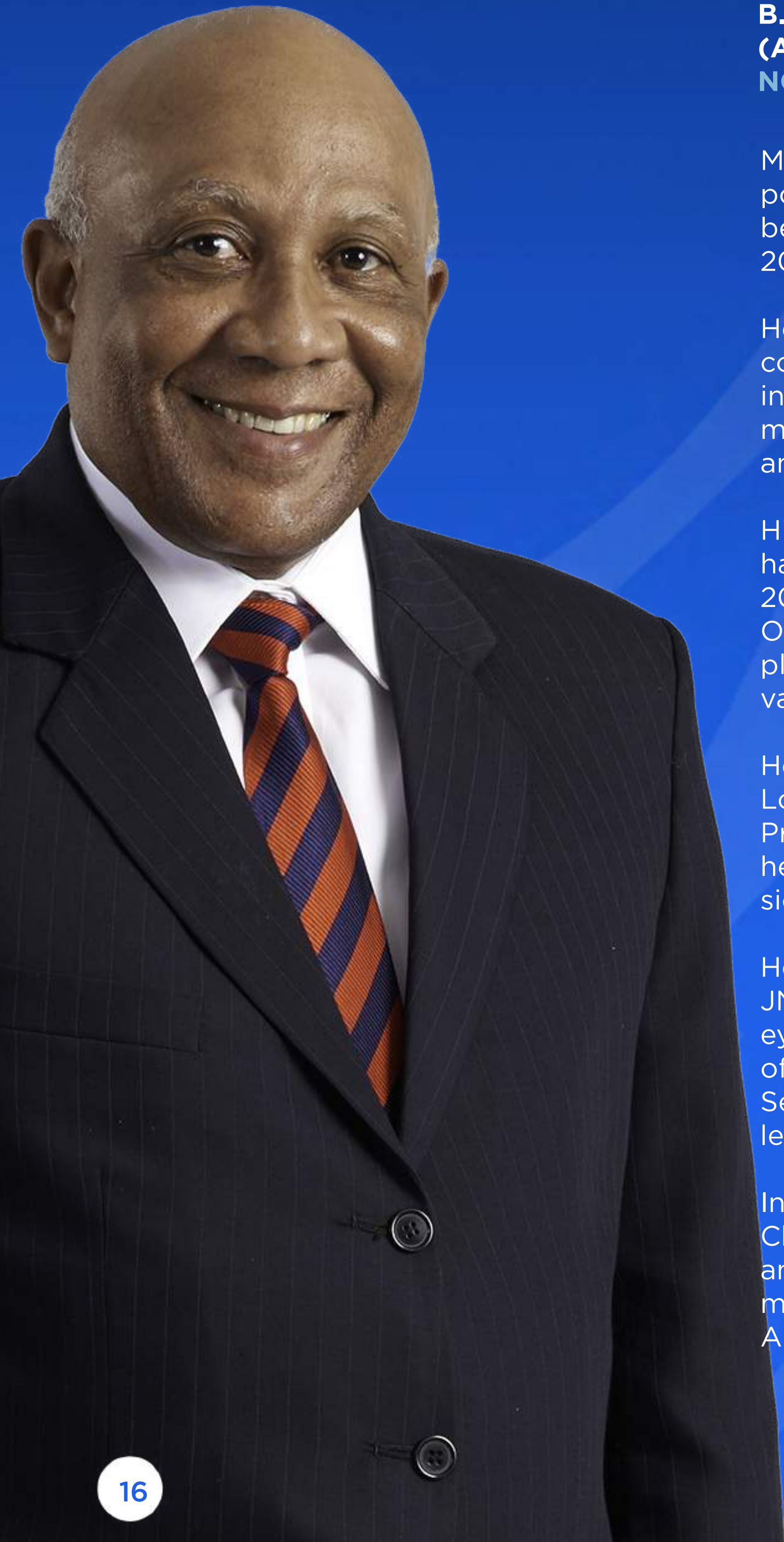
C.D., J.P., B.A. (Hons.)
MANAGING DIRECTOR

Mr. Erwin Angus was among the first staff cohort to join Mayberry Investments Limited in 1986. Since then, he has held the post of Managing Director, guiding the growth of the Company with his expertise and knowledge.

Angus' impact has extended far beyond the reach of the Company. He was awarded the Commander of the Order of Distinction (CD) in October 1976 for his contribution to Jamaica's bauxite industry and became a Justice of the Peace (J.P.) in 1977.

He currently serves as a member of the Company's Assets and Liabilities Committee and Audit Committee.





GLADSTONE LEWARS

B.sc. (Econ) (Hons.), M.sc (Econ), M.sc. (Accounting),FCA

NON- EXECUTIVE DIRECTOR

Mr. Gladstone "Tony" Lewars was appointed to the Board of Directors of Mayberry Investments Limited in September 2012.

He is a Chartered Accountant and has consulted extensively across the region in the areas of Organizational Development, Human Resource Management, and Financial Effectiveness Reviews.

His contribution to national development has awarded him several accolades. In 2015, he received the Commander of the Order of Distinction (CD) for his exemplary service in both the public and private sectors.

He is a former Chairman of the Students' Loan Bureau and a former partner of PricewaterhouseCoopers (PwC), where he was the Leader of the Advisory division of the firm.

He currently serves as the Chairman of JN Cayman and the JN Cayman Money Services. He also serves as Director of the National Insurance Fund and the Secretary/Treasurer of the Jamaica College Trust.

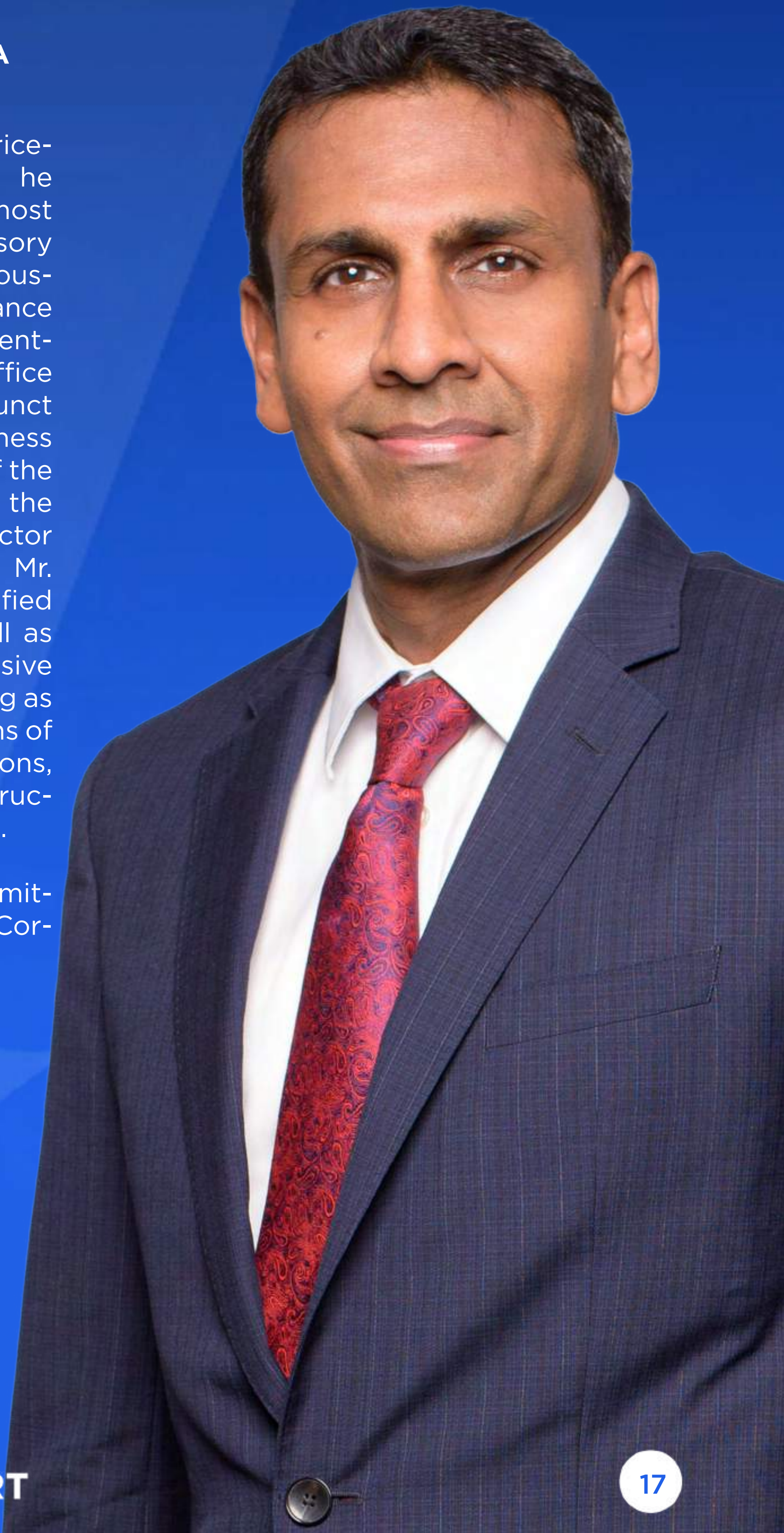
In addition to this, Mr. Lewars is the Chairman of the Assets and Liabilities and Nominations and Governance Committees, and a member of the Company's Audit Committee.

ALOK JAIN

M.Sc., FCA, FCCA, CGMA, CISA, CFA
INDEPENDENT DIRECTOR

Mr. Alok Jain is a former partner of PricewaterhouseCoopers (PwC) where he held a number of leadership roles, most recently as leader of PwC's Advisory practice in the Caribbean. He previously served as leader of PwC's Assurance practice in Jamaica. Mr. Jain currently serves as a Consultant at the Office of the Prime Minister and is an Adjunct Lecturer at the Mona School of Business and Management at the University of the West Indies. He is also Chairman of the Port Authority of Jamaica and a director of TransJamaican Highway Limited. Mr. Jain is a Chartered Accountant, Certified Information Systems Auditor as well as a CFA Charter holder. He has extensive experience in accounting and auditing as well as in corporate finance, valuations of companies, due diligence investigations, stock exchange listings, capital restructuring, and acquisitions and mergers.

He is the Chairman of the Audit Committee and sits on the Nominations and Corporate Governance Committee.



WALTER H. SCOTT

CD,K.C

INDEPENDENT DIRECTOR

Former Senior Partner at Rattray Patterson Rattray, Mr. Walter Scott KC has been a practicing Attorney-At-Law in Jamaica for more than thirty-seven years. Mr. Scott is prestigiously recognized as a King's Counsel and is also admitted to practice law in Barbados. A proud graduate of the University of the West Indies and the Norman Manley School of Law, he has gone on to offer his services to a myriad of entities, including the Office of Director of Public Prosecutions; Grant Stewart Phillips & Co, Attorneys-at-law; Chancellor & Co, Attorneys-at-Law; and Rattray Patterson Rattray, Attorneys-at-Law.

In 2019, he formed his own practice as Counsel. His areas of practice include Commercial, Civil, and Criminal Litigation, Gaming, Regulatory, Labour, Mining, and Libel Law.

In 2021, Mr. Scott was conferred with the national honour of the Order of Distinction in the rank of Commander (CD).

Mr. Scott is the former Chairman of Sygnus Capital Limited, Sygnus Capital Management Limited, Betting Gaming & Lotteries Commission, Casino Gaming Commission, and Private Security Regulations Authority. He currently serves as a Director of Supreme Ventures Racing & Entertainment Limited, Supreme Ventures Guyana Holdings Inc., Supreme Ventures Enterprise Inc., Dolla Financial Services Limited, and is a Director of several private companies.

Mr. Scott is Chairman of the Compliance and Remuneration Committees and sits on the Audit Committee as an Independent Director.

RICHARD SURAGE
B.sc. (Hons.)

Mr. Richard Surage has had a distinguished career in the accounting and finance profession commencing in 1996 in Saint Lucia with Pricewaterhouse, continuing to work for the company when it became PricewaterhouseCoopers. He worked with Arthur Andersen in the Cayman Islands for two years. Shortly thereafter he left for Barbados to join Ernst & Young where he managed the firm's clients in the Eastern Caribbean, namely Antigua and Barbuda, Dominica, St. Lucia and St. Vincent and the Grenadines.

Richard become a Partner at PKF St. Lucia in 2010, a role he currently holds. He has served on audits for both large and complex engagements across a wide cross-section of industries namely, financial services, retail, manufacturing, telecommunication, and tourism within the Caribbean, Canada, and the United States of America.

Richard has been a leader within the insolvency and restructuring industry in St. Lucia. In 2011, he was appointed by the Eastern Caribbean Supreme Court to serve as the Judicial Manager for the CLICO International Life Insurance Company, St. Lucia Branch, as part of a restructuring exercise. In 2015 Richard was selected by the Government of St. Lucia to be a member of a committee to review and propose new laws governing the insolvency practice in St. Lucia as guided by the World Bank.

Richard is a member of the Institute of Chartered Accountants of the Eastern Caribbean, an associate of the Chartered Institute of Arbitrators, Deputy Chairman of the St Lucia Distillers Group of Companies and a member of the St. Lucia Government's Insolvency Laws Committee.

EXECUTIVE CHAIRMAN'S REVIEW

As we reflect on the past year, it is evident that 2023 was a year of profound resilience and gradual recovery amidst ongoing challenges in the global economy. The shadows of the pandemic have receded, but not without leaving enduring marks on our economic fabric. Geopolitical tensions, supply chain disruptions, and the urgent imperatives of climate change have further sculpted the economic landscape, influencing our strategies and operations.

The global economy in 2023 displayed extraordinary persistence, swinging towards recovery and development, albeit at a slow pace. Various economies navigated the complexities of inflationary pressures, tighter monetary policies, and volatile market dynamics, demonstrating the complexity of our linked world. Digital transformation, sustainable practices, and inventive resilience have never been more important, emphasising the need for adaptability in our plans.

In this context, our organization stood steadfast, adapting to the evolving economic conditions with prudence and foresight. We have remained committed to our core values of integrity, innovation, and sustainability, ensuring that our operations are not just resilient but also aligned with our long-term vision for growth and excellence.

Our strategic investments in technology and sustainability continue to pay off, putting us in a good position for future possibilities and challenges. We continued to form important alliances, develop our global footprint, and innovate in our product and service offerings while remaining committed to our purpose of providing value to our stakeholders.

Looking ahead, the global economic picture is cautiously optimistic, with forecasts of further stabilisation and growth. Our primary focus will remain on improving operating efficiencies, investing in disruptive technologies, and maintaining our commitment to sustainability and corporate responsibility.

In closing, I'd want to express my heartfelt appreciation to our devoted staff, loyal customers, and valued stockholders for your unwavering support and trust. Together, we are navigating these difficult times and creating a stronger, more sustainable future for all.

CHRISTOPHER BERRY
Executive Chairman

CEO
STATEMENT

In the 2023 fiscal year, local markets faced significant challenges due to elevated inflation rates, high interest rates, and the ongoing and growing geopolitical tensions in several countries. The difficult terrain led to a decrease in investor trust, limited availability of funds, and had a negative effect on the local stock market, causing a year-on-year decline in both the Main and Junior Market indices. The Group's 2023 results were adversely affected by these challenges in several of its business lines. However, the management team maintains a positive outlook on the future and the Group's ability to withstand such difficulties. In 2023, our ongoing investment in our integrated digital infrastructure MIL 2.0 is expected to establish a strong basis for enhancing efficiency in our service delivery and introducing valuable innovations to our clients and operations.

Financial Performance

In contrast to the prior year's net profit of $4.7 billion, the Mayberry Group incurred a net loss of $1.5 billion for the fiscal year ending December 31, 2023. This represents a 131% decline or $6.2 billion reduction. The Group's investment in associates and financial instruments resulted in a $7.5 billion, or 143%, decline in net unrealized gains on investments at FVTPL to $2.2 billion in 2023. This performance reflected the sustained decline in the equity market over several quarters beginning in 2022, with the Main Market and Junior Market falling 8.48% and 3.34%, respectively.

Net interest income declined by 205% to ($326) million compared to $310 million for financial year 2022. This decline in net interest income was mainly a result of higher interest costs resulting from the Mayberry public bond issued in January 2023. Notwithstanding the outturn, the results reflect continuous growth in interest income on loans, investments, and promissory notes at amortized costs which grew 52% based on year over year loan growth of $3.8 billion or 60%.

Dividend income increased by 8% or $43.2 million representing higher pay-outs from corporates for the period. Our operating expenses fell by $195.3 million, or 9%, to $2.1 billion, compared to 2022, while the share of earnings from the joint venture was $833 million, compared to $21 million in fiscal year 2022. The rise represents the Group's share of investment property revaluation gains from the joint venture company's investment property portfolio, as another major real estate development is completed in 2023. Group earnings before tax for the fiscal year ending December 31, 2023 fell by $6.8 billion, or 144%, to ($2.1) billion.

Our asset base increased by $6.7 billion, owing to strong growth in loans and other receivables (up $3.8 billion or 60%) and investment securities ($2.3 billion or 24%). Total liabilities climbed by $8.5 billion, reaching $33.9 billion. The rise in balance sheet assets was principally funded by an increase in loans payable of $4.8 billion, or 51%, due to money raised in the Mayberry Bond IPO net of other loan repayments, as well as a 41% increase in securities sold under buyback agreements.

Mayberry Group's capital base remained robust with shareholders' equity closing at $24.8 billion compared to $26.6 billion in 2022.

The Executive Management team remains optimistic about future market opportunities to grow our core businesses as we continue to improve service delivery and product options to our customers. We wish to thank our clients, shareholders and staff for their commitment and contribution to the successful milestones of the company and we remain committed to transforming lives positively.


Invest
on the
go
MAYBERRY INVESTMENTS LIMITED
Welcome to our Mayberry Investments Limited Mobile App
Download the MIL Portfolio App today!
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Address
1 1/2 Oxford Road, Kingston 5, Jamaica
Phone
876. 929. 1908-9
Email
sales@mayberryinv.com
Instagram
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MayberryInvestmentsLimited

EXECUTIVE TEAM & DEPARTMENT HEADS

ANDREA WHITTAKER
Chief Operating Officer

KRISHNA SINGH
Chief Information Officer

ANDREA HO-SANG
Senior Vice President- Operations

STEPHANIE HARRISON
Vice President- Marketing

DAN THEOC
Senior Vice President- Investment Banking

DAMIAN WHYLIE
General Manager- Asset Management

JOSEPHINE BENNETT-DARMAND
Chief Financal Officer

KRISTEN RAYMORE REYNOLDS
Senior Vice President-
Human Resources
and Facilities

KAREN MITCHELL
Senior Vice President- Treasury and
Trading

JASON MARTINEZ
Vice President- Research

RACHEL KIRLEW
Assistant Vice President- Investment Banking

MARCIA MESSADO
Manager- FInancial Planning & Analysis

OKELIA PARREDON
Vice President- Sales & Client Services

RENE MITCHELL
Senior Vice President- Compliance

VAUGHN CUNNINGHAM
Senior Manager- FX Trading

KAYREE BERRY TEAPE
Chief Executive Officer
- Mayberry Foundation

Reorganisation of the Mayberry Group of Companies

Mayberry group of companies was reorganised in 2023, pursuant to a Court-approved scheme of arrangement under sections 206 to 208 of the Companies Act, 2004. Having undertaken this voluntary reorganisation, the Group is now in line with the desired corporate structure preferred by BOJ whereby a financial holding company would own the operating financial entity, and in so doing, creating a separation between regulated and unregulated companies.

On December 29, 2023, Mayberry Investments Limited ("MIL") transferred to Mayberry Group Limited all the shares which it had owned in two Saint Lucian international business Companies, namely Widebase Limited ("Widebase") and Mayberry Jamaican Equities Limited ("MJE"). These transfers of shares were done as a follow-on transaction to the reorganisation of the Mayberry group of companies, and in an effort to ensure that MIL would be a stand-alone securities dealing company, without owning a controlling interest in another company. In consideration for the transfers of shares, Mayberry Group Limited (MGL) issued to MIL a series of debentures equivalent in principal to the aggregate of the book value of the MJE and Widebase shares.

Corporate Structure

(MGL) a company incorporated under the laws of Saint Lucia on November 15, 2022, is the ultimate parent and holding company of the Group. On December 13, 2023, MGL was listed on the Main Market of the JSE. Upon the listing of MGL, MIL was delisted from the Main Market and stockholders of MIL became stockholders of MGL.

Both MGL and Mayberry Holdings Limited (MHL) are newly incorporated companies of the Group.

MGL has three (3) subsidiaries:

1. MJE, a company incorporated in St. Lucia and listed on the Jamaica Stock Exchange, is an investment company which invests in and trades in public equity securities in Jamaica.
2. Widebase, a company incorporated in St. Lucia, is an investment company which holds shares in unlisted companies.
3. MHL, the financial holding company was incorporated in Jamaica on February 1, 2023, operates as a passive investment holding company.

Mayberry Investments Limited is the wholly owned subsidiary of Mayberry Holdings Limited which, in turn, is owned by Mayberry Group Ltd. Mayberry Investments Limited continues to be the principal operating company in the Mayberry group of companies, and continues to conduct its business, being a licensed securities dealer, cambio operator and Bank of Jamaica Primary Dealer.

"The strength of a company lies in its ability to harness the unique talents and perspectives of individuals from all backgrounds."

- Ginni Rometty, former CEO of IBM

CORPORATE GOVERNANCE

In 2022 the Board of Directors of Mayberry Investments Limited ("MIL") undertook a reorganization exercise of the Mayberry group of Companies. Mayberry Investments Limited ("MIL") is regulated by the Financial Services Commission ("FSC") in respect of its securities business and, by the Bank of Jamaica ("BOJ"), in respect of its cambio business. Under the old structure, MIL had two (2) subsidiaries, Mayberry Jamaican Equities Limited ("MJE") and Widebase Limited ("Widebase"). Both MJE and Widebase are international business companies established in Saint Lucia. Because MJE and Widebase were subsidiaries of MIL, it meant that for accounting purposes they were consolidated into MIL. Indirectly therefore, MJE and Widebase were subject to the regulatory governance of FSC and, to a lesser extent, BOJ.

The Board of Directors, after careful review, concluded that it would be in the best interest of MIL to reorganize the Mayberry Group of Companies by:

a) creating two (2) new companies, namely:

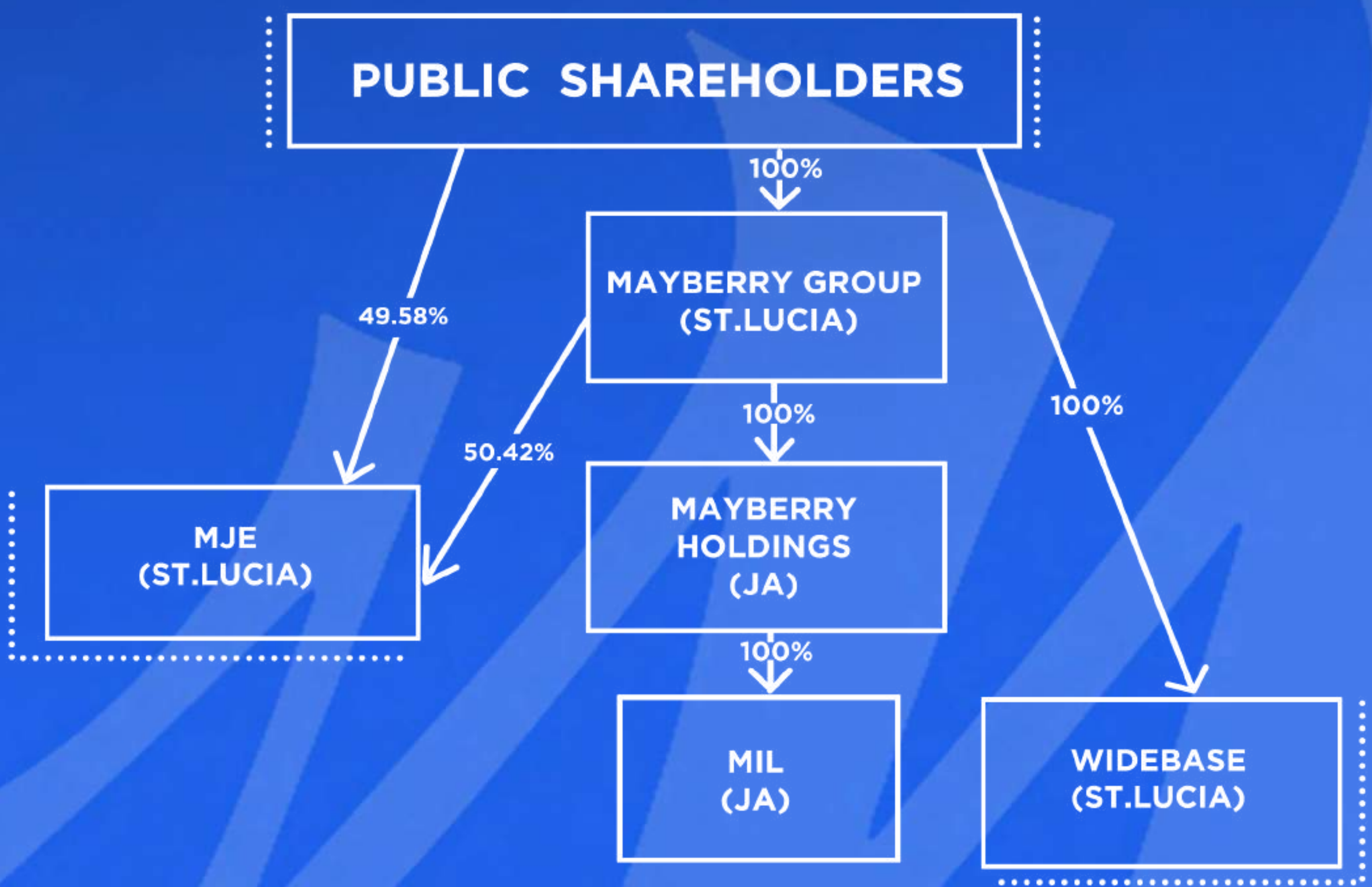
(i) a Jamaican company called Mayberry Holdings Limited ("Mayberry Holdings"); and

(ii) a St. Lucian holding company called Mayberry Group Ltd. ("MGL")

b) transferring MJE and Widebase to MGL; and

c) reorganizing MIL to become a wholly-owned subsidiary of Mayberry Holdings which, in turn, would be owned by MGL.

The scheme of arrangement between MIL and its stockholders to cancel all ordinary stocks held in MIL and issue the same number of stocks in MGL, the new parent company of the Mayberry Group of Companies, was sanctioned by the Supreme Court of Judicature on September 28, 2023. Consequently, MGL received approval from the Jamaica Stock Exchange (JSE) to be listed on the Main Market on December 13, 2023. As a result, the new corporate structure is as follows:



Mayberry Group Limited

MGL was incorporated in St. Lucia on November 15, 2022 under the laws of St. Lucia. Its Memorandum of Association and Articles of Association were specifically drafted to comply with the Listing requirements of the JSE. This company operates as the holding company for the entire Mayberry Group of Companies.

Mayberry Holdings Limited

Mayberry Holdings was incorporated in Jamaica under the Companies Act on February 21, 2023 as a private company. It holds all the shares in MIL, which will be its only subsidiary. Mayberry Holdings will operate as the financial holding company for the Mayberry Group of Companies and as a passive investment holding company with its only asset being 100% of MIL.

Mayberry Investments Limited

MIL will remain the principal operating company within the Mayberry Group of Companies. As a full-service securities dealing and investment advisory firm, MIL is dedicated to enhancing its customers' investments by offering high-quality financial products tailored to their specific needs, along with expert financial advice. MIL's product and service offerings include brokerage services, managed equity accounts, personalized managed accounts, trading in international bonds (both as an investor and as a brokerage service provider), fixed income investments, and pension fund management services.

MIL is regulated by the FSC and its cambio operations are supervised by the BOJ. Prior to being delisted on December 13, 2023, MIL had been a member of the Jamaica Stock Exchange since 1985.

Mayberry Jamaican Equities Limited

MJE is an investment company which is listed on the Main Market of the JSE. 50.42% of its stock units are currently held by MGL. MJE is an international business company incorporated under the laws of St. Lucia.

Widebase Limited

Widebase is an international business company incorporated under the laws of Saint Lucia. It is an investment-holding company which holds shares in certain unlisted companies, including Cherry Hill Developments Limited.

Board Role and Function

The Mayberry Group of Companies has established corporate governance guidelines to facilitate the effective functioning of the Board and its committees. These guidelines are designed to uphold shareholder interests, maintain the highest standards of ethics, and ensure a shared understanding of the expectations for the roles and responsibilities of the Board, its committees, individual Directors, and senior management.

The core responsibility of the Board of Directors of MGL is to oversee all the companies within the Group for the benefit of its shareholders and stakeholders.

The Board's main duties include:

(i) Articulating the Company's vision, mission, and purpose
(ii) Setting the strategic course of the Company
(iii) Supervising the Company's controls and accountability systems
(iv) Selecting a suitable Chief Executive Officer and Company Secretary
(v) Tracking the progress and performance of the Executive Management teams with in thevarious companies

Board decisions are informed by a comprehensive and fair assessment of relevant information. These decisions adhere to ethical standards, comply with legal obligations, and consider the reasonable expectations of all stakeholders. Directors exercise independent judgment and prudent business sense in the best interests of the Company, relying on the integrity and honesty of the Company's executive management, external advisors, and auditors.

Board Composition and Structure

The Board's composition and organizational structure enable it to effectively perform its duties and deliver value to the Company and its stakeholders, complying with local, legal, and regulatory requirements, as well as best practices. The diversity in the number of Directors, their backgrounds, expertise, and experience allow the Board to efficiently fulfill its mandate. The balance between executive and non-executive Directors ensures that no single person or small group can dominate the decision-making process.

As of December 31, 2023, the Board is led by Mr. Christopher Berry and consists of eight members: four non-executive independent directors and four executive directors. This size is considered optimal for the Company's operations. Each member is distinguished by their educational background, technical proficiency, industry knowledge, professionalism, and integrity. Board members prioritize the Company's best interests and make decisions without regard to personal relationships or affiliations.

The Board defines an Independent Non-Executive Director as someone who will bring an independent judgement to bear on issues before the board and to act in the best interest of the company and its shareholders. A non-executive Director is deemed independent if they meet the aforementioned description of independence.

The collective professional backgrounds of Board members, which include expertise in accounting, investment banking, law, auditing, corporate governance, information technology, strategic management, and general business management, equip the Board to effectively carry out its duties. Directors receive ongoing training to enhance their skills and stay updated on changes in statutory and regulatory requirements and emerging corporate governance best practices.

The roles of the Chairman and Chief Executive Officer (CEO) are distinct and separate. This separation ensures an appropriate distribution of power, promoting heightened transparency, accountability, and enhanced decision-making independent of management. In leading the Board, the Chairman bears ultimate responsibility for guiding the Company's strategy, and safeguarding shareholders' interests. The CEO, on the other hand, is tasked with executing the company's strategy as approved by the Board and managing the Company's day-to-day operations.

Diversity

A fundamental role of the Board is to identify significant opportunities and risks while providing strategic direction for the business. This requires a diverse and experienced group of individuals operating in an environment that encourages varied perspectives. Before appointment, careful consideration is given to candidates' skills, experience, independence, and familiarity with the Company.

The diverse career paths and educational backgrounds among Board members enable them to meet their duties in accordance with statutory requirements, the Company's Articles of Association, and established rules of procedure.

The current Directors of the Mayberry Group of Companies are shown in the table below.

	MIL	MGL	MHL	MJE	Widebase
Christopher Berry B.sc. (Hons.)	✓	✓	✓	✓	✓
Konrad "Mark" Berry B.sc. (Hons.)	✓	✓	✓	✓	✓
Gary Peart, B.Sc. (Econ), MBA	✓	✓	✓		
Erwin Angus, C.D., J.P., B.A. (Hons.)	✓	✓	✓		
Gladstone Lewars, B.Sc. (Econ (Hons.),MSC. (Econ.),M. sc.(Acct.), FCCA	✓	✓	✓		
Alok Jain, M.Sc., FCA, FCCA, CGMA, CISA, CFA	✓	✓	✓		
Walter Scott, K.C., LL.B. (Hons.)	✓	✓	✓		
Richard Surage B.Sc. (Hons.)		✓		✓	
Natalie Glitzenhirn-Augustin B.A. (Hons.) CPE, TEP,C.Dir.				✓	✓
FinDir Limited				✓	✓

Outlined below is a matrix depicting some of the key skills that our Board has recognized as valuable for effective oversight and strategic implementation:

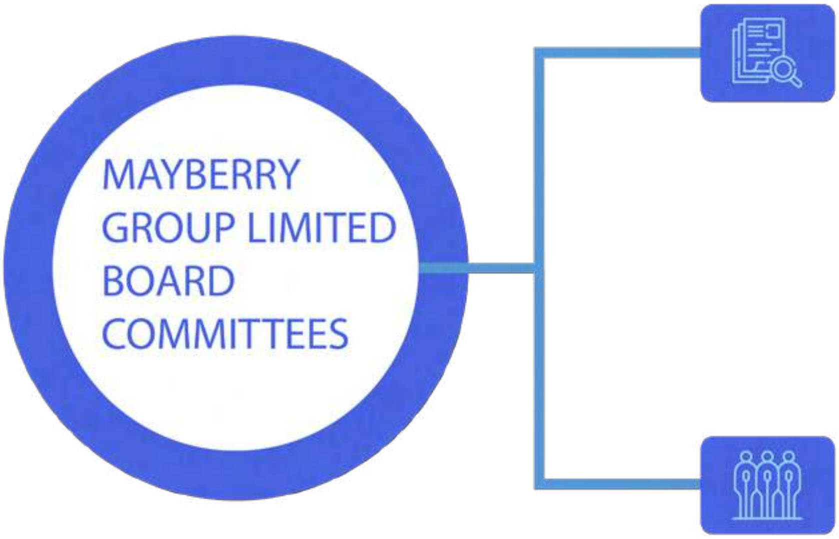
Experience & Expertise	Christopher Berry	Gary Peart	Konrad Berry	Erwin Angus	Gladstone Lewars	Alok Jain	Richard Surage	Walter Scott
General Management & Business Operations	Expert	Expert	Expert	Expert	Expert	Expert	Expert	High Competence
Technology	Some Competence	Some Competence	High Competence	Some Competence	Some Competence	High Competence	High Competence	Some Competence
Investment and Financial Services	Expert	Expert	Expert	Expert	High Competence	Expert	Expert	High Competence
Risk Management	High Competence	High Competence	High Competence	High Competence	High Competence	Expert	High Competence	High Competence
Listed Company Experience	Expert	Expert	Expert	Expert	Expert	High Competence	Expert	Expert
Strategy Development	Expert	Expert	Expert	High Competence	Expert	Expert	High Competence	Some Competence
Legal/Regulatory	Some Competence	Some Competence	Some Competence	Some Competence	Some Competence	High Competence	Low Competence	Expert
Corporate Governance	Expert	Expert	Expert	High Competence	Expert	Expert	Expert	High Competence
Accounting	High Competence	Expert	High Competence	High Competence	High Competence	Expert	Expert	Some Competence

Interpretation of Skills and Expertise Matrix

No Competence	Low Competence	Some Competence	High Competence	Expert
○ (empty)	¼ filled	½ filled	¾ filled	● (full)

Board Committees

The Board has instituted committees to enhance its effectiveness and efficiency in fulfilling its fiduciary duties and responsibilities. These board sub-committees address issues that necessitate thorough review or in-depth analysis, making decisions on behalf of the Board or presenting recommendations for its review. Specific responsibilities are assigned to these Board Committees, aiding the Board in executing its functions and guaranteeing independent supervision of internal controls and risk management. The Chair of each Board Committee provides the Board with reports on the topics discussed during Committee meetings. The following table outlines the standing Committees of the Board of Directors:



Audit Committee

The main objective of the Audit Committee is to aid the Board in carrying out its oversight duties concerning the internal control systems, the entity's financial reporting procedures, and audit functions.

Corporate Governance Committee

Suggests potential candidates for the Board of Directors and supervises the efficient operation of the Board.

Board Committee Composition

NAMES	POSITIONS	AUDIT	Nominations and Corporate Governance
Christopher Berry	Executive Chairman		M
Konrad Berry	Executive Director	M	
Erwin Angus	Executive Director		
Gary Peart	Executive Director		
Gladstone Lewars	Independent Director	M	C
Alok Jain	Independent Director	C	M
Richard Surage	Independent Director	M	
Walter Scott	Independent Director	M	

Audit Committee

The Audit Committee has the responsibility to to provide independent oversight of the Company's financial reporting, internal controls, risk management, and audit function and give assurance that:

i. the company's financial statements are accurate and reliable,
ii. that the company has adequate internal controls in place, and
iii. that the audit function is independent and effective.

The objectives of the Committee include oversight of the following:

a) Financial Reporting Oversight – ensuring the integrity and accuracy of financial statements and reviewing significant accounting policies and practices.

b) Internal Controls Oversight – monitoring the effectiveness of the company's inter nal control systems and recommending improvements to internal controls as nec essary.

c) External Audit Engagement – selecting and appointing the external auditor and reviewing the auditor's independence and effectiveness.

d) Risk Management – assessing the adequacy and effectiveness of the company's risk management processes and evaluating significant risk exposures and mitiga tion strategies.

e) Compliance and Legal Matters – ensuring that there is a robust system for moni toring and assuring compliance with all relevant laws and regulations as well as monitoring legal matters that may have a material impact on financial statements.

The Audit Committee adheres to the principles set out in the PSOJ Corporate Governance Code 2021 which provides that at least three members of the Audit Committee must be independent non-executive members, one of whom should have recent and relevant financial experience.

Corporate Governance Committee

The Corporate Governance Committee (Committee) is established by the Board to enhance its effectiveness in overseeing matters related to director nomination, corporate governance, and board performance. The purpose of the Committee is to ensure the Board's composition reflects diverse skills and expertise, and to promote and uphold strong corporate governance principles in alignment with the principles of fairness, accountability, independence, responsibility, stewardship, and transparency.

The Code of Conduct delineates the Company's regulations and expectations concerning the proper conduct of business and ethical behavior for all Directors and officers. These include:

i. Adherence to the law in all areas where the Company operates;
ii. Avoidance of conflicts of interest;
iii. Conducting themselves with honesty and integrity;
iv. Upholding confidentiality and safeguarding the integrity and security of assets, communications, information, and transactions; and
v. Treating all individuals fairly, impartially, and professionally

The Board has reasonable confidence in the continuous, suitable, and efficient process established for adhering to the Company's Code of Conduct and Ethics policies. Mayberry Group of Compaies fosters a robust compliance culture by rigorously upholding the Company's Code of Conduct and Ethics Policies, and by taking firm disciplinary measures when necessary.

CORPORATE DATA

BOARD OF DIRECTORS

Executives
Christopher W. Berry, B.Sc. (Hons.) -Executive Chairman
Konrad M. Berry, B.Sc. (Hons.) - Executive Vice Chairman
Erwin L. Angus, C.D., JP, B.A. (Hons.) - Managing Director
Gary H. Peart, M.B.A., B.Sc. (Econ) (Hons.) - Chief Executive Officer

Non-Executives
Gladstone L. Lewars, FCA, M.Sc. (Econ) (Hons.), M.Sc. (Accounting), B.Sc. (Econ) (Hons.)
Lead Independent Director
Alok K. Jain, M.Sc., FCA, FCCA, CGMA, CISA, CFA
Walter H. Scott, Q.C.
Richard Surage

Company Secretary
FinSec Limited

REGISTRAR – TRANSFER AGENT
Jamaica Central Securities Depository, 40 Harbour Street, Kingston, Jamaica

AUDITORS
PricewaterhouseCoopers
Duke Street,
Scotiabank Center,
Kingston, Jamaica
Tel: (876) 922-6230

ATTORNEYS-AT-LAW
Patterson Mair Hamilton
Douglas Thompson
Palomino, Gordon-Palomino
Walter H. Scott, Q.C. DunnCox
Carolyn C. Reid & Co.

BANKERS
Bank of Jamaica
Citigroup
National Commercial Bank Jamaica Limited
Bank of Nova Scotia Jamaica Limited
Sagicor Bank Jamaica Limited
First Global Bank Limited

INVESTMENT BANKS
Morgan Stanley
Raymond James and Associates (formerly Morgan Keegan)
Oppenheimer
RBC Dominion Securities
Standard Bank

"Embracing diversity isn't just the right thing to do; it's the smart thing to do. It leads to better decision-making and stronger business outcomes."

- Ajay Banga, former CEO of Mastercard

"We don't just hire people to fill roles; we seek out individuals who bring diverse experiences and perspectives to the table, enriching our company culture and driving innovation."

- Sundar Pichai, CEO of Alphabet Inc. (Google)

MANAGEMENT DISCUSSION AND ANALYSIS

Economic and Business Environment

The Jamaican economy continued to recover in 2023 as Gross Domestic Product (GDP) for the third quarter increased by 2.1% year on year. The performance stemmed from a 2.1% increase in the Services industries and a 2.1% growth in the Goods Producing Industries, reflecting the economy's ongoing recovery from the effects of the COVID-19 pandemic.

Since the onset of the COVID- 19 pandemic ten consecutive quarters ago, the island's tourism sector has consistently achieved remarkable growth figures, encompassing both revenue generation and visitor arrivals. The Ministry of Tourism noted that the influx of visitors is expected to generate US$4.265 billion in tourism earnings for 2023, representing a projected increase of 17.8% over total inflows for 2022, and a 17.2% spike over the out-turn for the pre-pandemic year of 2019.

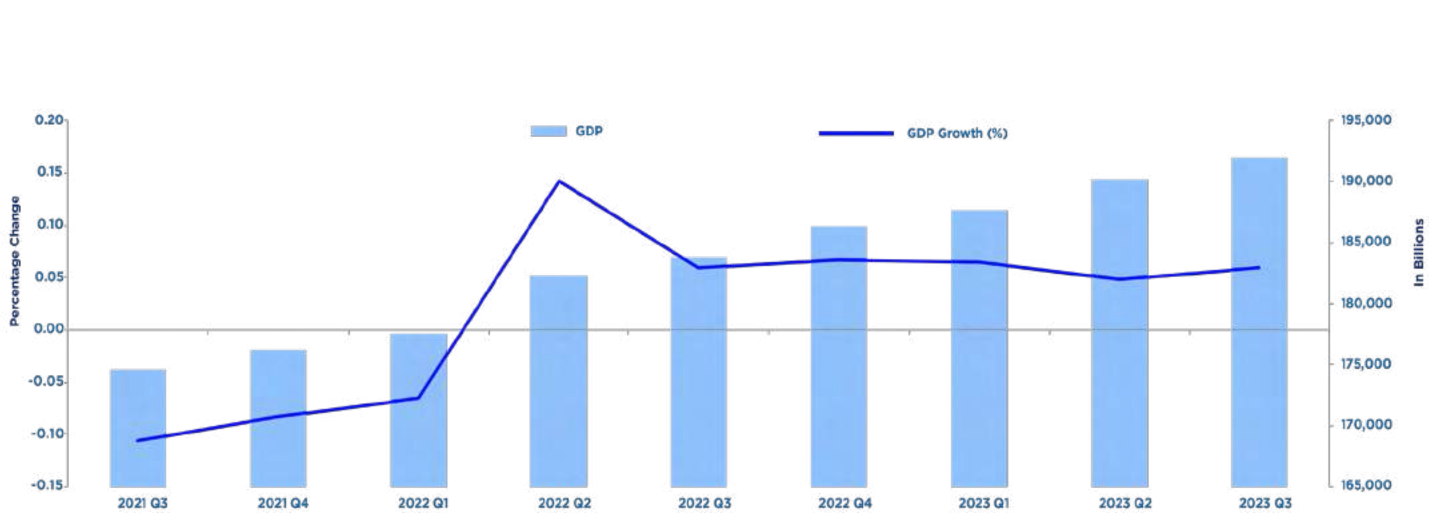
Economic activity and employment continues to rebound, inflows into the foreign exchange market are buoyant and the country's international reserves have remained strong. Recent developments in domestic inflation have prompted the Bank of Jamaica (BOJ) to maintain measures to influence a return of inflation to the Bank's target of 4% to 6% in the near to medium term.

Gross Domestic Product (GDP)

According to the Statistical Institute of Jamaica (STATIN), the Jamaican economy grew by 2.1% during the third quarter of 2023 relative to Q3 2022.

The growth was attributed to increases in both the Services and Goods Producing Industries (2.1%). In the services industries, growth was recorded in various sectors, including Transport, Storage & Communication (6.0%), Hotels & Restaurants (6.7%), Other Services (4.5%), Finance & Insurance Services (1.5%), Electricity & Water Supply (6.7%), Real Estate, Renting & Business Activities (0.9%), and Wholesale & Retail Trade; Repairs: Installation of Machinery & Equipment (0.3%). The growth in the Goods Producing Industries was largely attributable to higher output in Mining & Quarrying (103.1%) followed by Manufacturing (2.1%) and Construction (0.7%).

Gross Domestic Product (GDP)

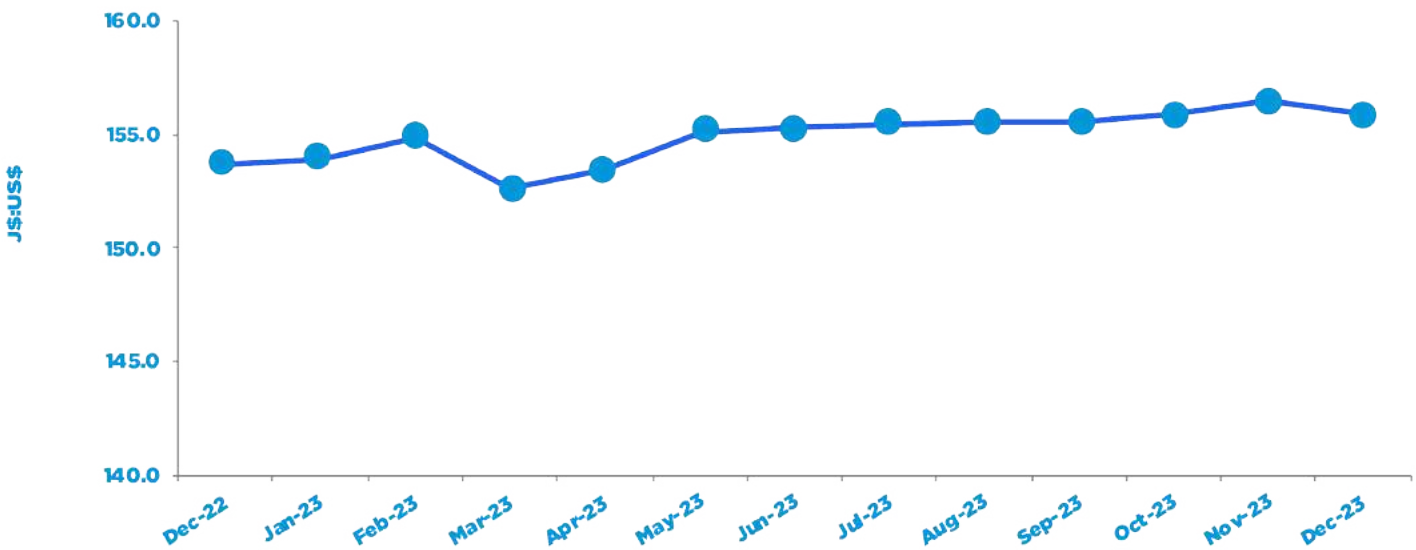


Foreign Exchange

For the year 2023, the foreign exchange market observed a continuation of two-way movements in the exchange rate. The Jamaican dollar (JMD) appreciated against the USD for the month of December 2023. The JMD appreciated by $0.51 to close the month at an average of $155.94 relative to the $156.45 recorded in November 2023. Year over year, the JMD has depreciated by approximately 1.46%.

The BOJ indicated that the foreign exchange market has remained relatively stable over the last four months. Additionally, the stability in the foreign exchange market reflects continued strong tourism and remittance inflows as well as actions taken by the bank to prevent undue volatility.

Exchange Rate Movement

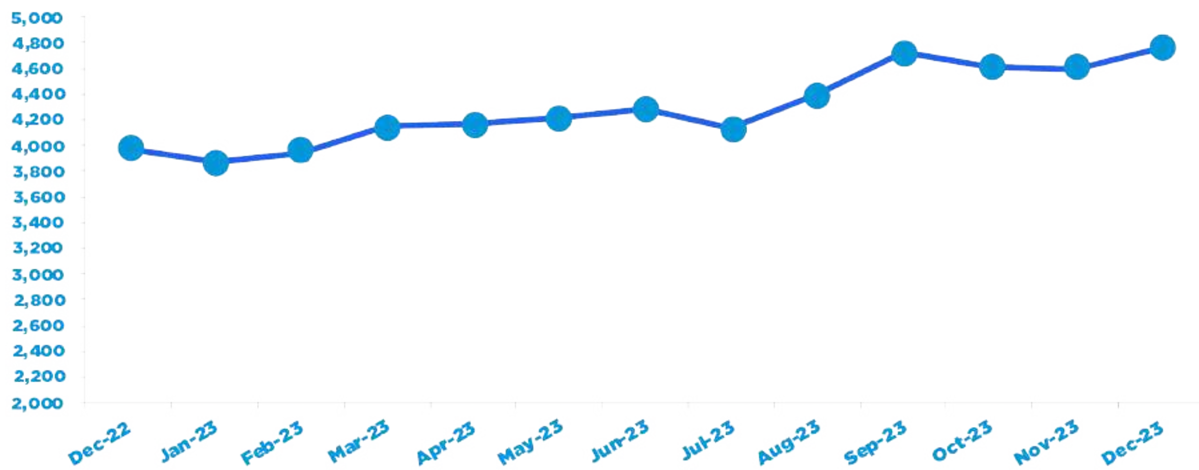


Net International Reserve

BOJ has reported that Jamaica's Net International Reserves as at December 31, 2023 stood at US$4,748.14 million, reflecting an increase of US$150.55 million when compared to the US$4,597.58 million reported at the end of November 2023.

Foreign Assets totalled US$4,858.54 million, US$131.33 million more than the US$4,727.21 million reported in November 2023. 'Currency & Deposits' held by the BOJ as at December 31, 2023 totalled US$3,162.43 million, reflecting an increase of US$120.70 million compared to the US$3,041.73 million reported in November 2023. 'Securities' were valued at US$1,579.20 million; US$9.90 million more than the US$1,569.30 million reported at the end of November 2023. The country's Special Drawing Rights rose to US$80.22 million relative to the US$79.71 million recorded a month prior. 'IMF Reserve Position' rose to US$36.69 million from the US$36.46 million reported last month. Liabilities to the IMF fell US$19.22 million to US$110.41 million against the US$129.63 million reported at the end of November 2023.

Net International Reserves



Inflation

STATIN reported that for December 2023, the point-to-point inflation rate was +6.9%; 0.6 percentage points higher than the prior point-to-point inflation rate. However, for the month of December 2023, the inflation rate was +0.5%.

The main driver of the monthly increase (0.5%) was a 2.5% rise in the index for the 'Housing, Water, Electricity, Gas and Other Fuels' division, owing to higher rent, electricity, water, and sewage rates. Another contributor to the increase was a 0.3% rise in the index for the 'Food and Non-Alcoholic Beverages' division due mainly to increases in the classes: 'Ready-made food and other food products (4.2%) and 'Fruit and nuts' (1.8%). The monthly increase was tempered by a 0.4% fall in the index for the 'Transport' division, owing to lower fuel prices.

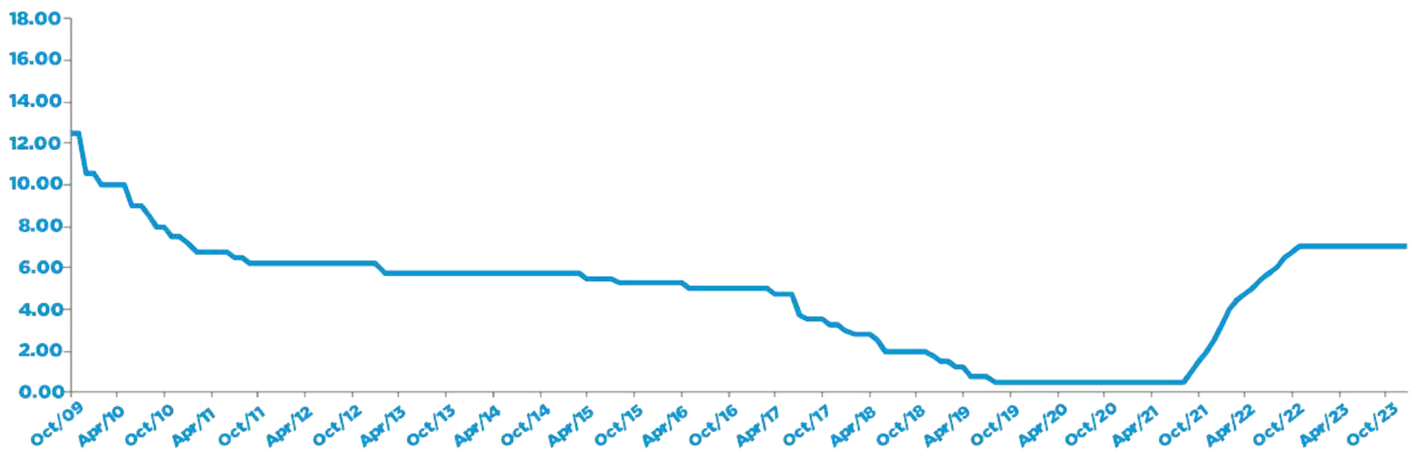
According to the BOJ, inflation is projected to continue to rise above the Bank's target range for much of the period between the December 2023 and March 2025 quarters, primarily due to the continued impact of the increases in selected PPV fares.

CPI Index

Policy Interest Rates

The Bank of Jamaica's Monetary Policy Committee (MPC) unanimously decided to maintain the policy interest rate at 7.0%, to preserve tight Jamaican dollar liquidity conditions, and ensure relative stability in the foreign exchange market. The MPC's decision was based on the positive trends in the key drivers of headline inflation, stable core inflation and the expectation that the impact of the public passenger vehicle (PPV) fare increase will be temporary. The BOJ's updated assessment of the inflation outlook forecasts inflation to continue to rise above the Bank's target range for much of the period between the December 2023 and March 2025 quarters, primarily due to the continued impact of the increases in selected PPV fares.

BOJ Policy Interest Rate



MARKET DYNAMICS

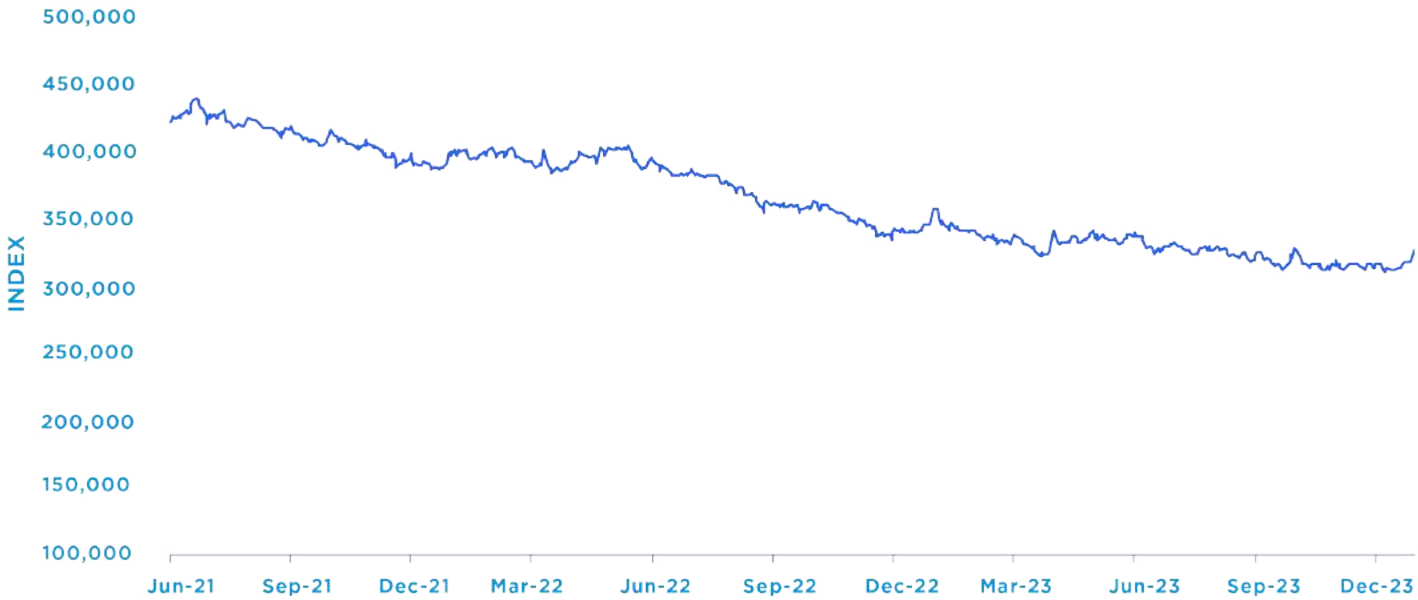
Equities Market
Jamaica Stock Exchange (JSE) Main and Junior Markets

On the last trading day of 2023, the market experienced a rally, leading to a gain of over one point in the JSE Combined Index, encompassing the JSE Main Market, JSE Junior Market, and JSE US Denominated Index.

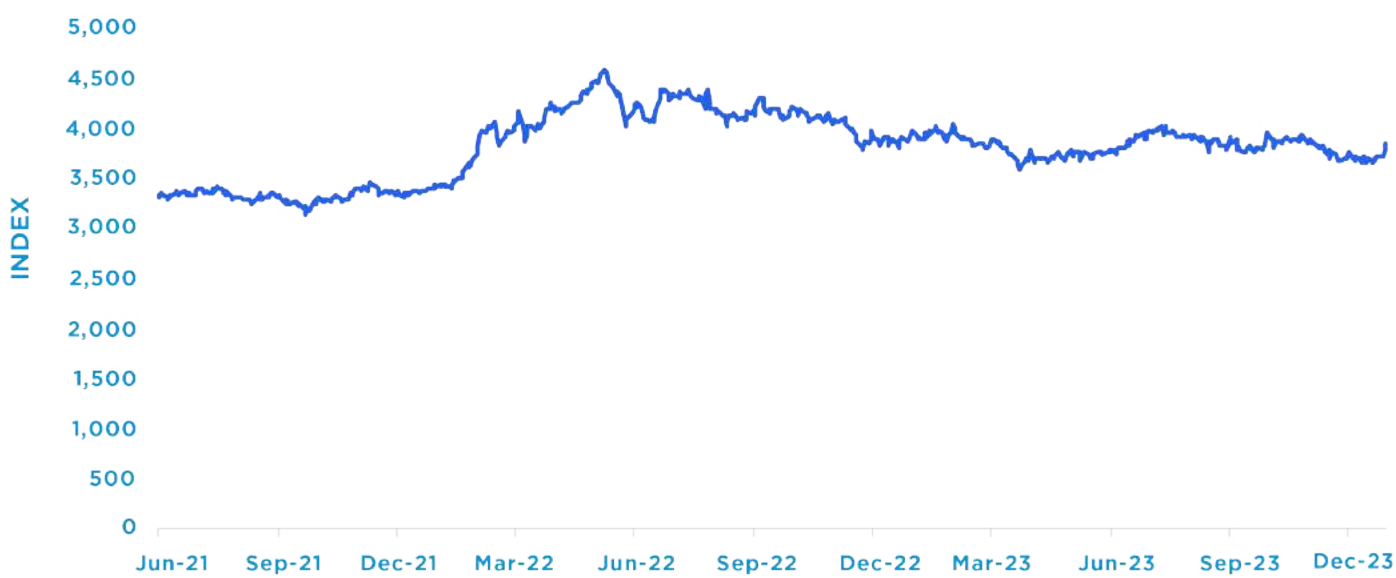
The JSE Main Market Index closed the year ended December 29, 2023, at 325,699.79 points, reflecting a decline of 25,524.02 points or 7.84% relative to its initial 2023 level. Additionally, the JSE Junior Market Index closed the year 2023 at 3,848.33 points, declining by 63.22 points or 1.64%.

The JSE Main Market, comprising the most heavily capitalized stocks, recorded its third-worst performance in a decade. Its most severe downturn occurred in 2020, plummeting by 22.4% due to the impact of the pandemic. In contrast, the JSE Junior Market, featuring small and medium-sized companies broke a two year streak of gains. During the pandemic in 2020, the junior market suffered a 21% decline.

JSE Main Market Index



JSE Junior Market Index



International

In the latter part of 2023, the International Monetary Fund (IMF) noted that the global economy was slowly recovering from the impacts of the pandemic, Russia's invasion of Ukraine, and a cost-of-living crisis. Despite disruptions in energy and food markets due to the war and efforts to combat high inflation through global monetary tightening, the economy has not stalled but was experiencing slow and uneven growth. There were significant divergences in global economic performance, with emerging markets and developing economies facing challenges in achieving a full recovery to pre-pandemic levels. Inflation, both headline and underlying, was gradually being brought under control. However, global growth was projected to slow from 3.5 percent in 2022 to 3 percent in 2023 and further to 2.9 percent in 2024, indicating a downgrade of 0.1 percentage point for 2024 compared to previous projections in July 2023. This forecast remains below the historical average.

The World Bank's Global Economic Prospects in June 2023 noted that the earlier resilience shown by global economic activity was anticipated to diminish. The global economy was poised for a significant slowdown in 2023, attributed to the ongoing tightening of monetary policy aimed at curbing high inflation. Subsequently, a modest recovery is projected for 2024, with an expected growth rate of 2.4 percent. Inflationary pressures persist, and the impact on growth from continued monetary tightening is projected to peak in 2023 across several major economies. Additionally, recent stress in the banking sector is anticipated to further constrain credit conditions.

Most economies prioritize achieving sustainable disinflation in response to the cost-of-living crisis. Given the potential risks of tighter monetary conditions and reduced growth impacting financial and debt stability, it is crucial to employ macroprudential measures and enhance mechanisms for debt restructuring. Targeted fiscal assistance is essential for focusing on those most affected by escalating food and energy prices. Broad-based fiscal relief initiatives should be scaled back, to uphold the advantages of the rules-based multilateral system. Climate change should be addressed through emission reduction and increased green investment, as such, enhanced international cooperation is necessary.

CORPORATE OVERVIEW CORE ACTIVITIES

Mayberry Investments Limited continues to be the principal operating company in the Mayberry group of companies. It is a leading investment banking, securities and investment management company that provides a wide range of financial services and products to a diversified client base. These include corporations, financial institutions, governments and individuals in the capital market. Our service offering includes strategic financial advisory services with emphasis on mergers and acquisitions; debt and equity restructuring; investment management services through separate and comingled managed portfolios; brokerage services; cambio and research services. Our mission of transforming lives positively through lasting relationships affords us the opportunity to create deep and enduring relationships with our customers. We do this by discovering their needs and delivering the most relevant product and service solutions to realise their investment objectives.

FINANCIAL PERFORMANCE

Overview

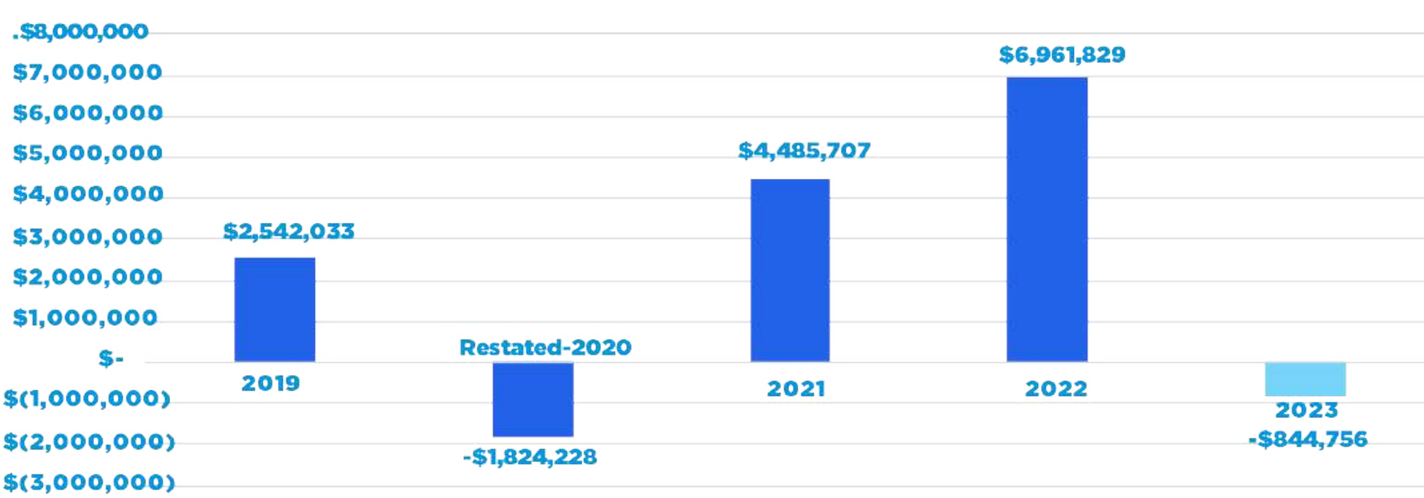
For the year ended December 31, 2023, the Mayberry Group recorded a net loss of $1.5 billion, a decrease of 131% or $6.2 billion when compared to the net profit of $4.7 billion earned in the prior year. Total operating expenses decreased by $195.3 million or 9% to $2.1 billion when compared to 2022. Group profit before tax for the year ended December 31, 2023 decreased by $6.8 billion or 144% to ($2.1) billion. Other major highlights of the Group's performance include:

- Total assets reported for the year ended December 31, 2023 grew to $58.7 billion when compared to $52.1 billion for the comparative period for 2022. This represents a $6.7 billion or 13% increase in our asset base.
-
- Earnings per share (EPS) decreased by $2.06 or 111% to ($0.21) for the year versus an (EPS) of $1.85 for the 2022 financial year.

- As at December 31, 2023, net book value per share closed at $13.51, a $0.47 de crease over the corresponding period in 2022.

During the 2023 financial year, local markets continued to be challenged with high inflation rates, high interest rates, as well as the impact of continuing and escalating geopolitical tensions in several regions. This challenging landscape resulted in reduced investor confidence, tight liquidity and adversely impacted the local stock market with the indices declining year over year for both the Main and Junior Markets. Several of the Group's business lines, were negatively impacted by these headwinds as reflected in the Group's 2023 results, however, the management team remains optimistic about the future and our Group's resilience. We also anticipate that our continued investment in our integrated digital infrastructure MIL 2.0 during 2023, lays a solid foundation for improved efficiency in our service delivery and value adding innovations to our clients and our operations.

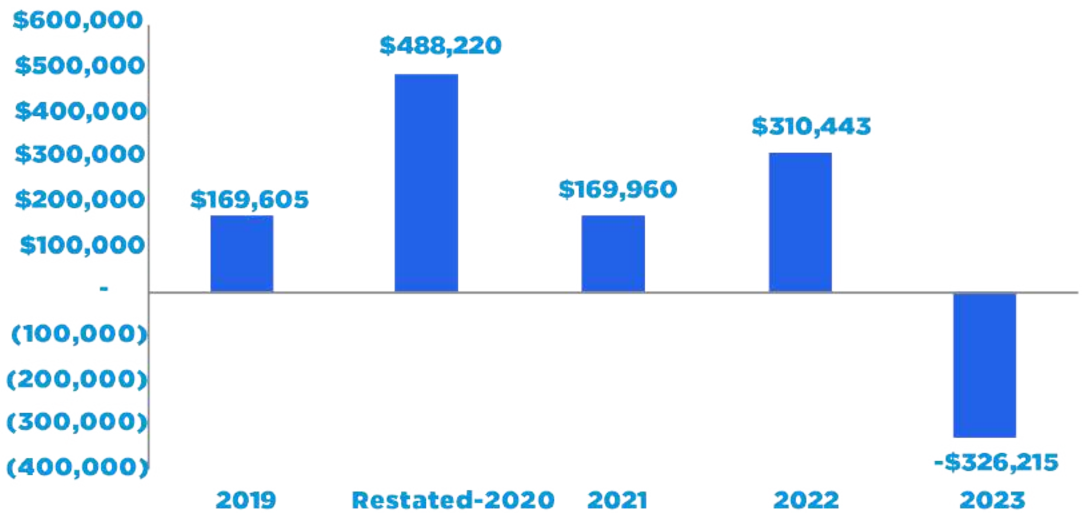
Operating Income



OPERATING INCOME

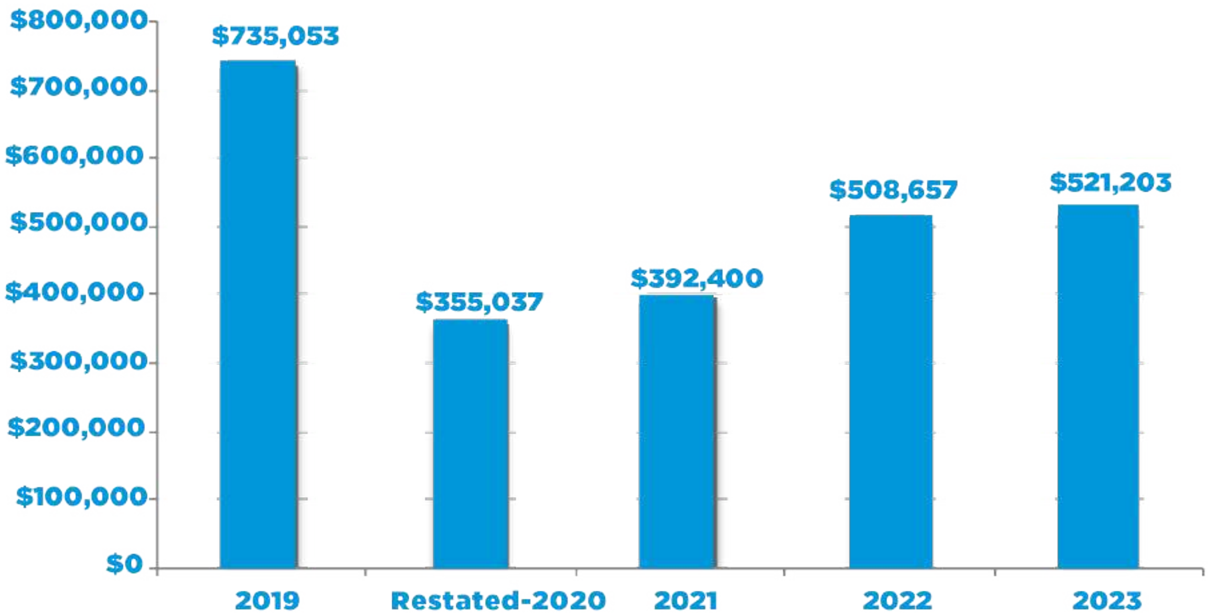
Net interest income declined by 205% to ($326) million compared to $310 million for financial year 2022. This decline in net interest income was mainly a result of higher interest costs resulting from the Mayberry public bond issued in January 2023. Notwithstanding the outturn, the results reflect continuous growth in interest income on loans, investments, and promissory notes at amortized costs which grew 52% based on year over year loan growth of $3.8 billion or 60%.

Net Interest Income



Consulting fees & commission income grew by $12.5 million or 2% to $521 million as the advisory business continues to provide optimised capital raising solutions to existing and new clients. Despite delayed deals encountered during 2023, the Investment Banking unit executed on opportunities that arose and recorded private equity placements of approximately US$10 million.

Fees and Commission



Dividend income increased by 8% or $43.2 million representing higher pay-outs from corporates for the period.

Net unrealized gains on investments at FVTPL decreased by $7.5 billion or 143% to ($2.2) billion during 2023 from the Group's investment in associates and financial instruments, reflecting the sustained decline in the equity market over several quarters since 2022, with the Main Market and Junior Market down 8.48% and 3.34% respectively.

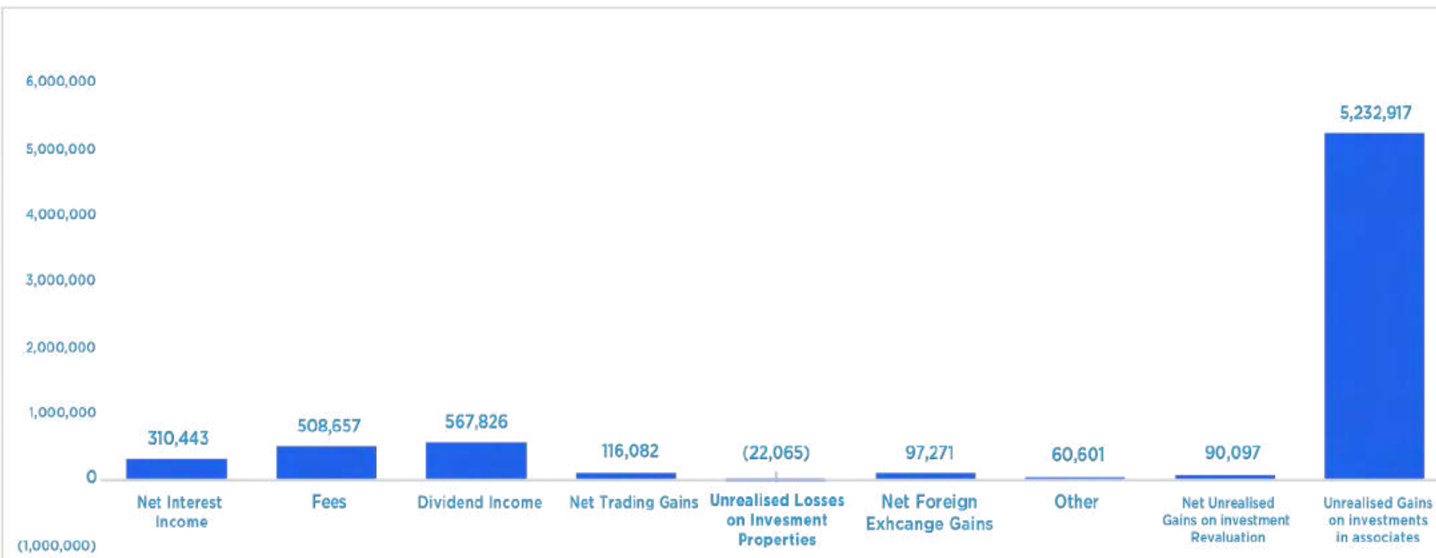
Net foreign exchange gains increased by 113% or $110 million to $207 million during 2023 driven by an increase in cambio earnings by 16% primarily from improved spreads.

Net Trading Gains

The major drivers of revenue for the year were dividend income $611 million, consulting fees $521 million, net foreign exchange gains $207 million, net unrealised gains on investment $171 million, and net trading gains $111 million. This was followed by unrealised gain on investment properties and other income accounting for $86 million, and $9 million, respectively for the 2023 financial period.

Net interest income and other revenues- 2023

Net interest income and other revenues- 2022



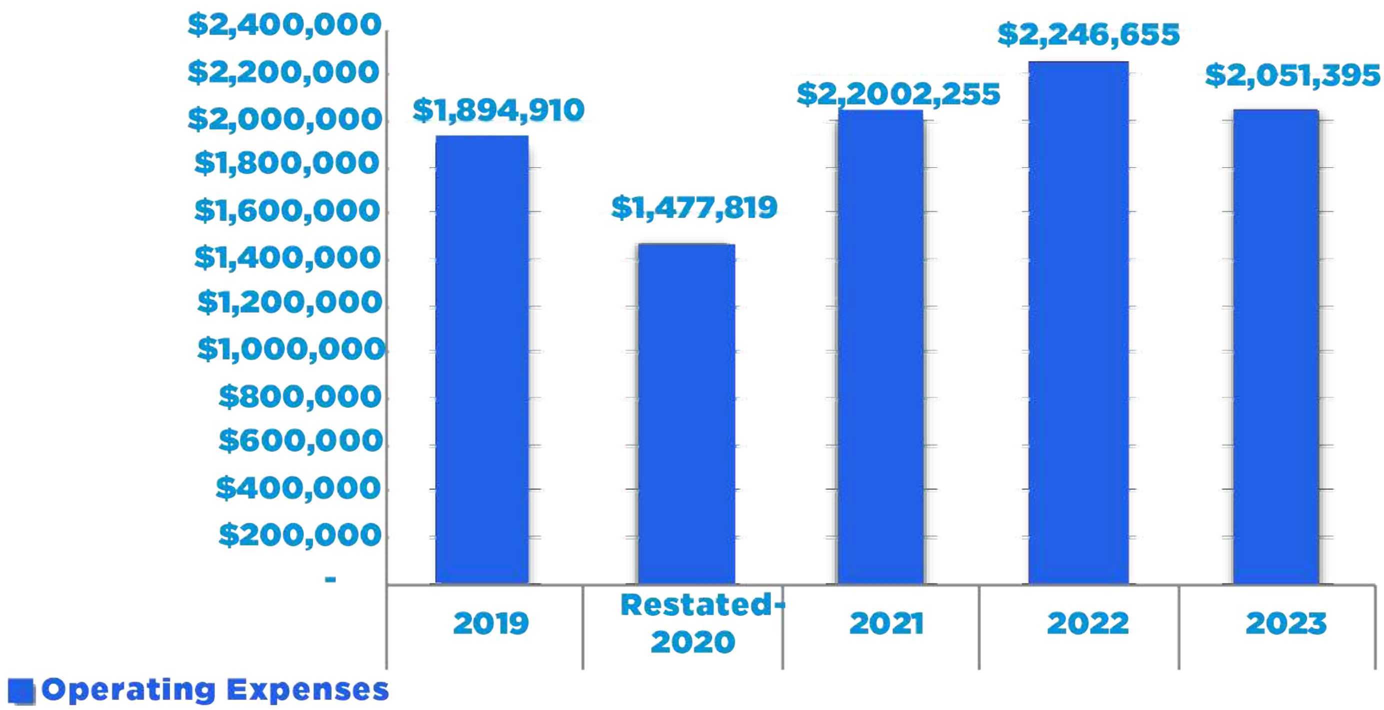
Higher funding costs of $1.6 billion were reported in 2023 for reverse repurchase agreements and corporate papers when compared to $678 million for FY 2022. Other finance costs of $256 million were higher by $199 million than that of the comparative period, due to additional funding.

Share of profit from joint venture amounted to $833 million as compared to $21 million for financial year 2022. The increase represents the Group's share of investment property revaluation gains from the investment property portfolio of the joint venture company, on the completion of another major real estate development during 2023.

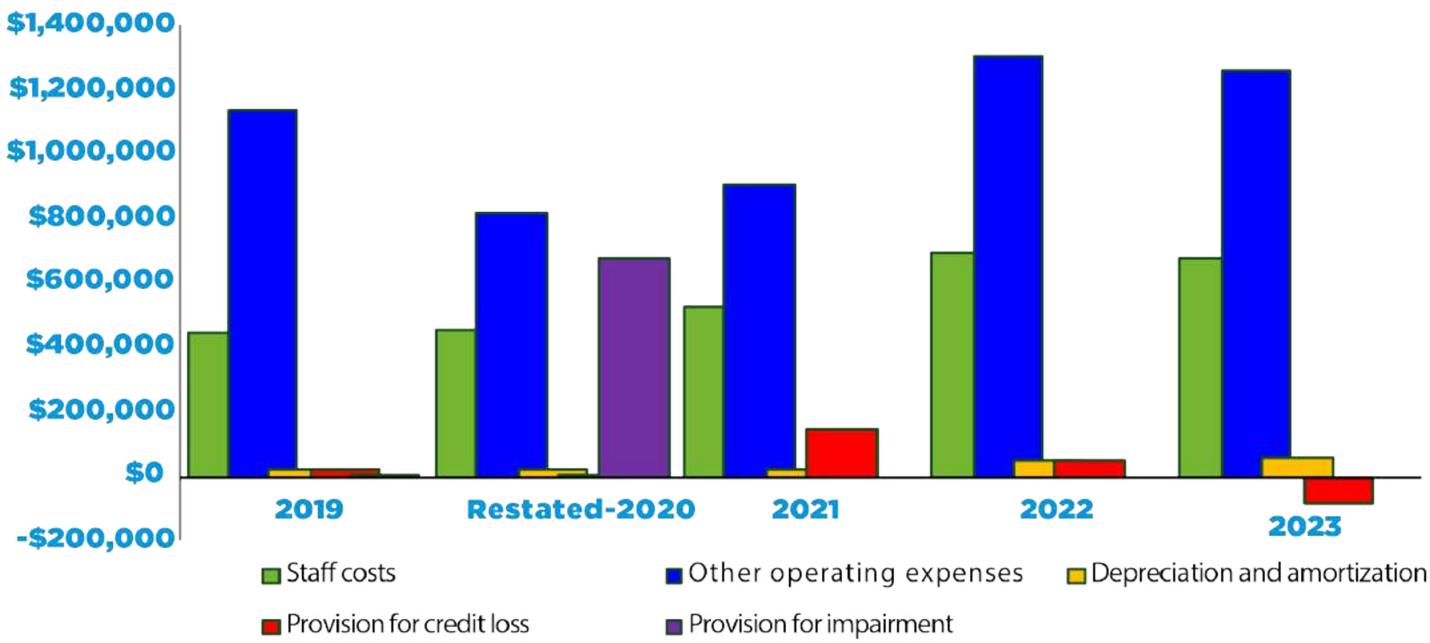
OPERATING EXPENSES

Total operating expenses for the year ended 2023 decreased by 9% or $195 million to $2.1 billion. Expenses reflecting notable increases over last year included: security costs which increased by 78% attributable to increases in the minimum wage granted to that industry during the period. Legal and professional fees higher by 74% due to additional services procured for the review of organisation policies and internal controls. Computer expenses increased by 39% due to increases in the rate of licenses fees and storage costs. This position was offset by a 66% reduction in incentive fees due to losses incurred on the assets managed by the Investment Manager. The Group also benefited from decreases in travelling expenses and provision for expected credit losses by 55% and 146% respectively, when compared to the prior year.

Operating Expenses



Non Interest Expense



TOTAL COMPREHENSIVE INCOME

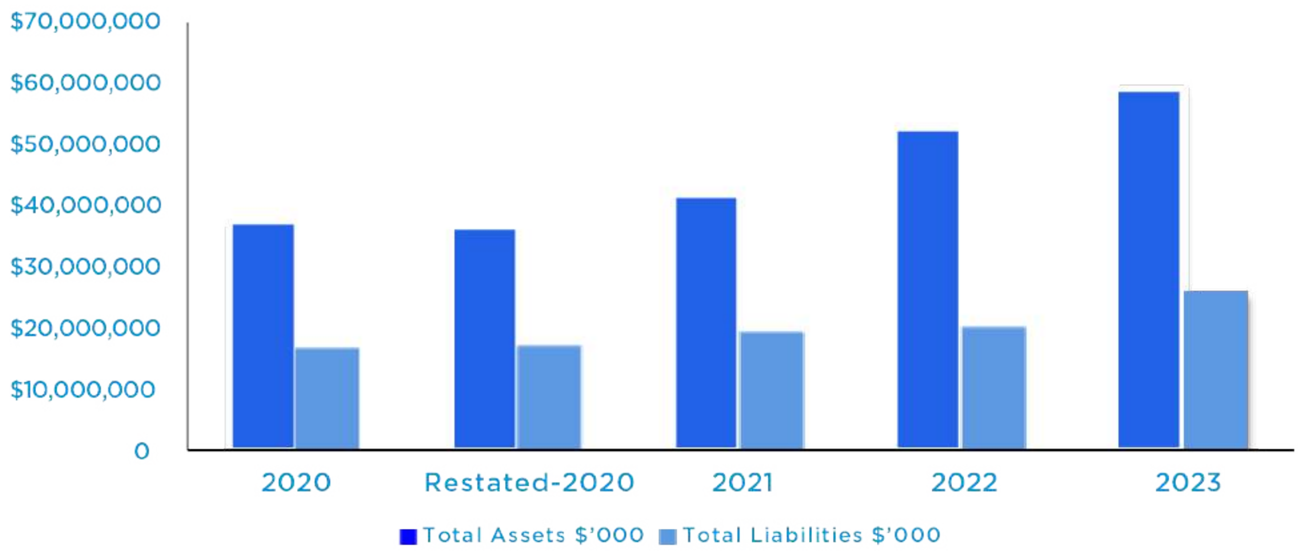
The Group reported total comprehensive loss of $1.4 billion for the year ended 2023 compared to total comprehensive income of $4.6 billion for the corresponding period of 2022. This performance was primarily attributable to the recording of net unrealised losses on investments in associates and financial instruments at fair value through profit and loss (FVTPL) of $2 billion attributable to the fall in price during the year of key equities on the stock market.

Total Comprehensive Income

STATEMENT OF FINANCIAL POSITION

Total assets reported for the year ended December 31, 2023 grew to $58.7 billion compared to $52.1 billion for the comparative period for 2022. This represents a $6.7 billion or 13% growth in our asset base, mainly attributable to an increase in cash, and a higher balance for investment securities. This was complemented by increases for loans and other receivables, investment in joint ventures, promissory notes, and increased deferred tax assets of $3.8 billion, $878 million, $107 million and $761 million, respectively.

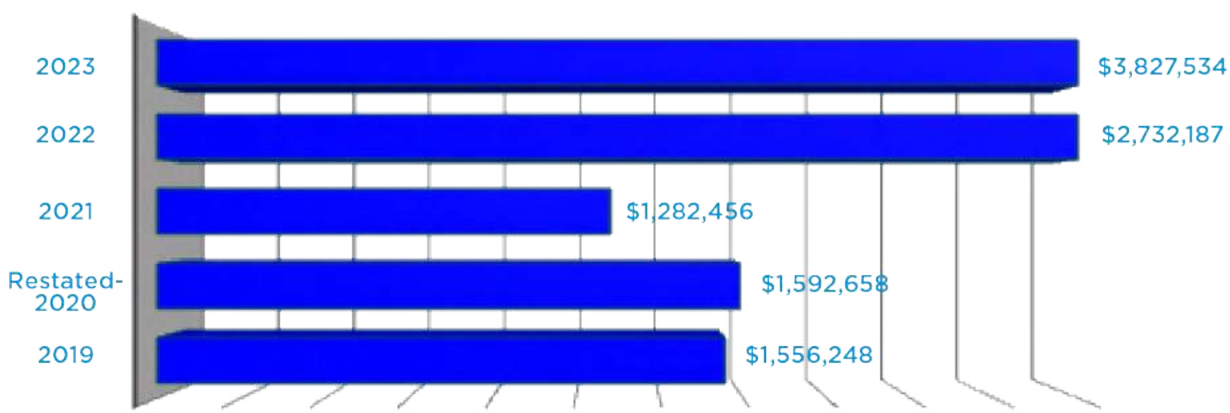
Total Assets and Liabilities



MAJOR ASSET CATEGORIES

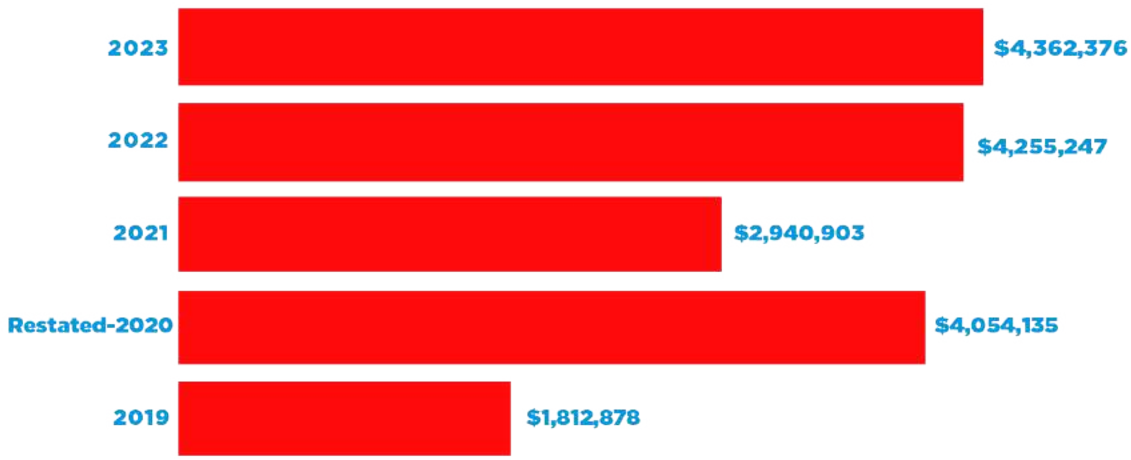
Cash resources, held for operational business, accumulated at year ended December 31, 2023 to $3.8 billion. This positioned the Group to take advantage of market opportunities. Cash for the year ended December 31, 2022 amounted to $2.7 billion.

Cash Resources

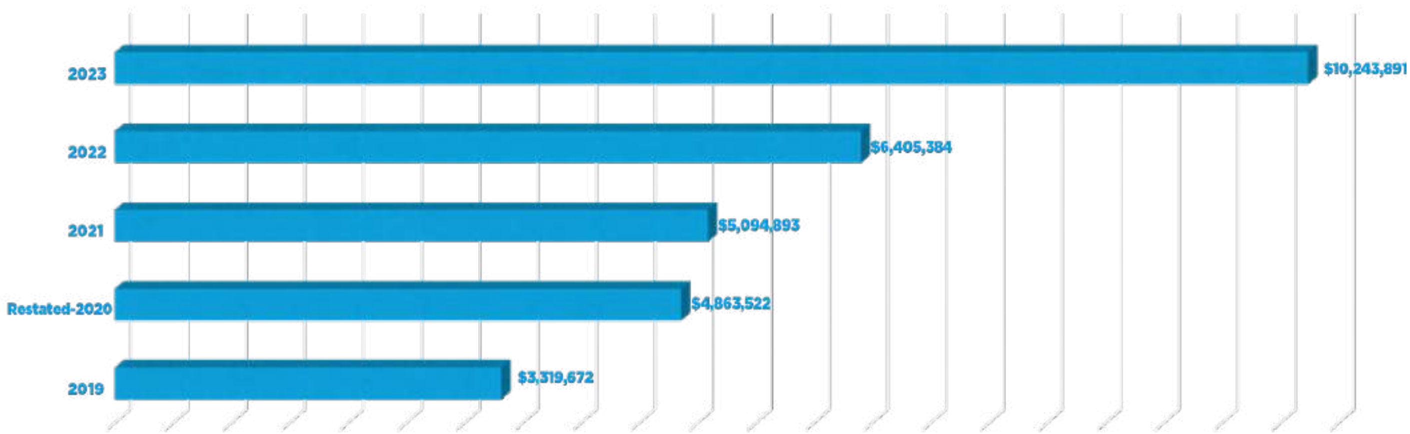


The Group's promissory notes totalled $4.4 billion as of December 31, 2023, compared to $4.3 billion for the prior year. This comprises Jamaican and United States dollar promissory notes from customers. These are hypothecated against balances held for the customers, registered mortgages and other properties.

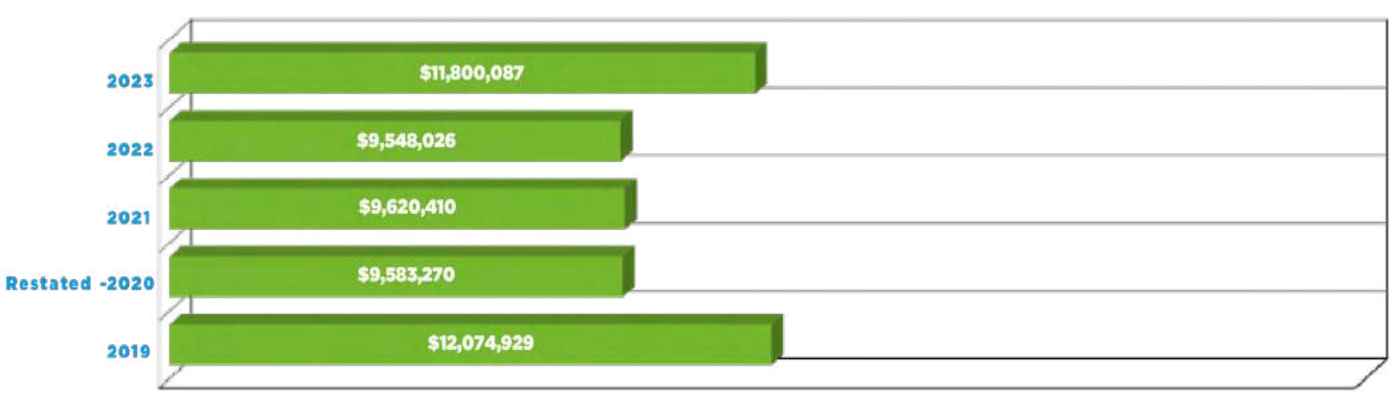
Promissory Notes



Loans and Receivables



Investment Securities



INVESTMENT IN ASSOCIATES

Investment in associates at the end of 2023 was $17.1 billion, compared to $18 billion for the prior comparative period. The Group material associates at FVTPL at the end of the reporting period, were namely, Supreme Ventures Limited, Caribbean Producers (Jamaica) Limited, Lasco Financial Services Limited, Ironrock Insurance Company Limited and Dolla Financial Services Limited.

INVESTMENT IN JOINT VENTURES

Investment in joint ventures at the end of 2023 was $2.8 billion, compared to $1.9 billion for the prior comparative period. The Group, through its subsidiary, Widebase Limited holds equity in a joint venture operation. Joint ventures are entities over which the Group has joint control and has rights to the net assets of the investment.

INVESTMENT PROPERTIES

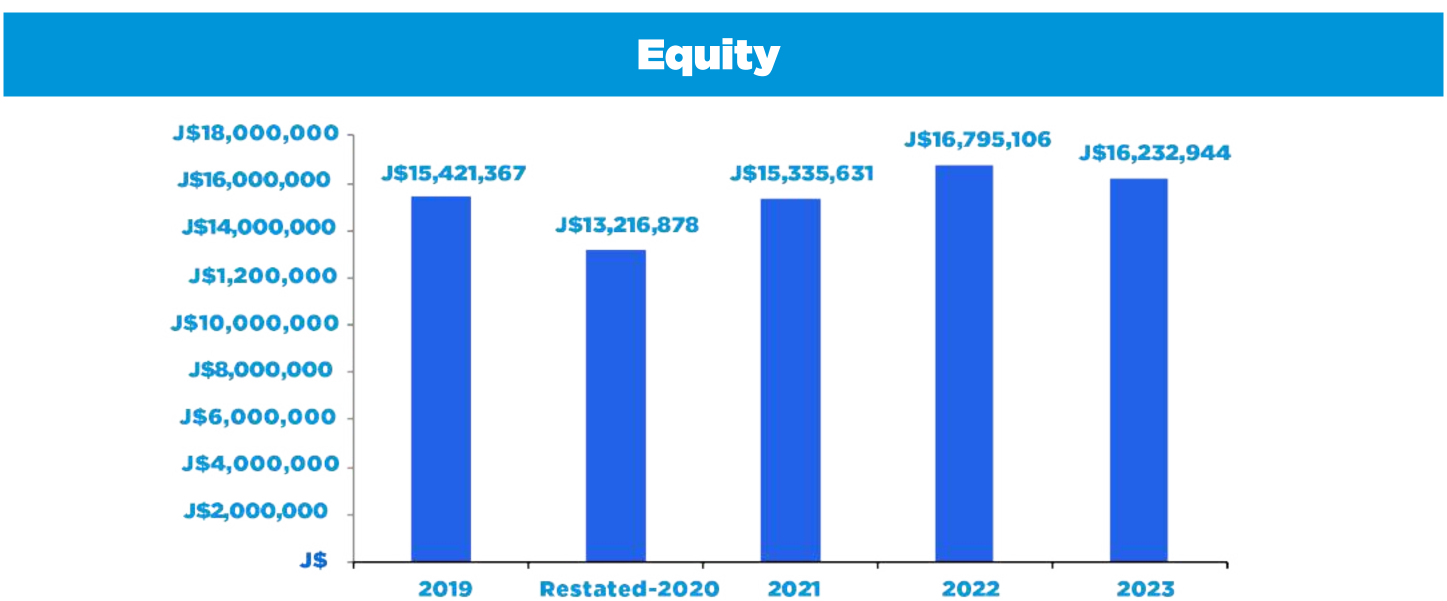
The Group's total investment properties as at December 31, 2023 amounted to $2.1 billion compared to $2 billion for the prior year. These represent various properties that are owned by the Group and that are being held for capital appreciation.

LIABILITIES

Total liabilities increased by $8.5 billion to $33.9 billion. The growth in balance sheet assets was funded primarily by increases in loans payable by $4.8 billion or 51% attributable to the funds raised in the Mayberry Bond IPO net of other loan repayments, in addition to growth in securities sold under repurchase agreements by 41%.

EQUITY

The Group recorded total equity of $24.8 billion, with the amount attributable to shareholders of the parent being $16.2 billion. The unfavourable variance was offset by an increase in translation reserves of $43 million to close at $129 million compared to $85 million in the corresponding period. This resulted in net book value per share closing at $13.51, this compares to $13.98 for the corresponding 2022 financial period.



RISK GOVERNANCE FRAMEWORK

Risk Management

Recognizing the paramount importance of risk management in safeguarding shareholder value, Mayberry Group Limited (MGL) has taken significant strides to enhance its risk management practices. As part of this endeavour, the Company has adopted a forward-thinking approach, separating its risk team from the compliance team to sharpen its focus on proactive risk mitigation strategies.

In 2023, some of the major risk events for the Jamaican economy included fluctuations in global commodity prices, such as oil and food prices, which impacted Jamaica's import bill and inflation. Additionally, external factors like changes in international trade policies and geopolitical tensions have affected the country's exports and tourism sector. Domestic challenges such as natural disasters might have also posed risks to Jamaica's economic stability during the year. Embracing a proactive stance towards risk management, Mayberry has successfully steered through the challenges posed by these risks by promptly identifying and addressing potential threats within its operational landscape. This proactive approach not only ensures the resilience of the organization but also fosters a culture of risk awareness and responsiveness at all levels.

Mayberry's Risk Management Framework

Mayberry's Risk Management Framework serves as a cornerstone for the organization's strategic business execution, underscoring the integration of risk management practices into every facet of its operations. This comprehensive framework encompasses the identification, assessment, treatment, monitoring, and reporting of primary risks, thereby facilitating risk-reward optimization across the Company's diverse portfolio of assets and securities.

Integral to the Risk Management Framework is the robust governance structure, underpinned by the principles of transparency, accountability, and consistency. Mayberry adopts a three lines of defence approach, delineating clear roles and responsibilities among management of business lines, independent Compliance and Risk functions, and Internal Audit. This collaborative governance model ensures effective risk oversight and mitigation while aligning organizational objectives with stakeholder interests.

RISK MANAGEMENT PROCESS

Infrastructure

- Company vision and strategy
- Company values
- Group policies and standards
- Appetite and delegated authorities
- Asset integrity framework
- Code of Conduct
- Risk management process
- Global Insurance programme
- Emergency preparedness

Risk Identification

Risk Assessment

Risk Treatment

Risk Integration

- Strategic planning
- Medium term planning
- Prospect phase
- Proposal phase
- Design
- Procurement
- Executive
- Operation
- Hand over
- Management support processes

Company values and culture

Risk Management system (and other tools)

Leadership, communications and engagement

Risk Management Governance

Mayberry's risk management framework adopts a three lines of defence approach to governing risk, which promotes transparency, accountability, and consistency through the clear identification and segregation of roles: (i) management of business lines, (ii) independent Compliance and Risk functions, and (iii) Internal Audit. The three lines of defence collaborate with each other in structured forums and processes to bring various perspectives together and steer the organization towards outcomes that are in the clients' best interests and create economic value.

The first line of defence is made up of management of business lines. It is the responsibility of first-line management to identify and manage risks. This involves, at an operational level, the day-to-day effective management of risks in accordance with agreed risk policies, risk appetite, and controls, including primary responsibility for compliance with relevant legal and regulatory requirements.

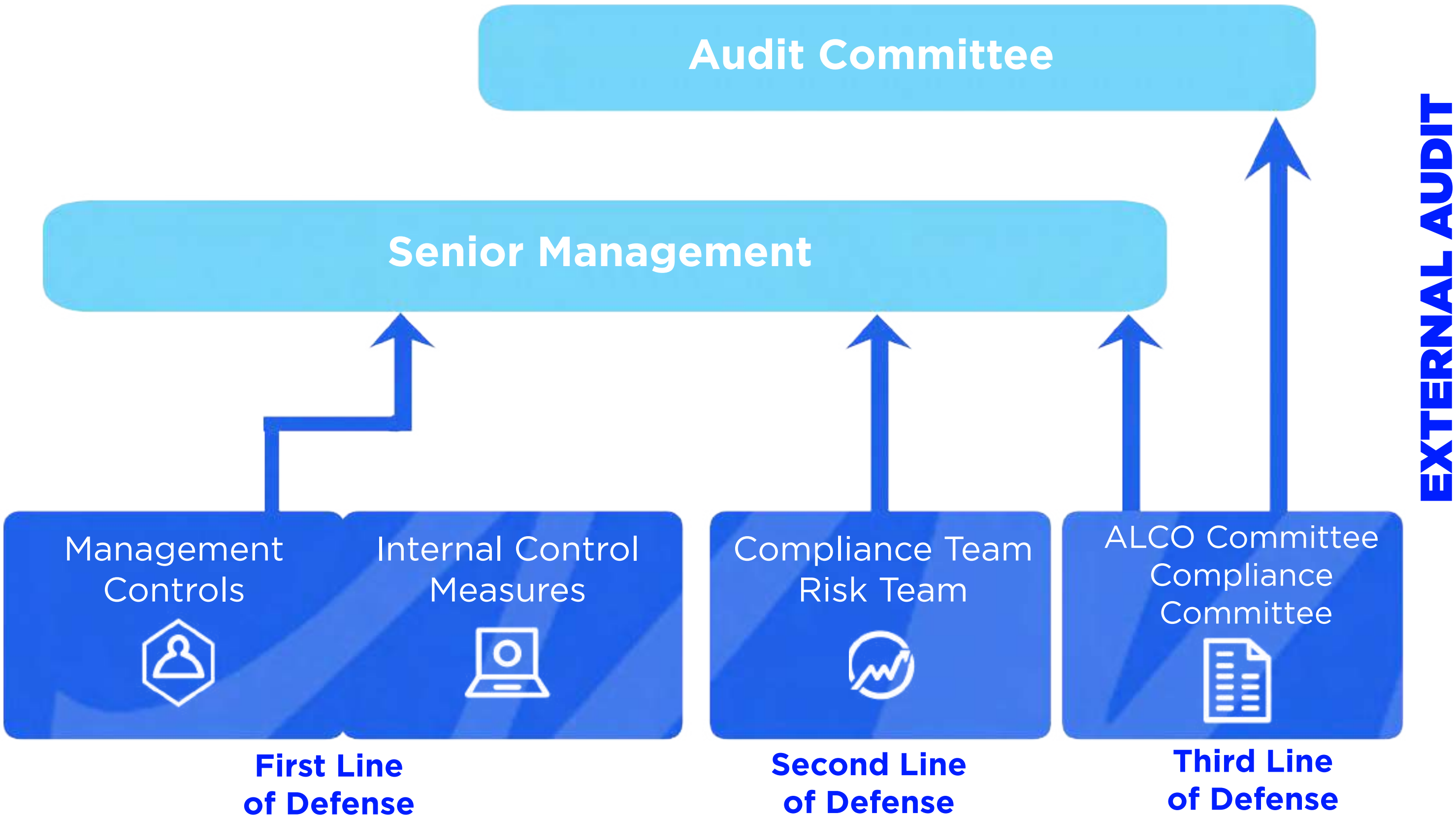
The second line of defence involves the Compliance and Risk function, which provides independent oversight and assurance to manage the market, credit, compliance, reputational, and operational risks in a manner consistent with the company's risk appetite. This establishes policies and guidelines for risk assessment and risk management, which contributes to the controls and tools to manage, measure, and mitigate risks taken by the organization, and monitors compliance. It is also responsible for producing independent management information and risk management reporting for Senior Management, the Board, and regulatory authorities. The Senior Risk Manager reports to the Chief Executive Officer and the Asset and Liability Committee (ALCO) of the Board of Directors. The incumbent has regular and unrestricted access to the ALCO Committee of the Board and to the Board of Directors to address risks and issues identified through daily activities.

The third line of defence is the Internal Audit function, which provides independent and objective assurance to the Board and Senior Management on the effectiveness of controls across various functions and operations, including risk management and governance practices.

All three levels report to the Board, either directly or through the Assets and Liabilities Committee and Audit Committee.

Figure 1: Mayberry's Three Lines of Defence Framework

Three Lines of Defense Model



Strategic Alignment and Continuous Improvement

Mayberry remains steadfast in its commitment to integrating risk management practices seamlessly into its strategic decision-making processes. By analysing and assessing new products and projects through the lens of enterprise risk management, the Company ensures that risk considerations are embedded within its innovation and growth initiatives.

Furthermore, Mayberry recognizes the evolving digital landscape and the associated risks therein. As the Group continues to expand its digital footprint, particular emphasis is placed on upholding exemplary standards of data protection and privacy. This proactive approach underscores Mayberry's dedication to maintaining trust and confidence, both internally and externally.

Key Risks

Mayberry acknowledges the diverse array of risks inherent in its business model, ranging from financial and operational risks to strategic and reputational concerns. To address these risks effectively, the group employs an enterprise risk assessment mechanism, enabling timely identification and mitigation of emerging threats.

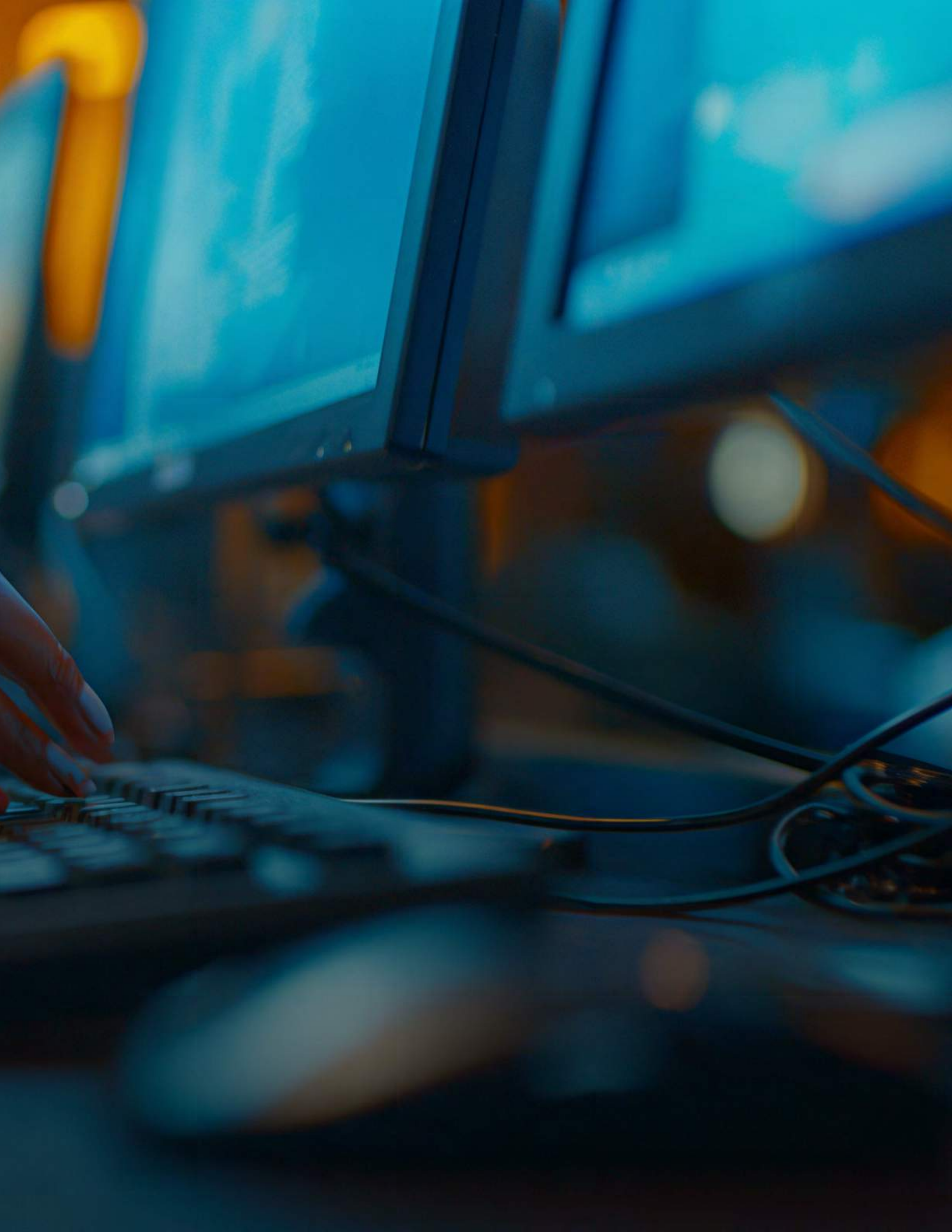
The key risks and risk management tools are summarized in the table shown below.

FINANCIAL RISK	**Financial Risk** is the potential loss of income for shareholders, investors or other financial stakeholders due to the company's investment or financial activities. Risk is innate in any business enterprise and good risk management is an essential aspect of running a successful business. Financial risk is categorize into three broad categories: market risk, credit risk and liquidity risk. **Market Risk-** Market risk refers to the uncertainty in market conditions, such as changes in asset prices, interest rates, or currency exchange rates. The Risk Department has taken a practical approach in collaborating with the Markets & Trading and the Research Department in assessing market risk. MGL assesses market risk exposure through various metrics and risk models such as Value at Risk (VaR), sensitivity analysis, among others. **Credit Risk-** Credit risk is the risk of financial loss if a counterparty fails to meet their financial obligations. MGL establishes counterparty limits to identify, monitor and assess credit risk exposure. We also use the five C's metric to evaluate creditworthiness of clients' character, capacity, capital, collateral and the current conditions. **Liquidity Risk-** Liquidity risk is the potential loss from the company's inability to meet short-term obligations when due. This risk is managed by asset-liability management, cash management and the monitoring of the companies Liquidity Coverage Ratio.
STRATEGIC RISK	**Mayberry's strategic risks** are those associated with changes in the economic and regulatory environment that have the potential to disrupt the company's ability to achieve its strategic goals and objectives. As the company continues to face emerging strategic risks, the risk management team will ensure that it protects shareholder value through continuous environmental scanning and by making risk a key component of the company's strategic planning activities.
OPERATIONAL RISK	**Mayberry's operational risk** are those associated with the loss arising from inadequate or failed internal processes, people, systems, or external events. At Mayberry, we maintain a system of company-wide policies and procedures, clear lines of accountability and separation of duties. We also implement an effective internal audit and control mechanism to deter or reduce risks identified.
PRIVACY RISK	**Mayberry's privacy risk** refers to the potential harm or negative impact that can result from the unauthorized or inappropriate use, disclosure, or collection of personal information. At Mayberry we mantain a Privacy Risk Register and ensure that all Privacy Risks faced are properly addressed with appropriate controls put in place. All our staff members are also trained in data protection and privacy.
ESG FACTORS	**Mayberry considers Environmental, Social, and Governance (ESG) factors** in their investment decisions to mitigate risks and promote sustainable practices. They manage ESG risks by conducting thorough due diligence on potential investments. This approach helps Mayberry to achieve both financial returns and positive societal impact.

In conclusion, Mayberry's proactive approach to risk management, coupled with its robust Risk Management Framework and governance structure, positions the Group well to navigate uncertainties and capitalize on opportunities in an ever-changing business landscape. By integrating risk management into its strategic objectives and fostering a culture of risk awareness, Mayberry reaffirms its commitment to safeguarding shareholder value and sustaining long-term success.

“Our differences are our greatest asset. By embracing diversity and inclusion, we unlock the full potential of our workforce and drive sustainable growth.”

- Satya Nadella, CEO of Microsoft



DEPARTMENTAL REPORTS

DEPARTMENTAL REPORTS – 2023 YEAR IN REVIEW

SALES DEPARTMENT

The year 2023 presented a set of unique challenges for the Sales Department. Amidst a backdrop of economic uncertainties and a downturn in the Jamaican equity market, our department navigated through a year that tested our resilience and adaptability. The high-interest rates and market volatility significantly impacted the overall performance of the market.

The department began the year with a team of 34 advisors and strategically streamlined to a core group of 20 high-performing individuals. This transition was crucial in maintaining a focus on quality and efficiency. Although we faced challenges in expanding our client base significantly, we believe the groundwork laid this year will yield positive results in the future.

The Sales Department recorded a total revenue of $255 million, which was below the previous year's figures. This outcome, while reflective of the challenging market conditions, also sets a realistic foundation for our future strategies. Notably, one of our advisors achieved remarkable success by exceeding their revenue target, with individual performances ranging from $11.2 million to $45.6 million. This achievement demonstrates the potential and capability within our team. These results have provided us with valuable insights and learnings that we are actively incorporating into our future strategies.

As we look towards 2024, our focus is on leveraging the opportunities that lie ahead. With plans to increase our Sales staff, we are poised to enhance our market presence and client engagement significantly. The comprehensive training provided through the Mayberry Corporate University will be instrumental in equipping our new hires to meet the challenges and targets of the coming year.

The increase in the number of advisors is a strategic move to capitalize on emerging market opportunities. We are optimistic that with a larger, well-trained, and technologically equipped team, we will be better positioned to navigate the market dynamics and achieve our objectives.

The year 2023 was indeed challenging, but it was also a year of learning and strategic realignment. The Sales Department remains committed to excellence and is focused on adapting to the changing market environment. With our increased advisor capacity and the insights gained from this year, we are looking forward to a more fruitful 2024, marked by growth and enhanced client service.

ASSET MANAGEMENT

Income from Asset Management fees saw a slight decline in year-over-year performance, mainly due to the prevailing poor performance of the stock market throughout FY 2023. However, there was a notable enhancement in the management and performance of pensions, which significantly mitigated the impact of the overall market downturn for the year. We are confident that our managed portfolios present a substantial opportunity for performance improvement, playing a crucial role in bolstering the company's future performance.

INVESTMENT BANKING

In 2023, the Investment Banking Department remained committed to providing enhanced financial solutions to our clients. We devised several financial market solutions for our clients, assisting them with debt and equity capital raises. Furthermore, we have advanced numerous financial advisory transactions for the benefit of our clients, which will result in successful capital raises in the near future.

Our strategic goals remain centred around our core business, while placing a renewed emphasis on process modernization. We will be able to expand our brokerage and financial advisory services in the future thanks to these initiatives.

In a bid to combat inflation, Central Banks around the world maintained relatively high policy rates. A high-interest rate environment is usually an indicator of poor stock market performance. However, the Jamaica Stock Exchange showed resilience with the Main Market Index declining just by 0.03% while the Junior Market Index declined by 0.01%.

The debt market was very fervent due to the high-interest rate environment. We successfully closed a first-of-its-kind public bond offering for J$6.3B in January of 2023 issued by Mayberry Investments Limited. We were also able to raise approximately J$12.05 billion in private debt placements for new and existing clients. The department also continued to provide quality advisory services to new and existing clients whom we guided to higher levels of growth and development.

In general, the department hopes to make a lasting impression in 2024 by continuing to be a major force in the financial markets and providing suitable financial solutions to help our clients choose wisely when they make investments. Thanks to technological advancements, we have also discovered novel approaches to connect with new customers both domestically and abroad.

We remain optimistic that our strategic growth plans will be a success as we continue to execute these initiatives and ensure that our clients remain our first priority. Accordingly, we expect to see a significant uptick in capital market transactions in 2024.

TREASURY & TRADING

Overview of Financial Year 2023

During the financial year 2023, several factors impacted the economic environment, influencing both the domestic and global financial markets. Chief among these factors were inflationary pressures across the globe, with Central banks in response to these inflationary pressures implementing policies that led to an increase in interest rates which may have significantly impacted investment opportunities for both businesses and consumers. Heightened political and military tensions in the Middle East and Europe also played a critical role during the financial year which created uncertainty across the global economy.

Global Bonds Performance

Throughout the year, the Federal Reserve Bank (Fed) continued to increase interest rates, although at a slower pace than in 2022. Cumulatively, the Federal Reserve Bank raised rates by 225bps during the year 2023.

Emerging markets' bond prices declined as a result of continual inflationary pressures, geopolitical tensions and volatility in the US banking sector. Price declines were seen as most liquid Jamaica, Barbados, Bermuda and Trinidad bonds. However, the positive rating affirmations for Bermuda and positive changes in the outlook for Jamaica, Barbados, and Trinidad mitigated the impact of the rising interest rate on bond prices.

Treasury and Trading

The Treasury and Trading Department manages liquidity and trading activities for the Company encompassing cambio trading, fixed income and equity trading.

Monetary policy by the Bank of Jamaica continued to impact liquidity resulting in continued tightening of liquidity in the money market while high interest rates impacted funding costs. Our funding portfolio is made up of short and long-term borrowing arrangements under repurchase agreements, lines of credit and bond raises.

Net Interest Income

The performance in net interest income was influenced by the high interest rate environment which led to margin compression due to the higher cost of funding experienced during the financial year.

Interest income for 2023 was $2.1 billion against $1.2 billion for 2022, an increase of 73%. Drivers for the growth in interest income were a 136% increase in income on client debit balances, increased bond income and loans.

Interest expense for 2023 was $1.7 billion and represents an increase of 170% over 2022 interest expense of $645 million. The increase in expenses was driven primarily by increased bond expenses, client debit balances and higher rates on repurchase agreements.

As a result of the significant increase in interest expenses, net interest income decreased to $322 million representing a 41% decline over the previous year's $547 million.

Cambio Trading

Net foreign exchange gains for the Company recorded a 84% increase from $110 million to $202 million growth of $92 million during the year. Trading revenue for the cambio unit was $257 million, a 16.3 % increase in revenue over the previous year's figure of $221 million due to increased trading volumes across the USD, GBP, CAD and Euro currencies despite contractions in the spread.

Equity Trading

High-interest rates, and constrained liquidity conditions coupled with low investor confidence resulted in low trading activity on the Jamaica Stock Exchange (JSE). Stock market activities remained bearish as the high-interest rate environment reduced the attractiveness of stocks relative to lower-risk money market instruments. This is evident in only four (4) public equity issuances on the Jamaica Stock Exchange for FY2023.

Equity revenue for the department was $45 million versus $40 million in the prior year, an increase of 12%.

ACCOUNTING AND FINANCE

2023 saw the Finance and Accounts Department supporting major company initiatives including the group reorganisation and the MIL 2.0 digitization programme. Mayberry Group Limited is now the holding company for the Mayberry group of companies effective December 2023 and the new regulatory and financial reporting requirements consequent on these changes were marshalled successfully during the period in preparation for the new structure.

The MIL 2.0 back office financial management system continues to be an organisation effort, and further implementation of the new system occurred during the period with many changes for financial reporting and more to come in 2024.

The Department maintained its high compliance rate with regulatory compliance reporting during the period and the team remains committed to continuously improving work methods and output to improve the information available for decision making.

HUMAN RESOURCES

In 2023, our HR initiatives which catered to the unique needs and culture of the organisation, achieved significant milestones. This included top-tier talent acquisitions secured through successful recruitment efforts, training and development initiatives that further enhanced employee skills and knowledge. This contributing to improved overall performance and employee engagement programs that have helped to foster a more positive work environment. Of particular note, were our new Employee Safety programs which educated employees on safety protocols and best practices. Our Employee Safety Training programs included: Emergency Response Training which guided responding to emergencies, including fire drills, evacuation procedures, and first aid training. These programs are essential for maintaining a safe work environment, preventing accidents, and fostering a culture of awareness and responsibility among employees.

These endeavours collectively contributed to a positive and productive workplace, fostering employee growth, and aligning the workforce with organisational goals and values. Despite challenges in addressing turnover rates and balancing well-being with business objectives, HR demonstrated resilience, implementing strategies for sustained organisational growth.

Heading into 2024, our focus will shift towards HR Technology integration, incorporating streamlined solutions for improved processes. Additionally, we will prioritize Mental Health Support for our team, offering programs and resources to enhance overall well-being.

MARKETING

In 2023, the Marketing Department at Mayberry continued to enhance our brand's visibility and engagement across digital platforms, further establishing our authority in the financial sector. Despite the evolving market conditions, we remained committed to delivering innovative and effective marketing strategies that resonate with our target audiences.

Building on the momentum of previous years, our digital marketing strategy in 2023 focused on expanding our reach, increasing audience engagement, and optimizing user experience across all digital channels. Key highlights include:

- **Mayberry Virtual Investor Forum:** The forum maintained its position as a cornerstone of our digital strategy, achieving significant growth in viewership and engagement. We successfully hosted numerous sessions, resulting in a YouTube viewership of 356,032 and a 37% rise in YouTube subscribers compared to the previous year.
- **Social Media Growth:** Our consistent and targeted social media campaigns have led to a remarkable increase in our online community, with a 237.4% growth in followers across platforms like Facebook, Instagram, and LinkedIn. Our content strategy, focused on providing value and promoting interaction, has significantly boosted our brand's online presence.
- **Content Marketing**: We have intensified our efforts in content marketing, producing a wide range of materials such as articles, infographics, and videos that underline Mayberry's thought leadership in the financial industry. This content has not only attracted new followers but also deepened the engagement with our existing audience.

In 2023, the Marketing Department continued to strengthen Mayberry's brand identity and corporate social responsibility:

- The Mayberry Foundation expanded its outreach and support to the community, focusing on education, sports, health, community and youth development.
- Customer Experience and Satisfaction: We have launched several initiatives aimed at refining the customer journey and enhancing satisfaction levels. Feedback mechanisms and customer engagement strategies were implemented to gather insights and foster a more personalized relationship with our clientele.

As we move into 2024, the Marketing Department is poised to continue our path of innovation and excellence. We plan to explore new digital platforms, leverage data analytics more effectively, and further personalize our customer engagement strategies.

The year 2023 was a period of significant growth and achievement for Mayberry's Marketing Department. By staying ahead of industry trends and maintaining a clear focus on our brand values and objectives, we have successfully enhanced our market position and set the stage for future success.

RESEARCH

The Research team's purpose is to inform and educate our external clients while also assisting the Company's revenue-generating areas. To reach our goal, the department provided timely reports to our external customers, as well as the best advice to assist them in making investment decisions. These efforts are assisted by our valuation and technical models and reports, such as Daily Recommendations and Daily Picks, which provide information and synopses of a wide range of financial assets.

We also keep our internal clientele informed by sharing reviews and other publications. The department continues to examine various routes and methods that can help create value in the capital markets.

INFORMATION TECHNOLOGY

The Information Technology (IT) Department focused on Mayberry Investments Limited's digitization and cyber security initiatives for 2023. We introduced live Cambio Trading to our client portals and enhancements to improve efficiency and customer satisfaction. We also made significant improvements to our Cyber Security posture to protect our data and assets from cyber threats.

We contracted the services of highly experienced cyber security consultants to provide 24/7 monitoring via our Security Operations Centre. This enables the detection of any signs of malicious activity, using advanced tools and techniques to detect and respond to cyber-attacks.

During 2023, we enhanced our client-facing platforms to allow Mayberry clients to conduct live Cambio trading online. This resulted in a more user-friendly and streamlined process that fully automates the workflow and eliminates any prior bottlenecks in this process.

Several other internal processes were migrated from our legacy platforms to our current cloud-based platform to significantly aid in the efficiency of legacy processes. Enhancements were also made to client statements to enhance their security and provide an audit trail of statement generation.

Our Data Team continued to grow our online reporting systems, using data available in our Data Warehouse, to empower decision-makers with concise and useful data.

There was a significant increase in cyber threat activity within the Caribbean region in 2023. Whilst this was a cause for concern, we used it as a trigger to enhance our cyber security posture to minimize the likelihood of any present or future attack on our systems.

Transitioning into 2024, we continue to emphasize our attention on the migration to cloud-based technologies and the digitization of our remaining legacy processes. Our goal remains the provision of exceptional customer experience through the effective digitization of our systems.

RISK MANAGEMENT

The Risk Department at Mayberry Investments Limited (MIL) has been instrumental in overseeing and managing the various risks inherent in our operations throughout the reporting period. The role of the Risk Department involves identifying, analysing, and managing risks that could potentially impact the operations, finances, or reputation of Mayberry Investment Limited.

The specific responsibilities of the Risk Department include identifying potential risks that the organisation may face and analysing the potential impact and likelihood of each risk. The risk department also works with other departments in the organisation to develop and implement strategies for managing risks and provides regular reports to senior management and the board on the organisation's risk exposure.

During the 2023 financial year, the risk department completed the following tasks:

- Completed the Fraud risk assessment.
- Completed the regulatory semi-annual stress test and quarterly duration test, all of which were within the regulatory requirements.
- Updated and completed the AML/CTF risk assessment methodology and report.
- Reviewed the company's Enterprise Risk Assessment and Key Risks.
- Completed risk review on prospective third-party vendors.
- Aided with the annual audit to provide Value-At-Risk and other assistance with the financial notes.
- Provide reports to the Board as necessary to enable risk-based decision making.
- Collaborate with industry peers and participate in industry forums to stay informed about emerging risks.

The Risk Department at Mayberry Investments Limited played a pivotal role in maintaining a robust risk management framework during the reporting period. Our proactive approach to risk identification, assessment and mitigation is aligned with our commitment to safeguarding the interests of our stakeholders. As we look ahead, we remain dedicated to adapting and enhancing our risk management strategies to address the evolving risk landscape and support the long-term sustainability of MIL.

COMPLIANCE & CLIENT ONBOARDING

The Compliance Department plays a crucial role in overseeing the company's compliance risk, which involves the potential for legal or regulatory penalties, financial setbacks, or damage to reputation arising from non-compliance with applicable laws, regulations, codes of conduct, and standards of good practice. Aligned with the strategic goals of Mayberry Investments Limited, the Compliance Department is dedicated to ensuring strict adherence to relevant regulations and policies, striving for a comprehensive 100% compliance rate across the entire enterprise.

The department's mission is to safeguard the Company, its Board, senior management, staff, and all stakeholders from Anti-Money Laundering (AML) and regulatory risks. This is achieved by establishing and implementing adequate controls and policies while fostering a culture of compliance throughout the organisation. The core values upheld by the Unit include integrity, reliability, ethical conduct, high expectations, and accountability.

In the 2023 financial year, the department's strategic objectives were grouped into four broad categories: Financial, Customer, Internal Business Processes, and Learning, Growth, and Development. Key accomplishments during this period include ongoing enhancements to the internal AML/CFT (Combating the Financing of Terrorism) training program. This resulted in all new hires receiving training within their first two weeks a 95% participation rate from staff and a 100% participation rate from the Board of Directors in the annual AML/CFT training.

Efficiency improvements were realized in client onboarding, client relationship management, and transaction monitoring through the strategic use of technology, resulting in a positive impact on the Know Your Customer (KYC) compliance rate.

Notably, there were no adverse AML/CFT findings resulting from regulatory examinations conducted throughout the year, reflecting the department's successful efforts in maintaining a robust compliance framework.

DATA PROTECTION

The Office of the Data Protection Officer (DPO) at Mayberry Investments Limited (MIL), established in 2022, demonstrated notable progress in 2023. Key accomplishments included the allocation and monitoring of data protection nonconformities. The office completed extensive training for managers and the soft implementation of key policies such as Third-Party Management, Incident Management, and Privacy Notice. The office successfully assessed two virtual data protection training platforms, having chosen Design Privacy for future use, and conducted foundational data protection training across various staff groups. Additionally, the office responded effectively to a data breach in July 2023, managing Data Subject Access Requests (DSARs) related to the incident. The DPO attended several data protection seminars to keep abreast of current requirements in the regulatory environment and achieved the ISO 27001:2022 Information Security Management Systems certification.

In its role, the DPO's Office ensures MIL's compliance with the Data Protection Act, 2020, acting as a liaison with the Information Commissioner and a contact point for data subjects. Key initiatives included preparing for registration with the Information Commissioner, implementing compliance frameworks, and fostering a robust privacy culture. This included the completion of a Record of Processing Assessment (RoPA) for several key units, aided by legal advisors, to enhance privacy and data protection practices across the organisation.

"At the heart of every successful organization are its people. When we empower individuals from all walks of life to contribute their unique talents, we unlock endless possibilities for innovation and growth."

- Sheryl Sandberg, COO of Facebook

TOP TEN SHAREHOLDERS AND CONNECTED PERSONS
AS AT DECEMBER 31,2023

DESCRIPTION	SHAREHOLDINGS
PWL Bamboo Holdings Limited	465,201,835
Konrad Berry	427,710,147
Gary Peart	45,566,765
VDWSD Limited	29,990,000
Konrad Limited	28,607,890
Mayberry Managed Client Accounts	25,705,833
The Mayberry Foundation Limited	12,600,996
Genevieve Berry	10,578,903
Christine Wong	8,072,273
Mayberry Investments Limited Pension Scheme	6,481,590

CONNECTED PERSONS	SHAREHOLDINGS
Mayberry Managed Clients Account	1,600,372
Mayberry Individual Retirement Scheme	1,000,000
Doris Berry	732,262
A+ Plus Medical Centre	500,000
Mayberry Staff Investment Club	115,772
Est. Maurice Berry	10

MAYBERRY GROUP LTD.SHAREHOLDINGS OF DIRECTORS AND SENIOR MANAGEMENT

AS AT DECEMBER 31,2023

DIRECTORS	SHAREHOLDINGS	CONNECTED PERSONS
Christopher Berry	2,141,350	473,118,635
Konrad Berry	422,710,147	42,250,903
Gary Peart	45,566,765	30,911,455
Erwin Angus	1,200,100	2,000,000
Gladstone Lewars	2,431,500	-
Alok Jain	-	3,010,372
Waller Scott	-	1,000,000
Richard Surage	-	-

COMPANY SECRETARY	SHAREHOLDINGS	CONNECTED PERSONS
FinSec Limited	-	-

SENIOR MANAGERS	SHAREHOLDINGS	CONNECTED PERSONS
Kayree Berry-Teape	2,860,849	31,080
Andrea HoSang	2,356,999	
Kristen Raymore-Reynolds	1,000,100	
Dan H. Theoc	2,840	
Karen Mitchell	1,000,100	
Josephine Bennett-Darmand	1,000,855	
Rachel Kirlew	1,000,100	
Andrea Whittaker	1,000,100	
Damian Whylie	1,000,100	
Okelia Parredon	629,100	

CHARITIES AND SPONSORSHIP

CORPORATE SOCIAL RESPONSIBILITY

"The Mayberry Foundation remains steadfast in our mission to impact the wider Jamaican community through our philanthropic efforts. In 2023, our dream came to fruition through several charitable initiatives and with the aid of our long-standing partners, namely the Winsome Wishes For Kids, St Georges College, The Salvation Army - Eastern Division, The Sunshine Girls, and so many more. We aim to support these initiatives for the foreseeable future whilst leaping at every opportunity to better the lives of the Jamaican people wherever such possibilities arise."

Kayree Berry- Teape,
CEO,
Mayberry Foundation

Every citizen has the potential to impact Jamaican society as a whole. Whether their contribution is positive or negative, and whether they have the opportunity to realize their potential for good will depend heavily upon their environment. Understanding the value of independence as a whole, the Mayberry Foundation remains focused on doing its part in creating an environment that encourages the development of Jamaican citizens no matter their origin or journey in life. We are striving towards seeing a Jamaica where all citizens are equipped to achieve their independence and individuality on a path to prosperity. To that end, we continue to champion all our stakeholders no matter their socio-economic, religious or ethnic backgrounds; this goes for our valued customers and the general public. Together, we will continue working towards creating an environment conducive to the progression of the Jamaican people.

Our CSR goals include:

- ✔ Reinforcing our core values
- ✔ Realising our mission
- ✔ Ensuring that Mayberry Investments Limited is driven by long-term success while providing benefits for stakeholders: our employees, customers, suppliers, shareholders, and our communities
- ✔ Performing competitively (and profitably) while adhering to ethical business practices
- ✔ Striving towards sustainability, emphasising economic, social, environmental, and ethical goals in our business activities

For more than 35 years, our Corporate Social Responsibility extends to health, education, youth, community development and financial literacy.

WINSOME WISHES FOR KIDS - "THE BEST OF ME" STUDENT-CENTRED MENTAL HEALTH WORKSHOPS

Mayberry was proud to be amongst the associate sponsors for The Winsome Wishes For Kids - "The Best Of Me" student-centred mental health workshops. The Winsome Wishes Foundation strives to bring awareness to the challenges faced by educators, shedding light on the limited tools that are available to enhance the learning experience of children with special learning challenges.

Captured here are: Le'Rhaul Wallace- Investment Advisor, Mayberry Investments Limited, Simone Sobers, Founder & President of Winsome Wishes for KIDS, Dr Patrece Charles-King, Counseling Psychologist at Phoenix Counseling Centre, Dr Karine Clay- Psychologist, Higher Potential for Learning, Dellon Dixon- Investment Advisor, Mayberry Investments Limited.

BERRY BROTHERS GIVE BACK

Mayberry Foundation is proud to donate $7,650,000.00 to the St. George's College Scholarship Fund! We believe in the power of education and are committed to supporting our future leaders.

From Left to Right: Mr. Christopher Berry, Executive Chairman, Mayberry Investments Ltd., Reverend Fr. Ricardo Perkins, SJ Director Campus Ministry, Mrs. Margaret Campbell (Principal, St. George's College), and Father Rohan Tulloch, SJ (Chairman, St. George's College).

THE SALVATION ARMY- EASTERN DIVISION

The Mayberry Foundation donated JMD $50,000 to the Salvation Army Eastern Jamaica Division to support their social renewal program. This after-school homework program provides students with access to the internet and IT resources, offering a safe and productive environment to work on their homework and other challenges.

Pictured here: Kayree Berry-Teape, Mayberry Foundation CEO, and Nickay Cameron, Marketing Coordinator, Mayberry Investments Ltd. present at the handover ceremony, accompanied by Cleto Parkinson, a life member of the Salvation Army advisory board and Nana Boakye-Agyemang Divisional Commander for the Salvation Army Eastern Jamaica Division.

WWK KIDS READ ACROSS JAMAICA

The Mayberry Foundation is pleased to have partnered with Winsome Wishes (WW) Kids to sponsor "The WWKids Read Across Jamaica Week" and the results were incredible! Bright smiles were left brighter, and happy children were made even happier.

Captured here are: Geraldine Reid- WWKids Liaison to Jamaica, Phillip Hyman- Investment Advisor, Mayberry Investments Limited, Brian Munroe- Investment Advisor, Mayberry Investments Limited, Justin Williams- WWKids Peer-to-Peer reader, Jaleel Samms and Brandon Hibbert- Kingston College Students and Amir Barrett- Deputy Head Boy at Kingston College.

PROJECT HOSANA - A FI WI REPUBLIC

Mayberry Investments Limited is pleased to join the Advocates Network in championing citizen participation for Jamaica's Republic. We are proud to support the "A Fi Wi Republic" campaign, which aims to empower Jamaicans to shape the future of our country.

Pictured here are: Kayree Berry-Teape, CEO, Mayberry Foundation, Rosalea Hamilton- Co-Chairman, Advocates Network, Shemar Bryan- Youth Ambassador & Director, Advocates Network, Norah Blake, Robert Stephens, Donna Mattis, Charles Hyatt and Danielle Archer- Director, Advocates Network, Dr. Opal Adisa Palmer- GBV/Child Abuse Coordinator, Rev. Jason Downer- Men of God Against Violence & Abuse, Novelette Grant- GBV/Child Abuse team, and Dr. Anna Perkins- Co-Chair of Human Rights.

BACK TO SCHOOL SPONSORSHIP

The Mayberry Foundation partnered with the Women's Ministry Department for a back-to-school program. We aim to brighten the lives of at-risk youth, notably the Girls of Eloquence and Moral Standards (GEMS). Through tailored sessions, young individuals can be empowered as they rise to meet life's challenges.

Photo features Konrad Mark Berry, Vice Chairman of Mayberry Investments Limited (left), and Mollie Henry, Visionary Founder and Director of Western JA Women, joining forces with determination at the MIL Foundation's Back to School event. Their partnership shows a shared commitment to empowering youth and fostering positive change through education.

MIL FOUNDATION DONATES $15 MILLION TO THE SUNSHINE GIRLS

The Mayberry Foundation and Supreme Ventures Foundation join hands to honour the remarkable achievement of the Sunshine Girls at the recent Netball World Cup. The bronze medalist players each received investment accounts at Mayberry Investments Ltd valued at $1 Million in show of respect for their extraordinary performances.

MIL FOUNDATION DONATES TO FOOD FOR THE POOR

The Mayberry Foundation's generous donation of servers and computers to Food for The Poor Jamaica marks a pivotal step in supporting our island-wide projects.

During a recent photo op, dedicated professionals from Food For The Poor Jamaica, including Marsha Burrell-Rose, Marketing and Development Manager, Craig Moss-Solomon, Executive Director (one of), Fitzroy Wright, IT Manager, Kadian Tinker, Marketing Assistant, Kayree Berry-Teape, CEO Mayberry Foundation and and Desiree Wheeler, Senior Marketing Officer of Mayberry Investments Ltd, came together to symbolize our shared commitment to making a lasting impact on our communities through technology, education, and empowerment.

MIL FOUNDATION SUPPORTS STGC ATHLETES

Mayberry Investments Limited proudly supported the St. George's College Track and Field Team award ceremony, where outstanding athletes were honoured for their incredible achievements throughout the season. These medals represent the hard-fought victories at the Champs games and other sporting events.

MIL DONATES TO MEDICAL STUDENT

Captured in these heartfelt moments are Deacon Ryan Peralto, our compassionate team, MIL Foundation CEO Kayree Berry-Teape, Desiree Wheeler, Senior Marketing Officer, and the inspiring Donnovan Sparks, a dedicated Medical Student at UWI. Through this donation, Donnovan is set to embark on a journey filled with opportunities, making strides in his medical studies and achieving remarkable milestones.

MIL, SVL, STEWARTS AND WISYNCO SUPPORT CAFFE

Mayberry Investments Limited teamed up with Supreme Ventures Limited, Stewart's Automotive Group, and WISYNCO in endorsing Citizens Action for Free and Fair (CAFFE) and their unwavering commitment to ensuring the integrity of our national processes.

From left-right: Anton Thompson, Chairman of Campion College, Christopher Berry, Executive Chairman of Mayberry Investments Limited, Grace Baston, Principal of Campion College, Jackie Stewart Lechler, Managing Director of Stewarts Automotive Group, Peter McConnell, Managing Director of Tru Juice William Mahfood, Chairman of Wisynco Group.

STGC MONSIGNOR GLADSTONE AWARD

HATS OFF to our incredible Executive Chairman, Christopher Berry! He received the prestigious Monsignor Gladstone Wilson Awards from his alma mater, St. George's College, alongside his peers Deacon Oswald Tai and Herman Athias, who "have all given excellent service to the STGCOBA and the wider society in the fields of banking, business, and finance."

MAYBERRY SUPPORT JCF NETBALL TEAM

Mayberry Investments Limited was a proud sponsor of the Jamaica Constabulary Force's Police Sports Council, helping the Netball team shoot for the stars in the United States; a donation meant to help them score big time on the global stage!

NURSES ASSOCIATION OF JAMAICA

Mayberry Foundation CEO Kayree Berry-Teape joined guests at the Nurses Association of Jamaica Christmas Luncheon to spread holiday cheer and goodwill. The Foundation was thrilled to support with a $150,000 donation, helping to make the event a success, in honour of our retired nurses who've given their all to healthcare.

FINANCIAL LITERACY

The journey to financial independence demands of us all great dedication, focus and discipline, among other virtues we hope to instil in ourselves and the greater community. The team at Mayberry feels blessed to be allowed to use our resources for the financial betterment of our stakeholders whether they be customers or members of the general public.

Our team has proven themselves to be innovators, constantly redefining the landscape of the financial world through our efforts to connect with the Jamaican people through digital channels.

Most notably our Investor Forum, now a hybrid event, continues to engage investors in person and across the internet, delivering valuable insights and hard-hitting facts about the local and global markets, equipping investors with the knowledge needed to make informed decisions.

With the considerable growth of our online platform and the increasing authority of our brand within the financial space, we are more optimistic than ever that Mayberry is on track to guide the everyday Jamaican to a state of financial independence and general wellness.

Cheers to the future and the blessings to come!

Mayberry CEO, Gary Peart (left) shares the spotlight with SVP, Investment Banking, Dan Theoc, and Minister of Finance, Dr The Honourable Nigel Clarke, who kicked off the year with a comprehensive overview of Jamaica's 2022 performance.

FORUM HIGHLIGHTS

Mayberry Group Limited's Virtual Investor Update Series stands as a hallmark for investor education in Jamaica. Hosted by industry experts led by Dan Theoc, SVP of Investment Banking, the series offers weekly reviews of companies listed on the Jamaica Stock Exchange, providing crucial insights into their performance. Through this platform, Mayberry keeps investors informed about market trends, economic highlights, and top investment opportunities. The virtual format ensures convenient access to digestible information, promoting investor education and fostering a deeper understanding of the financial market. By engaging with expert panelists, viewers receive guidance, clarity, and debunking of myths associated with investing, thus empowering them to make informed financial decisions. Ultimately, Mayberry's aim is to positively transform lives through lasting relationships, guiding investors like parents in their journey towards financial growth and success.

JANUARY

Ministry of Finance

Dr. the Honourable Nigel Clarke, Minister of Finance and Public Service was an esteemed guest on our Investor Forum where he shared insights into how the Jamaican economy recovered against all odds following the COVID-19 pandemic.

FEBRUARY

German Ship Repair

Colonel Martin E Rickman, CEO, and Charles Johnston, Deputy Chairman German Ship Repair Jamaica Ltd, joined the panel in February and spoke on the development project which is expected to make a statement in the private sector.

MARCH

Jamaica Broiler Group

Group President and CEO of Jamaica Broiler Group, Christopher Levy, shares lens with SVP, Investment Banking, Dan Theoc [left], and Executive Chairman, Christopher Berry [right], after discussing JBG's performance in both regional and international markets.

MARCH

Jamaica Producers Group

Group Managing Director, Jamaica Producers Group Ltd joined our forum where he shared insight into the group's focus areas such as property & infrastructure, specialty food, global service and exposure to financial services.

MAYBERRY'S VIRUTAL INVESTOR FORUM 2023

WED. MAR. 15, 2023 | 6:00PM

YouTube

Jeffrey Hall, CD, BA, MPP, JD
Group Managing Director, Jamaica Producers

HOST
Dan Theoc
SVP - Investment Banking
Mayberry Investments Limited

PANELLIST
Gary Peart
Chief Executive Officer,
Mayberry Investments Limited

PANELLIST
Christopher Berry
Executive Chairman,
Mayberry Investments Limited

MAYBERRY'S VIRUTAL INVESTOR
FORUM 2023

WED. MAY 10, 2023 | 6:00PM YouTube

MAY
Lumber Depot

Major Noel Dawes, Managing Director of Lumber Depot took viewers on a deep dive into Lumber Depot's core products, including lumber, steel, construction cement and pump lights. The discussion included a closer look at the diversity of the company's current customer base, reaching as far as Mandeville and St. Ann.

Name of Person
POSITION

HOST
Dan Theoc
SVP - Investment Banking
Mayberry Investments Limited

PANELLIST
Gary Peart
Chief Executive Officer,
Mayberry Investments Limited

PANELLIST
Christopher Berry
Executive Chairman,
Mayberry Investments Limited

JUNE
Project Star

(From left to right) Parris Lyew Ayee Jr., Vice President of the Private Sector Organisation of Jamaica (PSOJ), alongside Christopher Berry, Executive Chairman of Mayberry Investments Limited; Keith Duncan, Co-Chairman of Project STAR; and Gary Peart, CEO, Mayberry Investments Limited, hare lens as Mayberry pledges their support with a contribution of $10 million to Project STAR.

Also, Ms. Saffery Brown, Project STAR's esteemed director was thrilled to share their progress through a dedicated focus on economic development, they have achieved remarkable sufficiency through trading and employment opportunities. With a strong emphasis on private sector-led employment, Project STAR has conducted numerous training sessions in partnership with HEART, empowering community members with essential interview skills and resume-writing expertise. They provide invaluable support with documentation and more.

MAYBERRY'S VIRUTAL INVESTOR
FORUM 2023

WED. JUNE 21, 2023 | 6:00PM YouTube

JUNE
Caribbean Producers Jamaica

Mark Hart, Executive Chairman and Tom Tyler, Executive Co-Chairman has announced that CPJ's salesforce has experienced a remarkable surge of 40%! CPJ has been diligently working on introducing new products and expanding its product lines, and one particular product has been generating a significant amount of buzz: "Fireball." This captivating cinnamon whiskey is poised to make a fiery impact on the market!

Mark Hart
Executive Chairman,
Caribbean Producers Jamaica

Tom Tyler
Executive Co-Chairman,
Caribbean Producers Jamaica

HIGHLIGHTS

Blue Power
GROUP LIMITED

MAYBERRY'S VIRUTAL INVESTOR
FORUM 2023

WED. JULY 5, 2023 | 6:00PM YouTube

JULY
Blue Power Group

Jeffrey Hall, the Executive Chairman, and Vishwanauth Tolan, the General Manager of Blue Power Group gave viewers full access to the progress of the company, including Cake Soap making more than 10% of their sales both domestically and in the export market. Cake Soap has been their foundation for growth.

They are also very optimistic about Bad Soaps (Batso) as the volumes have grown exponentially year over year, with an impressive 43% growth in 2022 and 2023!

Jeffrey Hall
Executive Chairman,
Blue Power Group

Vishwanauth Tolan
General Manager,
Blue Power Group

INVESTOR BRIEFING
SUPREME VENTURE LIMITED

THUR. JULY 20, 2023 | 6:00PM YouTube

SUPREME VENTURES GROUP

Gary Peart
Executive Chairman,
Supreme Ventures Limited

Solomon Sharpe
Chairman of Supreme Ventures
Racing and Entertainment Limited (SVREL)

PANELLIST
Christopher Berry
Executive Chairman,
Mayberry Investments Limited

HOST
Dan Theoc
SVP - Investment Banking
Mayberry Investments Limited

Gary Peart, Executive Chairman of Supreme Venture Limited, spoke on the company's revenues increasing by $2.4 billion compared to last year. According to Peart, sports betting played a major role, with the 2023 FIFA World Cup accounting for most bets!

OCTOBER
Wisynco

William Mahfood [left], Chairman and Andrew Mahfood [right], CEO, Wisynco, frame Dan Theoc in this photo taken after an insightful discussion during October's forum.

OCTOBER
Dolla Financial

Kenroy Kerr, CEO, and Trevene McKenzie, Group CFO, Dolla Financial share lens with SVP, Investment Banking, Dan Theoc, moments after sharing the latest updates on the Company.

NOVEMBER
Seprod Group

Richard Pandohie, CEO, Seprod Group and AS Brydens & Sons helped us close the year strong by sharing insights into Seprod's 2023 performance with our loyal viewers.

MAYBERRY FOUNDATION

IN THE COMMUNITY

INVESTING IN OUR YOUTH

"Community building has been a top priority of Mayberry Investments Limited for decades. Our work in 2023 is a testament to the fact that we have no plans of changing course any time soon. We proudly invest our faith and resources into initiatives that better our children, athletes, and other members of the wider community; the very pillars of our island home." -

- Gary Peart, CEO

1

MAYBERRY INVESTMENTS LIMITED'S ALL ISLAND SWIM MEET

We are thrilled to be back for this, our 25th staging of the Mayberry All Island Swim Meet. This has grown to be the largest swim meet across Jamaica and shows the prominence of the event, and how successful it has been in changing lives.

Mayberry has always championed the development of sports in Jamaica, and we have always sought ways to establish and support sporting alliances across the island. This meet is a testament to our commitment to bettering lives through sports. We can't thank our sponsors enough: First Rock Group, Iron Rock Jamaica, Lasco iCool and Pure Country for their contributions.

L:R : Martin Lyn, President Aquatic Sports Association of Jamaica (ASAJ), Sable-Joy McLaren, Group Marketing Manager, First Rock Group, Christian Watt, General Manager- Marketing and Production, Okelia A. Parredon, VP of Sales and Client Relations, Mayberry Investments Ltd and Ayawna Morgan, Junior Category Manager for iCool Water.

2

CB UWI 5K AND CARIBBEAN PASSION KIDS K

We were proud to partner with The University Of The West Indies in The CB Group UWI 5K and Caribbean Passion Kids K. Our Senior Marketing Officer, Desiree Wheeler, is pictured here with Mrs. Elizabeth Buchanan-Hind, Executive Director, The University Of The West Indies

3

SUPERSTARS OF PORT ANTONIO MARLIN TOURNAMENT (SOPA)

Team Safe Passage made a splash with their amazing performance! A huge shoutout to all our fin-tastic sponsors, boat teams, and anglers who contributed to making this event a 'reel' success! Big congratulations to the 2023 Superstars Champions - Brac Rebel from the Cayman Islands!

4

INTERNATIONAL MUSIC CONFERENCE

Chief Executive Officer, Gary Peart hosted an informative discussion on "Money Management, Investment and Insurance" at the Island Music Conference.

Panelists included Jermaine Deans, Hugh Reid, Orville Burrell (Shaggy) IMC Chairma

5

TRU-JUICE 5K

Our incredible team at the TruJuice 5k, on June 04, 2023. At Mayberry Investments Ltd., we always participate to show our dedication to improving society's well-being.

As our esteemed Gary Peart, Chief Executive Officer of Mayberry Investments Ltd., expressed, "Partnering with Tru-Juice and Trade Winds Citrus, we zestfully support healthcare in Jamaica, revitalizing the Linstead Hospital and nurturing our community's well-being. It's a partnership that invigorates us, allowing us to squeeze out a positive impact one stride at a time."

Together, let's blend financial support with the juice of determination, stirring a recipe for success and sweet rewards that benefit us all.

6

BUDDING FARMER'S SUMMER GROW CAMP

We were thrilled to be part of the Budding Farmers Grow Club's Summer Grow Camp at Mayberry Investments Limited! Interacting with the children, animals, and plants was an absolute blast!

As an organization committed to supporting education and community initiatives, this event brought us immense joy. Nurturing a love for agriculture and sustainable practices among children remains a top priority for Mayberry Investments Limited!

BUDDING FARMERS

GROW CLUB

Our team had a blast stimulating the young minds of the future at the Summer Grow Camp in partnership with the Ministry of Agriculture.

L:R Kenisha Chambers, Investment Advisor, Brian Munroe, Investment Advisor and Desiree Wheeler, Senior Marketing Officer.

7

NATIONAL SENIOR CHAMPIONSHIPS AND EXPO - JABBFA

The 2023 Mayberry Jabbfa National Senior Championships held at the AC Hotel was a night of sheer dedication and unwavering passion from athletes who left it all on the stage. We can't forget the incredible performances of our athletes; each moment was a testament to the power of perseverance and hard work.

8

MOUTTET MILE

While prize-winning horses blazed on the track, guests at the 2023 Mouttet Mile brought the heat to the runway with ritzy, royal garb fit for Kings and Queens! We eagerly anticipate what next year has to offer, and we will support this special occasion where our exceptionalism illuminates every stride.

9

PAN-AMERICAN GYMNASTICS TOURNAMENT!

We were thrilled to announce our partnership with the Jamaica Olympic Association for the 2023 Pan-American Gymnastics Tournament! Mayberry is keen on supporting youth and sports development, as we aim to nurture the skills and discipline of our young, dynamic athletes.

Photographed here along with the Mayberry Team are Nicole Grant, President, Jamaica Amateur Gymnastics Association, Beriah Boothe, Sponsorship and Logistics, and the Pan-American Youth Tournament Organising Committee. Alongside Junior Roberts, Investment Advisor, Desiree Wheeler, Senior Marketing Officer, Stephanie Harrison, VP-Marketing and Rayon Wright Senior Investment Advisor.

At Mayberry, we're not just flipping coins; we're flipping the script! Turning our investments into impactful cartwheels and handstands!

10

SW ISAAC TRACK MEET

Congratulations to all the athletes who competed at the 2023 Pan-American Gymnastics Tournament! We are always in awe of the excellence displayed by the youngsters who participate in these meets!

MILESTONES FOR 2023

MIL Contributes $10 Million to Project STAR

(from left to right) Parris Lyew Ayee Jr., Vice President of the Private Sector Organisation of Jamaica (PSOJ), stands alongside Christopher Berry, Executive Chairman of Mayberry Investments Limited; Keith Duncan, Co-Chairman of Project STAR; and Gary Peart, CEO of Mayberry Investments Limited, during this momentous signing ceremony.

Project STAR (Social Transformation and Renewal), a joint endeavour by the Private Sector Organisation of Jamaica (PSOJ) and the Jamaica Constabulary Force (JCF), aims to bring about change. Focusing on underserved Jamaican regions, Star aims for a comprehensive shift in both social and economic dimensions.

In our endeavours, Mayberry finds inspiration in a heartfelt concern for the well-being of youth, with a special focus on the challenges faced by young women. This concern is rooted in the observation of eroding moral values coupled with unfavourable environmental conditions. With a deep sense of purpose, the Foundation embarked on a mission to instigate change, valuing every opportunity to make a positive impact, even if it meant touching the life of just one individual.

Structured sessions and curated programmes have addressed these challenges successfully. Shared aspiration for positive change fuels our unwavering commitment to collaborate with vital stakeholders: children, parents, and various community groups.

MILESTONES FOR 2023

MIL Bond Listing Ceremony

"The Mayberry team is always working to find new ways to help investors grow their money. We are immensely appreciative of the support received on this Bond IPO, and it is our priority to ensure that your investment remains safe and secure and that it maximizes its growth potential"

- Gary Peart- CEO of Mayberry Investments Limited.

Cheers to another transaction milestone achieved successfully! The Mayberry Bond is officially listed on the Jamaica Stock Exchange. By listing on the Jamaica Stock Exchange, investors (accredited as well as non accredited) can buy and increase their holdings or sell and reap their investment!

Thanks again to our investors and new Mayberry clients, who have joined the family. To our dedicated and hardworking team at Mayberry, we couldn't have done this without you!

AUDITED FINANCIAL STATEMENTS

Mayberry Group Limited

Financial Statements
31 December 2023

Independent auditors' report

To the Members of Mayberry Group Limited

Report on the audit of the consolidated financial statements

Our opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Mayberry Group Limited (the Company) and its subsidiaries (together 'the Group') as at 31 December 2023, and their consolidated financial performance and their consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards.

What we have audited

The Group's consolidated financial statements comprise:

- the consolidated statement of financial position as at 31 December 2023;
- the consolidated statement of profit or loss for the year then ended;
- the consolidated statement of comprehensive income for the year then ended;
- the consolidated statement of changes in equity for the year then ended;
- the consolidated statement of cash flows for the year then ended; and
- the notes to the consolidated financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditors' responsibilities for the audit of the consolidated financial statements* section of our report.

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

Independence

We are independent of the Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code). We have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

Our audit approach

Audit scope

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the consolidated financial statements. In particular, we considered where management made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including, among other matters, consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

How we tailored our group audit scope

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

The context of the audit is set by the Group's major business occurrences and business activities for 2023. These include the reorganisation of the Group and the decline in the Jamaican stock market when compared to the previous year.

We determined the scope of our audit by first considering the internal organisation of the Group and then identifying the components that have the most significant impact on the audit of the consolidated financial statements. The Group comprised five reporting components. We performed full scope audits on four of these components. The audit work performed covered 98% of the Group's total assets and total revenues. All components were audited by PwC network firms.

Key audit matters

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

pwc

<table>
<tr><th>Key audit matter</th><th>How our audit addressed the key audit matter</th></tr>
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Reorganisation of the Mayberry Group of Companies

Refer to notes 1 (b) and 3 (a) to the consolidated financial statements for disclosures of related accounting policies and balances.

During the financial year, Mayberry Investments Limited (MIL) underwent a reorganisation which resulted in the formation of a new parent company, Mayberry Holdings Limited (MHL) and a new ultimate parent company, Mayberry Group Limited (MGL). The reorganisation was completed in September 2023 under a court sanctioned Scheme of Arrangement whereby all of MIL's ordinary shares were extinguished and new ordinary shares of the same number were allotted and issued to MHL. MHL then issued and allotted the same number of ordinary shares to MGL. As a result, each shareholder in MIL was issued and allotted one share in MGL for every share previously held in MIL.

Management assessed that there was no change in control of the Group before and after the reorganisation and have determined that the predecessor method of accounting is the most appropriate method of consolidation to account for the reorganisation.

Under the predecessor method of accounting:

- assets and liabilities acquired are not restated to their fair values and are recorded at their carrying values, adjusted only for accounting policy application;
- no goodwill arises; and
- the comparative information is shown in the current year financial statements as if MGL and MHL existed in the previous year despite the reorganisation occurring in the current year.

</td><td>

Our approach to addressing the matter involved the following procedures, amongst others:

- Obtained an understanding and examined management's accounting policy and accounting treatment.
- Assessed management's assertion of no change in control by comparing the terms of the Scheme of Arrangement to the criteria contained in IFRS 3 - Business Combinations.
- Evaluated the substance and specific facts and circumstances of the reorganisation in determining the appropriateness of management's adoption of the predecessor method of accounting including assessing:
    - the purpose of the reorganisation;
    - how the entities are managed pre- and post-reorganisation;
    - the consideration for the transaction; and
    - the existence of any non-controlling interests.
- Examined the legal documents which gave effect to the reorganisation to determine whether the necessary approvals were obtained.
- Evaluated the adequacy of the disclosures in the financial statements.

Based on the results of our audit procedures, we determined management's accounting treatment for the reorganisation of the Mayberry Group of Companies was not unreasonable.

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The accounting for the reorganisation was an area of focus due to the level of judgement used by management in determining the accounting treatment given there is currently no guidance under IFRS Accounting Standards on the accounting treatment for business combinations among entities or businesses under common control.	
Investment in Associates *Refer to notes 2 (c), 3 (a) and 21 to the consolidated financial statements for disclosures of related accounting policies and balances.* The Group's total investments in associates was $17.1 billion as at 31 December 2023, representing holdings in certain investment securities, which range between 18% to 21% of the issued share capital and where there is board and/or board sub-committee representation. As per the Group's accounting policies, management recognises associates as all entities over which the Group has significant influence but not control, generally accompanying a shareholding of 20% of the voting rights. As the Group is deemed by management to have a similar business model to an investment entity as defined by IFRS 10 - Consolidated Financial Statements, the Group has elected to implement the exemption from applying the equity method in IAS 28 - Investments in Associates and Joint Ventures and recognises its investment in associates at fair value through profit or loss in accordance with IFRS 9 - Financial Instruments. We focused our audit efforts on this balance due to its material impact on the financial statements and because the determination of the most appropriate accounting treatment and accounting standard involved a level of judgement applied by management.	Our approach to addressing the matter involved the following procedures, amongst others: ● Performed inquiries and evaluated management's accounting policies against the requirements of the applicable accounting standards. ● Read and evaluated management's position papers on the determination of the designation of the investments as associated companies. ● Independently confirmed shareholdings of related associates with the local securities deposits registry. ● Corroborated board and sub-committee membership through inspection of published submissions to the Jamaica Stock Exchange. ● Challenged management's assertion that it qualifies for the exemption from equity accounting under IAS 28 by assessing the following: ○ the nature of the subsidiary's operations; ○ how the business is managed; ○ how the performance of the subsidiary is assessed and management of the subsidiary is remunerated; and ○ whether the underlying information is consistent with the types of entities described by IAS 28 as being eligible for exemption. Based on the results of our audit procedures, we determined that management's accounting for its investment in associates was not unreasonable.

Other information

Management is responsible for the other information. The other information comprises the Annual Report (but does not include the consolidated financial statements and our auditors' report thereon), which is expected to be made available to us after the date of this auditors' report.

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

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

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 those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group'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 Group or to cease operations, or has no realistic alternative but to do so.

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

Auditors' responsibilities for the audit of the consolidated financial statements

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

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

- Identify and assess the risks of material misstatement of the consolidated 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 Group'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 Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

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

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

The engagement partner on the audit resulting in this independent auditors' report is Tonya Graham.

PricewaterhouseCoopers

Chartered Accountants
Castries, St. Lucia
26 April 2024

Mayberry Group Limited
Consolidated Statement of Financial Position
31 December 2023
(expressed in Jamaican dollars unless otherwise indicated)

	Note	2023 $'000	2022 $'000
ASSETS			
Cash resources	13	3,827,534	2,732,187
Investment securities	14	11,800,087	9,548,026
Reverse repurchase agreements	15	3,615,228	5,303,950
Promissory notes	16	4,362,376	4,255,247
Loans and other receivables	17	10,243,891	6,405,384
Investment in associates	21	17,099,566	18,011,477
Investment in joint ventures	22	2,842,953	1,964,454
Investment properties	19	2,113,472	2,027,738
Property, plant and equipment	18	168,763	174,239
Right of use assets	20(a)	53,119	70,074
Taxation recoverable		198,691	198,601
Deferred tax asset	26	1,148,464	387,764
Intangible asset	32	1,242,262	978,201
Total Assets		58,716,406	52,057,342
LIABILITIES			
Bank overdraft	13	994,193	50,337
Securities sold under repurchase agreements		6,850,805	4,869,274
Loans	25	14,247,093	9,407,868
Accounts payable	27	11,745,451	11,045,972
Lease liabilities	20(b)	69,787	83,645
Total Liabilities		33,907,329	25,457,096
EQUITY			
Share capital	28	1,582,382	1,582,382
Fair value reserves	29	548,456	558,897
Translation reserve		129,090	85,800
Other reserves	30	77,939	77,939
Retained earnings	31	13,895,077	14,490,088
Equity Attributable to Shareholders of the Parent		16,232,944	16,795,106
Non-Controlling Interests	35	8,576,133	9,805,140
Total Equity		24,809,077	26,600,246
Total Equity and Liabilities		58,716,406	52,057,342

Approved for issue by the Board of Directors on April 22, 2024 and signed on its behalf by:

DocuSigned by:
9AAA2384C383463...

Christopher Berry Chairman Gary Peart Chief Executive Officer / Director

Mayberry Group Limited

Consolidated Statement of Profit or Loss

Year ended 31 December 2023

(expressed in Jamaican dollars unless otherwise indicated)

	Note	2023 $'000	2022 $'000
Net Interest Income and Other Revenues			
Interest income	4	1,587,993	1,118,845
Interest expense	4	(1,914,208)	(808,402)
Net interest income	4	(326,215)	310,443
Consulting fees and commissions	5	521,203	508,657
Dividend income	6	611,036	567,826
Net trading gains	7	111,097	116,082
Net unrealised gains on financial assets measured at fair value through profit or loss		170,946	90,097
Net unrealised (losses)gains on investment in associates measured at fair value through profit or loss		(2,235,227)	5,232,917
Net foreign exchange gains		207,093	97,271
Net unrealised gains/(losses) on investment properties		85,734	(22,065)
Other income		9,577	60,601
		(844,756)	6,961,829
Operating Expenses			
Salaries, statutory contributions and other staff costs	8	808,338	761,476
Provision for credit losses	14/16/17	(59,669)	128,708
Depreciation and amortisation		45,130	53,669
Other operating expenses		1,257,596	1,302,802
	9	2,051,395	2,246,655
Operating (loss)/profit		(2,896,151)	4,715,174
Share of profit of joint venture		833,575	21,440
(Loss)/Profit before taxation		(2,062,576)	4,736,614
Taxation credit	10	593,632	1,016
Net (Loss)/Profit for the Year	11	(1,468,944)	4,737,630
Attributable to:			
Stockholders of the parent		(256,548)	2,218,806
Non-controlling interests	35	(1,212,396)	2,518,824
		(1,468,944)	4,737,630
		$	$
EARNINGS PER STOCK UNIT – BASIC AND DILUTED	12(a)	(0.21)	1.85

Mayberry Group Limited
Consolidated Statement of Comprehensive Income
Year ended 31 December 2023
(expressed in Jamaican dollars unless otherwise indicated)

	Note	2023 $'000	2022 $'000
Net (Loss)/Profit for the Year		(1,468,944)	4,737,630
Other Comprehensive Income Net of Taxation:			
Items that will not be reclassified to profit or loss			
Net unrealised gains/(losses) on financial instruments – fair value through other comprehensive income		36,518	(131,465)
Item that may be reclassified to profit or loss			
Foreign currency translation adjustments		43,290	(33,736)
Other comprehensive income, net of taxes		79,808	(165,201)
Total Comprehensive Income for the Year		(1,389,136)	4,572,429
Total Comprehensive Income Attributable to:			
Stockholders of the parent		(201,818)	2,154,126
Non–controlling interests	35	(1,187,318)	2,418,303
		(1,389,136)	4,572,429
		$	$
COMPREHENSIVE INCOME PER STOCK UNIT- BASIC AND DILUTED	12(b)	(0.17)	1.79

Mayberry Group Limited

Consolidated Statement of Changes in Equity

Year ended 31 December 2023

(expressed in Jamaican dollars unless otherwise indicated)

	No. of Shares	Share Capital* $'000	Fair Value Reserves $'000	Translation Reserve $'000	Other Reserves $'000	Retained Earnings $'000	Non controlling Interests $'000	Total $'000
Balance at 31 December 2021	1,201,149,290	1,582,382	1,174,016	119,536	77,939	12,381,758	6,016,802	21,352,433
Total Comprehensive Income								
Net profit	-	-	-	-	-	2,218,806	2,518,824	4,737,630
Other comprehensive income	-	-	(30,944)	(33,736)	-	-	(100,521)	(165,201)
Total comprehensive income	-	-	(30,944)	(33,736)	-	2,218,806	2,418,303	4,572,429
Transfer Between Reserves								
Transfer of realised fair value gains	-	-	(603,218)	-	-	603,218	-	-
Transaction with Owners								
Dividends paid by subsidiary to non-controlling interests	-	-	-	-	-	-	(35,734)	(35,734)
Dividend paid (Note 34)	-	-	-	-	-	(336,322)	-	(336,322)
Change in ownership interest in subsidiary	-	-	19,043	-	-	(377,372)	1,405,769	1,047,440
	-	-	19,043	-	-	(713,694)	1,370,035	675,384
Balance at 31 December 2022	1,201,149,290	1,582,382	558,897	85,800	77,939	14,490,088	9,805,140	26,600,246
Total Comprehensive Income								
Net loss	-	-	-	-	-	(256,548)	(1,212,396)	(1,468,944)
Other comprehensive income	-	-	11,440	43,290	-	-	25,078	79,808
Total comprehensive income	-	-	11,440	43,290	-	(256,548)	(1,187,318)	(1,389,136)
Transfer Between Reserves								
Transfer of realized fair value gains	-	-	(21,881)	-	-	21,881	-	-
Transactions with Owners								
Dividends paid by subsidiary to non-controlling interests	-	-	-	-	-	-	(41,689)	(41,689)
Dividend paid (Note 34)	-	-	-	-	-	(360,344)	-	(360,344)
	-	-	-	-	-	(360,344)	(41,689)	(402,033)
Balance at 31 December 2023	1,201,149,290	1,582,382	548,456	129,090	77,939	13,895,077	8,576,133	24,809,077

*Mayberry Group Limited was incorporated in November 2022. The share capital as at 31 December 2022 and 31 December 2021 is presented based on the predecessor method of accounting (See Note 1).

Mayberry Group Limited

Consolidated Statement of Cash Flows

Year ended 31 December 2023

(expressed in Jamaican dollars unless otherwise indicated)

	Note	2023 $'000	2022 $'000
Cash Flows from Operating Activities			
(Loss)/Profit before taxation		(2,062,576)	4,736,614
Adjustments for:			
Items not affecting cash:			
Adjustments to reconcile net profit to net cash provided by operating activities.	23	(2,400,023)	(6,432,228)
Interest received		1,465,931	1,151,634
Interest paid		(1,823,828)	(859,192)
Taxation paid		-	(70,146)
Cash used in operating activities		(4,820,496)	(1,473,318)
Cash Flows from Investing Activities			
Net purchase of intangible asset		(269,529)	(304,251)
Purchase of property, plant and equipment		(17,231)	(65,762)
Proceeds from sale of investment properties		-	92,310
Dividends received from joint venture		-	670,239
Cash (used in)/provided by investing activities		(286,760)	392,536
Cash Flows from Financing Activities			
Loans received		7,875,426	4,159,677
Loans repaid		(3,228,195)	(2,708,805)
Proceeds from partial disposal of subsidiary		-	1,047,436
Dividend payments		(402,033)	(372,056)
Lease payments		(13,858)	(19,466)
Cash provided by financing activities		4,231,340	2,106,786
Net (Decrease)/Increase in Cash and Cash Equivalents		(875,916)	1,026,004
Exchange gain/(loss) on foreign cash balances		23,759	(23,970)
Cash and cash equivalents at beginning of year		4,682,618	3,680,584
Cash and Cash Equivalents at End of Year	13	3,830,461	4,682,618

1. Identification and Principal Activities

(a) Mayberry Group Limited ("the Company") is a company limited by shares, incorporated in Saint Lucia under the International Business Companies Act and its registered office is located at Bourbon House, Bourbon Street, Castries, St. Lucia.

The Company is a publicly listed company with its shares listed on the Jamaica Stock Exchange ("JSE").

The principal activities of the Company, its subsidiaries, associated companies and joint venture operation comprise dealing in securities, portfolio management, investment advisory services, operating a foreign exchange cambio, managing funds on behalf of clients and administrative and investment management services for pension plans, the investing and trading of Jamaican equity securities, the investing in unquoted securities, money services, general insurance business, the distribution of food and beverages and gaming and lottery operations.

The Company its subsidiaries, associates and joint venture operations are collectively referred to as "the Group".

(b) Reorganisation of the Mayberry Group of Companies
At an extraordinary General Meeting held on July 26, 2023, the stockholders of Mayberry Investments Limited (MIL) approved the reorganisation of the Mayberry Group of Companies under a Scheme of Arrangement. The Scheme of Arrangement was then approved by the Supreme Court of Jamaica in September 2023 in accordance with the Jamaica Companies Act. In December 2023, the new holding company, Mayberry Group Limited (MGL) was listed on the Jamaica Stock Exchange and at the same time MIL was delisted. The existing shareholders of MIL exchanged their shares for MGL shares of equal value. At December 31, 2023, MIL also transferred ownership of all its subsidiaries directly to MGL.

The consideration for the transfer of ownership of the subsidiaries from MIL to MGL was effected by interest bearing promissory notes.

As the reorganisation is a transaction among entities under common control, the Group has applied predecessor method of accounting. Under the predecessor method:

- The Group does not restate assets and liabilities to their fair values, instead the Group incorporates the assets and liabilities at the amounts recorded in the books of Group companies prior to the reorganisation, adjusted only to achieve harmonization of accounting policies where necessary.
- No goodwill arises.
- Under the predecessor method, the consolidated financial statements present the results of the Group as if Mayberry Group Limited had been in existence and the reorganisation had occurred at the beginning of the earliest period presented. Consequently, these consolidated financial statements include the full year's results of all group companies for all periods presented.

2. Material Accounting Policies

The material accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied for all the years presented unless otherwise stated.

(a) Basis of preparation

These financial statements have been prepared in accordance with International Financial Reporting Standards as issued by the IASB (IFRS Accounting Standards). The financial statements have been prepared under the historical cost convention, as modified by the revaluation of investment securities at fair value through other comprehensive income ("FVTOCI"), investments in associates at fair value through profit or loss ("FVTPL"), investment properties and certain financial assets at FVTPL. The Group has determined that one of its subsidiaries is a similar entity to an investment entity as defined in IFRS 10 and that it continues to meet this definition (see note 2 (c)).

The financial statements comprise the statement of profit and loss and statement of comprehensive income shown as two statements, the statement of financial position, the statement of changes in equity, the statement of cash flows and the notes.

The preparation of financial statements in conformity with IFRS Accounting Standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, contingent assets and contingent liabilities at the end of the reporting period and the total comprehensive income during the reporting period. The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will seldom equal the related actual results. The estimates and underlying assumptions are reviewed on an ongoing basis and any adjustments that may be necessary would be reflected in the year in which actual results are known. The areas involving more judgement and complexity or areas where assumptions or estimates are significant to the financial statements are disclosed in note 3.

New, revised and amended standards and interpretations that became effective during the year

Certain new standards and amendments to existing standards have been published that became effective during the current financial year.

- *Narrow scope amendments to IAS 1, Practice statement 2 and IAS 8*
- *Amendment to IAS 12 – Deferred tax related to assets and liabilities arising from a single transaction*
- *Amendment to IAS 12 - International tax reform*

The Group has assessed the relevance of all such new standards and amendments and has concluded that they did not have any impact on the amounts recognised in prior periods and are not expected to significantly affect the current or future periods.

New, revised and amended standards and interpretations not yet effective and not early adopted by the Group

Certain amendments to accounting standards have been published that are not mandatory for 31 December 2023 reporting periods and have not been early adopted by the group.

- *Amendment to IFRS 16 – Leases on sale and leaseback*
- *Amendment to IAS 1 – Non-current liabilities with covenants*
- *Amendment to IAS 7 and IFRS 7 - Supplier finance*
- *Amendments to IAS 21 - Lack of Exchangeability*

These amendments are not expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

Mayberry Group Limited
Notes to the Consolidated Financial Statements
31 December 2023
(expressed in Jamaican dollars unless otherwise indicated)

2. Material Accounting Policies (Continued)

(b) Basis of consolidation

A subsidiary is an entity which is controlled by the Group. Control exists when the Group has the power to govern the financial and operating policies of an entity to obtain benefits from its activities. In assessing control, potential voting rights that presently are exercisable are considered. The consolidated financial statements comprise those of the Company, its wholly owned subsidiaries Mayberry Holdings Limited (MHL), Mayberry Investments Limited (MIL), and Widebase Ltd., and its 50.4% (2022- 50.4%) owned subsidiary, Mayberry Jamaican Equities Limited (MJE), presented as a single economic entity. Intra-group transactions, balances and unrealized gains and losses are eliminated in preparing the consolidated financial statements. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

On consolidation, transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions – that is, as transactions with the owners in their capacity as owners. The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity. At the company level, the gains or losses are recorded in the profit or loss account.

When the Group ceases to have control, any retained interest in the entity is re-measured to its fair value at the date when control is lost, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

Entity	Country of incorporation and place of business	Principal Activities	Proportion of ordinary shares held by the parent company %	Proportion of ordinary shares held by non-controlling interests %
Mayberry Holdings Limited	Jamaica	Holding company	100	-
Mayberry Investments Limited	Jamaica	Dealing in securities, portfolio management, investment advisory services, operating a foreign exchange cambio, funds management and administrative and investment management services	100	-
Mayberry Jamaican Equities Limited	St. Lucia	Investing in Jamaican quoted equities	50.42	49.58
Widebase Limited	St. Lucia	Investing in unquoted equities	100	-

Mayberry Group Limited
Notes to the Consolidated Financial Statements
31 December 2023
(expressed in Jamaican dollars unless otherwise indicated)

2. Material Accounting Policies (Continued)

(c) Investment in Associates and Joint Ventures

Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Joint ventures are entities over which the Group has joint control and has rights to the net assets of the investment. The Group has determined that its subsidiary Mayberry Jamaican Equities Limited's (MJE) business model and operations are similar to that of an "investment entity" as defined by IFRS 10.

An entity that meets the IFRS 10 *Consolidated Financial Statements* definition of an investment entity is required to measure its investments at FVTPL in accordance with IFRS 9 *Financial Instruments*. This is because using fair value results in more relevant information than, for example, consolidation for subsidiaries or the use of the equity method for interests in associates or joint ventures.

An investment entity is an entity that obtains funds from one or more investors for the purpose of providing them with investment management services, commits to its investors that its business purpose is to invest funds solely for returns from capital appreciation, investment income, or both, and measures and evaluates the performance of substantially all of its investments on a fair value basis. MJE has met and continues to meet the substantive definition of an investment entity and is therefore considered similar to this type of entity, as its strategic objective of investing in Jamaican equities and providing investment management services to investors for the purpose of generating returns in the form of long term capital appreciation, remains unchanged.

As MJE is deemed to have a similar business model to an investment entity as defined by IFRS 10, the Group has elected the exemption from applying the equity method in IAS 28 for its investments in associates and accounts for its investments in associates at FVTPL in accordance with IFRS 9 *Financial Instruments*.

The Group's investment in joint venture is accounted for using the equity method of accounting. Under the equity method, the investment is initially recognised at cost, and the carrying amount is increased or decreased to recognise the investee's share of profit or loss and other comprehensive income after the date of acquisition. IAS 28 requires investment in joint ventures to include goodwill identified on acquisition, net of any accumulated impairment loss where present.

If the ownership interest in a joint venture is reduced but significant influence or joint control is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss where appropriate.

(expressed in Jamaican dollars unless otherwise indicated)

2. Material Accounting Policies (Continued)

(c) Investment in Associates and Joint Ventures (continued)

The Group's share of its joint venture's post-acquisition profit or loss is recognised in the statement of profit or loss, and its share of post-acquisition movements in other comprehensive income are recognised in other comprehensive income. These cumulative post-acquisition movements are adjusted against the carrying amount of the investment. When the Group's share of loss in a joint venture equal or exceeds its interest in the joint venture, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the joint venture.

The Group determines at each reporting date whether there is any objective evidence that investments in joint ventures are impaired. If this is the case, the Group recognises an impairment charge in the statement of profit or loss for the difference between the recoverable amount of the joint venture and it's carrying value. The Group's associates and joint venture operations are as follows:

Name of Entity	Accounting Year-end	Nature of Business	Nature of Relationship	The Group's Proportion of ordinary shares held (%)	
				2023	2022
Cherry Hills Development Limited	31December	Real estate development	Joint Venture	50	50
Lasco Financial Services Limited	31 March	Money services	Associate	21	21
Caribbean Producers (Jamaica) Limited	30 June	Food trading	Associate	20	20
Iron Rock Insurance Limited	31 December	General insurance	Associate	20	19
Supreme Ventures Limited	31 December	Betting, gaming and lottery	Associate	19	18
Dolla Financial Services Limited	31 December	Microcredit	Associate	18	1

2. Material Accounting Policies (Continued)

(d) Foreign currency translation

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The consolidated financial statements are presented in Jamaican dollars, which is the Group's functional and presentation currency, unless otherwise stated.

Transaction and balances
Foreign currency transactions are accounted for at the exchange rates prevailing at the dates of the transactions. At the date of the statement of financial position, monetary assets and liabilities denominated in foreign currencies are translated using the closing exchange rate at the date.

Exchange differences resulting from the settlement of transactions at rates different from those at the dates of the transactions, and unrealized foreign exchange differences on unsettled foreign currency monetary assets and liabilities are recognized in the statement of profit or loss.
Translation differences on non-monetary financial assets are a component of the change in their fair value. Depending on the classification of a non-monetary financial asset, exchange differences are either recognized in the statement of profit or loss (applicable for financial assets at fair value through profit or loss), or within other comprehensive income if non-monetary financial assets are equity instruments which are designated as fair value through other comprehensive income.

The results and financial position of foreign operations that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- Assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement of financial position.
- Income and expenses for each statement of profit or loss and statement of comprehensive income are translated at average exchange rates (unless this is not a reasonable approximation of the cumulative effect of the rates prevailing on transaction dates, in which case income and expenses are translated at the dates of the transactions) and;
- All resulting exchange differences are recognized in other comprehensive income.

(e) Impairment of non-financial assets

Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

(f) Intangible assets

Computer software
Acquired computer software licenses and proprietary developed systems are capitalised on the basis of costs incurred to acquire and bring to use the specific software. These costs are amortised over the estimated useful life of the software, which ranges from 5 to 10 years.

2. Material Accounting Policies (Continued)

(g) Revenue recognition

Revenue comprises the fair value of the consideration received or receivable for services provided in the ordinary course of the Group's business and is recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured, regardless of when the payment is made. Revenue is measured taking into account contractually defined terms of payment.

Consulting fees and commission income are recognized on an accrual basis when the performance obligations are satisfied, that is over time or at a point in time. Where a customer contract contains multiple performance obligations, the transaction price is allocated to each distinct performance obligation based on the relative stand-alone selling prices of the goods or services being provided to the customer.

Consulting fees and commission arising from negotiating or participating in the negotiation of a transaction for a third party are recognized on completion of the underlying transaction.

Portfolio and other management advisory and service fees are recognized based on the applicable service contracts.

Asset management fees related to investment funds are recognized over the period the service is provided. Performance linked fees or fee components are recognized when the performance criteria are fulfilled.

The Group recognizes contract liabilities in respect of contracts with customers for consideration received before the Group transfers the service to the customer.

(h) Repurchase and reverse repurchase agreements

Securities sold under agreements to repurchase (repurchase agreements), and securities purchased under agreements to resell (reverse repurchase agreements), are treated as collateralized financing transactions. The difference between the sale/purchase and repurchase/resale price is treated as interest and accrued over the lives of the agreements using the effective yield method.

Mayberry Group Limited

Notes to the Consolidated Financial Statements

31 December 2023

(expressed in Jamaican dollars unless otherwise indicated)

2. Material Accounting Policies (Continued)

(i) Loans and receivables and provisions for credit losses

The Group recognizes loss allowances for expected credit losses (ECL) on the following financial instruments: loans and other receivables, promissory notes, debt instruments carried at amortised cost, and debt instruments carried at FVTOCI. Loans are recognized when cash is advanced to borrowers. They are initially recorded at cost, which is the cash given to originate the loan including any transaction costs, and subsequently measured at amortized cost using the effective interest rate method.

The Group applies the "three stage model under IFRS 9 in measuring the ECL on loans and receivables, and makes estimations about likelihood of defaults occurring, associated loss ratios, changes in market conditions, and expected future cash flows. This is measured using the Probability of Default (PD), Exposure at Default (EAD) and Loss Given Default (LGD) for a portfolio of assets.

- Probability of Default - This represents the likelihood of a borrower defaulting on its financial obligation either over the next 12 months (12-month PD), or over the remaining lifetime (Lifetime PD) of the obligation.
- Exposure at Default - This represents the expected balance at default, taking into account the repayment of principal and interest from the statement of financial position date to the default event together with any expected drawdowns of committed facilities.
- Loss Given Default – The LGD represents expected losses on the EAD given the event of default, taking into account the mitigating effect of collateral value at the time it is expected to be realised and also the time value of money.

The 'three stage' model is used to categorise financial assets according to credit quality as follows:

- Stage 1 – financial assets that are not credit impaired on initial recognition or are deemed to have low credit risk. These assets generally abide by the contractual credit terms. The ECL is measured using a 12-month PD, which represents the probability that the financial asset will default within the next 12 months.
- Stage 2 – financial assets with a significant increase in credit risk (SICR) since initial recognition but are not credit impaired. The ECL is measured using a lifetime PD.
- Stage 3 – credit impaired financial assets. The ECL is measured using a lifetime PD.

Transfer between stages

Financial assets can be transferred between the different categories depending on their relative increase in credit risk since initial recognition. Financial instruments are transferred out of stage 2 if their credit risk is no longer considered to be significantly increased since initial recognition. Financial instruments are transferred out of stage 3 when they no longer exhibit any evidence of credit impairment. This assessment is done on a case-by-case basis.

2. Material Accounting Policies (Continued)

(i) Loans and receivables and provisions for credit losses (continued)

The Group considers forward-looking information in determining the PDs of financial assets.

Significant Increase in Credit Risk (SICR)

The assessment of SICR is performed for individual loans, taking into consideration the sector grouping of the individual exposures, and incorporates forward-looking information. It also considers qualitative criteria specific to the borrower's risk rating, early signs of cash flow/liquidity problems and expected significant adverse change in the financial condition of the borrower. However, this assessment will differ for different types of lending arrangements.

Backstop
Irrespective of the above qualitative assessment, the Group presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due. The Group has monitoring procedures in place to assess whether the criteria used to identify SICR continue to be appropriate.

The ECL is determined by projecting the PD, LGD and EAD, which are multiplied together and discounted back to the reporting date. The discount rate used in the ECL calculation is the original effective interest rate or an approximation thereof.

A loan is classified as impaired when, in management's opinion there has been deterioration in credit quality to the extent that there is no longer reasonable assurance of timely collection of the full amount of principal and interest.

Write offs are made when the Group determines that there is no realistic prospect of recovery. Write offs are charged against previously established provisions for credit losses. Recoveries in part or in full of amounts previously written off are credited to provision for credit losses in the statement of profit or loss.

2. Material Accounting Policies (Continued)

(j) Financial assets

i. Initial recognition and measurement

Financial assets are recognised when the Group becomes a party to the contractual provisions of the instrument. This includes regular way purchases of financial assets and liabilities that require delivery of assets within the time frame generally established by regulation or convention in the market place.

The classification of financial instruments at initial recognition depends on their contractual terms and the business model for managing the instruments. Financial instruments are initially measured at their fair value, plus or minus directly attributable transaction costs for all instruments except in the case of financial assets recorded at FVTPL. For financial instruments measured at FVTPL transaction costs are expensed in the statement of profit and loss.

ii. Classification and subsequent measurement

The Group classifies all of its financial assets based on the business model for managing the assets and the assets contractual terms. The following measurement categories are used in accordance with the requirements of IFRS 9:

- those to be measured at fair value through other comprehensive income (FVTOCI)
- Fair value through profit or loss (FVTPL), and
- those to be measured at amortised cost.

iii. Business model assessment

IFRS 9 requires an assessment of the nature of the Group's business model at a level that best reflects how it manages portfolios of financial assets. The business model reflects how the Group manages the assets in order to generate cash flow; this is, whether the Group's objective is solely to collect the contractual cash flows from the assets or is to collect both the contractual cash flows and cash flows arising from the sale of assets. If neither of these is applicable (e.g., financial assets are held for trading purposes), then the financial assets are classified as "Other" business model and measured at FVTPL.

Factors considered by the Group in determining the business model for a Group of assets include:
1. How the asset's performance is evaluated and reported to key management personnel;
2. How risks are assessed and managed; and
3. How managers are compensated.

The Group has determined that it has three business models:

- Hold-to-collect (HTC) business model: This comprises, cash and cash equivalents, debt securities, promissory notes, loans and other receivables, reverse repurchase agreements and accounts receivables. These financial assets are held to collect contractual cash flows.
- Hold-to-collect-and-sell (HTCS): where both collecting and contractual cash flows and cash flows arising from the sale of assets are the objective of the business model.
- Other business model: This comprises equity investments. These financial assets are managed and their performance is evaluated, on a fair value basis.

Solely payments of principal and interest (SPPI) assessment.

Instruments held within HTC or HTCS business model are assessed to evaluate if their contractual cash flows are SPPI. SPPI payments are those which would typically be expected from basic lending arrangements. Principal amounts include par repayments from lending and financing arrangements, and interest primarily relates to basic lending returns, including compensation for credit risk and the time value of money associated with the principal amount outstanding over a period of time. Interest can also include other basic lending risks and costs (for example, liquidity risk, servicing or administrative costs) associated with holding the financial asset for a period of time, and a profit margin.

2. Material Accounting Policies (Continued)

(j) Financial assets (continued)

iv. Debt Instruments

Debt instruments include cash and bank balances, promissory notes, loans and other receivables, investment securities, guarantees and other assets. Classification and subsequent measurement of debt instruments depend on the Group's business model for managing the asset and the cash flow characteristics of the asset.

Debt instruments are measured at amortised cost if they are held for collection of contractual cash flows where those cash flows represent SPPI. Interest income from these financial assets is included in interest income using the effective interest method. Any gain or loss arising on de-recognition is recognized directly in profit or loss together with foreign exchange gains or losses. Impairment losses are presented as a separate line item in the statement of profit or loss.

The Group's financial assets measured at amortised cost comprise cash resources, trade receivables, investment securities for which the objective is to hold these investment securities in order to collect contractual cash flows and the contractual cash flows are SPPI, reverse repurchase agreements, promissory notes, other receivables and amounts due from related companies in the statement of financial position.

Debt instruments are measured at FVTOCI if they are held for collection of contractual cash flows and for selling the financial assets, where the financial assets' cash flows represent payments of principal and interest. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains and losses, interest income and foreign exchange gains and losses which are recognized in profit or loss. When the financial asset is derecognized, the cumulative gain or loss previously recognized in OCI is reclassified from equity to profit or loss and recognized in (losses)/gains on investment activities. Interest income from these financial assets is recognized in interest income using the effective interest rate method. Foreign exchange gains or losses are presented in gains in foreign exchange translation and trading and impairment losses are presented as a separate line item in the statement of profit or loss.
Debt instruments are measured at FVTPL are those which were either acquired for generating a profit from short term fluctuations in price or dealers' margin, or are securities included in a portfolio in which a pattern of short term profit taking exists or which fail the SPPI test.

The Group reclassifies debt instruments when and only when its business model for managing those assets changes. The reclassification takes place from the start of the first reporting period following the change. Such changes are expected to be very infrequent, and none occurred during the period.

v. Equity Instruments

Financial assets measured at FVTOCI
Where the Group has made an irrevocable election to classify equity investments at fair value through other comprehensive income, they are carried at fair value with changes in fair value recognised in other comprehensive income and accumulated in the related fair value reserve. There is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment, these realised gains are reclassified directly to retained earnings.

Financial assets measured at FVPL
This category comprises financial instruments which are carried in the statement of financial position at fair value with changes in fair value recognised in the statement of profit or loss in the "financial instruments – FVPL" line. The Group has equity investments held for trading which it has classified as being at fair value through profit or loss.

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2. Material Accounting Policies (Continued)

(j) Financial assets (continued)

v. Equity Instruments (continued)

Dividend income

When representing a return on such equity investments, dividend income is recognised in profit or loss when the Company's right to receive payments is established

vi. Impairment

Credit loss allowance is measured on each reporting date according to a three-stage expected credit loss impairment model. Changes in the required credit loss allowance are recorded in profit or loss for the period at each reporting date.

Expected credit losses (ECL) are established for all financial assets, except for financial assets classified or designated as FVPL and equity securities designated as FVOCI, which are not subject to impairment assessment. Financial assets subject to impairment assessment include loans and advances, debt securities, promissory notes and other assets. Loans, promissory notes and debt securities carried at amortised cost are presented net of ECL on the statement of financial position. ECL on debt securities measured at FVOCI is recognised in profit or loss with a corresponding entry in OCI.

The Group assesses on a forward looking basis the ECL associated with its financial assets classified at amortised cost and FVOCI.The estimation of credit exposure for risk management purposes requires the use of complex models, as the exposure varies with changes in market conditions, expected cash flows and the passage of time. The assessment of credit risk of a portfolio of assets entails further estimations as to the likelihood of defaults occurring, of the associated loss ratios and of defaults correlations between counterparties. The Group measures risk using Probability of Default (PD), Exposure at Default (EAD) and Loss Given Default (LGD).

The methodology used to determine the amount of the provision is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset. For those where the credit risk has not been increased significantly since initial recognition of the financial asset, twelve month ECLs along with gross interest income are recognised. For those for which credit risk has increased significantly, lifetime ECLs along with interest income on a net basis are recognised. The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due.

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2. Material Accounting Policies (Continued)

(j) Financial assets (continued)

vii. De-recognition

The Group derecognizes a financial asset when the contractual rights to the cash flows from the financial asset have expired, or when it transfers the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred, or in which the Group neither transfers nor retains substantially all the risks and rewards of ownership and it does not retain control of the financial asset. Any interest in transferred financial assets that qualify for de-recognition that is created or retained by the Group is recognized as a separate asset or liability in the statement of financial position. On de-recognition of a financial asset, the difference between the carrying amount of the asset (or carrying amount allocated to the portions of the asset transferred), and the sum of (i) the consideration received (including any new assets obtained less any new liability assumed) and (ii) any cumulative gain/loss recognized in OCI in respect of equity investment securities is transferred from OCI to retained earnings on disposal.

viii. Revenue

Interest income and expense are recognised in arriving at net profit or loss for all interest-bearing instruments on the accrual basis using the effective yield method based on the actual purchase price. Interest income includes coupons earnings on fixed income investments and accrued discounts or premiums on instruments.

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability and of allocating the interest income or interest expenses over the relevant period. The effective interest rate is the rate that exactly discounts the estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability.

When calculating the effective interest rate, the Group estimates cash flows considering the contractual terms of the financial instrument but does not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate, transaction costs and all other premiums and discounts.

When a loan is classified as impaired it is written down to its recoverable amount and interest income on the loans is thereafter recognized based on the rate of interest that was used to discount the future cash flows for measuring the recoverable amount.

Dividend income is recognized when the stockholder's right to receive payment is established.

(k) Financial liabilities

Financial liabilities are initially recognised at fair value, being their issue proceeds, net of transaction costs directly attributable to the issue of the instrument. Borrowings are subsequently carried at amortised cost using the effective interest rate method, which ensures that any interest expense over the period to repayment is a constant rate on the balance of the liability carried in the statement of financial position.

The Group's financial liabilities comprise primarily amounts due to banks, repurchase agreements, accounts payable, debt security in issue and amounts due to related companies.

The Group derecognises a financial liability when its contractual obligations are discharged, cancelled or expired.

2. Material Accounting Policies (Continued)

(l) Property, plant and equipment

All property, plant and equipment are stated at historical cost less accumulated depreciation.

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

Depreciation is calculated on the straight-line basis at annual rates estimated to write off the cost of the assets over their expected useful lives as follows:

Furniture, fixtures and fittings	10 years
Office equipment	5 years
Computer equipment	5 years
Motor vehicles	3 years
Leasehold improvements	30 years

Depreciation methods, useful lives and carrying values are reassessed at the reporting date.

Property, plant and equipment are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount. The recoverable amount is the higher of the asset's fair value less costs to sell and value in use.

Gains or losses on disposal of property, plant and equipment are determined by reference to their carrying amounts and are taken into account in determining profit or loss.

(m) Investment properties

Investment properties, principally comprising land and buildings from foreclosed assets, are held for capital appreciation and sale and are treated as long-term investments. They are measured initially at cost, including related transaction costs and are subsequently carried at fair value with changes in the carrying amount recognised in profit or loss. The carrying amount includes the cost of the investment property at the time that cost is incurred only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance costs are charged to income during the financial period in which they are incurred.

Capital gains on disposals of investment properties are calculated by comparison with their latest market value recorded in the closing statement of financial position for the previous year.

Fair value is determined periodically by an independent registered valuer. Fair value is based on current prices in an active market for similar properties in the same location and condition.

Some of these properties are used as collateral for the Group's corporate paper (note 25).

2. Material Accounting Policies (Continued)

(n) Investments in subsidiaries

Investments by the Company in its subsidiaries are stated at cost less impairment loss.

(o) Borrowings

Borrowings including those arising under securitization arrangements are recognized initially at cost, being their issue proceeds, net of transaction costs incurred. Subsequently, borrowings are stated at amortised cost and any difference between net proceeds and the redemption value is recognized in the statement of profit or loss over the period of the borrowings using the effective yield method.

(p) Share capital

Ordinary shares are classified as equity when there is no obligation to transfer cash or other assets.

Preference share capital is classified as equity except where it is redeemable on a specific or determinable date or at the option of the shareholders and/or if dividend payments are not discretionary, in which case it is classified as a liability.

(q) Employee benefits

(i) Pension scheme costs

The Group operates a defined contribution pension scheme (note 39), the assets of which are held in a separate trustee administered fund. Contributions to the scheme are fixed and are made on the basis provided for in the rules. Contributions are charged to the statement of profit or loss when due. The Group has no legal or constructive obligation beyond paying these contributions.

(ii) Profit-sharing and bonus plan

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

(iii) Other employee benefits:

Employee entitlement to annual leave and other benefits are recognized when they accrue to employees. A provision is made for the estimated liability for annual leave and other benefits as a result of services rendered by employees up to the end of the reporting period.

2. Material Accounting Policies (Continued)

(r) Leases

The Group leases various offices, and vehicles. Rental contracts are typically made for fixed periods of 1 to 25 years but may have extension options as described below. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

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.

Lease liabilities are measured at the present value of the contractual payments due to the lessor over the lease term, with the discount rate determined by reference to the rate inherent in the lease unless (as is typically the case) this is not readily determinable, in which case the Group's incremental borrowing rate on commencement of the lease is used. Variable lease payments are only included in the measurement of the lease liability if they depend on an index or rate. In such cases, the initial measurement of the lease liability assumes the variable element will remain unchanged throughout the lease term. Other variable lease payments are expensed in the period to which they relate.

On initial recognition, the carrying value of the lease liability also includes amounts expected to be payable under any residual value guarantee, the exercise price of any purchase option granted in favour of the Group if it is reasonably certain to exercise that option, any penalties payable for terminating the lease, if the term of the lease has been estimated on the basis of termination option being exercised.

Right-of-use assets are initially measured at the amount of the lease liability, reduced for 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 Group is contractually required to dismantle, remove or restore the leased asset.

Subsequent to initial measurement, lease liabilities increase as a result of interest charged at a constant rate on the balance outstanding and are reduced for lease payments made. Right-of-use assets are amortised on a straight-line basis over the remaining term of the lease or over the remaining economic life of the asset, whichever is shorter.

When the Group revises its estimate of the term of any lease (because, for example, it re-assesses the probability of a lessee extension or termination option being exercised), it adjusts the carrying amount of the lease liability to reflect the payments to make over the revised term, which are discounted at the same discount rate that applied on lease commencement. The carrying value of lease liabilities is similarly revised when the variable element of future payments dependent on a rate or index is revised. In both cases 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.

2. Material Accounting Policies (Continued)

(s) Taxation

Taxation expense in the statement of profit or loss and statement of comprehensive income comprises current and deferred tax charges.

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

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Currently enacted tax rates are used in the determination of deferred income tax. Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the asset will be realized or the liability will be settled based on enacted rates.

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Management has reviewed the investment portfolio and concluded that none of the Group's investment properties are held under a business model whose objective is to consume substantially all the economic benefits embodied in the investment properties over time, rather than entirely through sale, As a result the Group has not recognized any deferred taxes on changes in fair value of the investment properties as the Group is not subject to any income taxes on the fair value changes of the investment properties on disposal.

Current and deferred tax assets and liabilities are offset when they arise from the same taxable entity and relate to the same Tax Authority and when the legal right of offset exists. Deferred tax is charged or credited in the statement of profit or loss except where it relates to items charged or credited to equity, in which case deferred tax is also accounted for in equity. The principal temporary differences arise from depreciation of property, plant and equipment, revaluation of certain financial assets and tax losses carried forward.

(t) Provisions

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

(u) Cash and cash equivalents

Cash and cash equivalents include cash on hand, and highly liquid financial assets with original maturities of less than three months, which are subject to insignificant risk of changes in their fair value and are used by the Group in the management of its short-term commitments. Cash and cash equivalents are carried at amortised cost in the statement of financial position.

For the purposes of the cash flow statement, cash and cash equivalents comprise balances with original maturities of less than three months from the date of acquisition, including cash resources and bank overdraft.

2. Material Accounting Policies (Continued)

(v) Funds under management

The Group accepts funds from individuals and institutions to manage with complete discretion and without reference to the account holders, in accordance with the relevant guidelines issued by the Financial Services Commission, taking into account the investment objective and risk profile of the account holder. The Group also acts in other fiduciary capacities that result in holding or placing of assets on behalf of individuals and institutions. These assets and income arising thereon are excluded from these financial statements, as they are not assets of the Group.

(w) Dividends

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

(x) Segment reporting

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

Based on the information presented to and reviewed by the Chief Executive Officer, the entire operations of the Group are considered as one operating segment.

(y) Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is an unconditional and legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the assets and settle the liabilities simultaneously.

3. Critical Accounting Judgements and Estimates

(a) Critical judgements in applying the Group's accounting policy

The preparation of the financial statements requires the use of accounting estimates which, by definition, will seldom equal the actual results. Management also needs to exercise judgement in applying the Group's accounting policies. The Group makes estimates and assumptions that affect the reported amounts of assets and liabilities within the next financial year. This note provides an overview of the areas that involve a higher degree of judgement or complexity, and major sources of estimation uncertainty that have a significant risk of resulting in a material adjustment within the next financial year. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Detailed information about each of these estimates and judgements is included in the related notes together with information about the basis of calculation for each affected line item in the financial statements.

3. Critical Accounting Judgements and Estimates (Continued)

(a) Critical judgements in applying the Group's accounting policy (continued)

(i) Investment Entity Business Model
The Group has determined that the business model of its subsidiary MJE is, and always has been, similar to that of an "investment entity" as defined in IFRS 10 having consideration to the following key matters amongst other facts:

i. MJE provides investment management services to multiple investors who have invested in the Company via the JSE to take advantage of the management of a portfolio of Jamaican equities on their behalf.
ii. MJE's principal objective is solely to invest in Jamaican equities for returns from capital appreciation and investment income.
iii. MJE manages and evaluates performance on the Jamaican equities on a fair value basis. A Net Asset Value (NAV) is tracked daily and communicated to the Company's investors and potential investors via the JSE and MJE's website. Additionally, MJE's Investment Manager is compensated based on the fair value appreciation of the portfolio over time (note 33)

The purpose and design of the Company is therefore similar to that of an investment entity per IFRS 10.

3. Critical Accounting Judgements and Estimates (Continued)

(a) Critical judgements in applying the Group's accounting policy (continued)

(ii) Investments in associated companies

During 2022, the Group reviewed the accounting principles for accounting for equity investments. It included a review of the requirements of IAS 28 - Investments in associates and joint ventures which expound on the accounting requirements for entities that while not controlled or jointly controlled by the reporting entity, are subject to significant influence by it and are deemed associates. The standard indicates that a holding of 20% or more of the voting power of the investee is presumed to give rise to significant influence, unless it can be clearly demonstrated that this is in fact not the case. Conversely, a holding of less than 20% of the voting power is presumed not to give rise to significant influence, unless it can be clearly demonstrated that there is in fact significant influence. The Group has five investments which meet the criteria of having significant influence based on management's representation on the Board of Directors which places it in a position to contribute to policy formation and participate in decisions about dividends and other distributions.

Some of the directors and executive management of the Group are members of the Board of Directors of Lasco Financial Services Limited, Caribbean Producers (Jamaica) Limted, Supreme Ventures Limited and Iron Rock Insurance Limited and are able to participate in all significant financial and operating decisions. In 2023, the Group acquired the right to appoint representatives to the Board of Directors of Dolla Financial Services Limited. Based on the foregoing, the Group has determined that it has significant influence over these entities though some shareholdings are below 20%.

The Group also has shareholdings of 20% in Blue Power Limited, however the Group has never sat on the Board of Directors, nor any key operational committees and Management is not of the view they exercise any significant influence over this entity's activities. This entity has therefore been accounted for as a financial investment.

The Group elected the IAS 28 exemption from applying the equity method of accounting to measure its investments in associates and instead measure them at FVTPL in accordance with IFRS 9. Management is of the view that fair value measurement provides more useful information for users of the financial statements.

(iii) Accounting for the Scheme of Arrangement

As explained in Note 1, the Group has exercised judgement in determining that the Scheme of Arrangements which was executed during the current year should be accounted for as a re-organisation. The conclusion was based on the fact that before and after the transaction, there was no change in ultimate control with respect to the entities which were part of the re-organisation.

3. Critical Accounting Judgements and Estimates (Continued)

(b) Key sources of estimation uncertainty

(i) Impairment losses on loans, investments and receivables
The Group reviews its loan and investment portfolios to assess impairment at least on a quarterly basis. In determining whether an impairment loss should be recorded in the statement of profit or loss, the Group makes judgements as to whether there are any observable data indicating that there is a measurable decrease in the estimated future cash flows from the loans resulting from adverse change in the payment status of the borrower or national and economic conditions that correlate with defaults on loans and investments in the Group. Management uses estimates based on historical loss experience for assets with credit risk characteristics and objective evidence of impairment similar to those in the portfolio when scheduling its future cash flows. The methodology and assumptions used for estimating both the amount and timing of future cash flows are reviewed regularly to reduce any differences between loss estimates and actual loss experience.

(ii) Income taxes
There are certain transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for actual and anticipated tax audit issues based on estimates of whether additional taxes will be due. In determining these estimates, Management considers the merit of any tax audit issues raised, based on their interpretation of the taxation laws, and their knowledge of any precedents established by the taxation authorities. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences could materially impact the current tax and deferred tax provisions in the period in which such determination is made. The Group also recognises deferred tax assets on tax losses carried forward where it anticipates making future taxable income to offset these losses.

The St. Lucian tax authorities enacted certain tax laws in 2012 and 2019 that contain certain grandfathering provisions. Some of those changes came into effect during 2021 for the Group, while others were effective in 2022. These are discussed in note 43.

3. Critical Accounting Judgements and Estimates (Continued)

(b) Key sources of estimation uncertainty (continued)

(iii) Fair value of financial assets

A significant amount of financial assets and liabilities included in the Group's financial statements require measurement at, and/or disclosure of fair value. Management uses its judgment in selecting appropriate valuation techniques supported by appropriate assumptions to determine fair value of investment securities (note 38).

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Market price is used to determine fair value of a financial instrument. For financial instruments where no market price is available, the fair values presented have been estimated using present value or other estimation and valuation techniques based on market conditions existing at the end of the reporting period.

The values derived from applying these techniques are significantly affected by the underlying assumptions used concerning both the amounts and timing of future cash flows and the discount rates.

The Group uses the following hierarchy in determining and disclosing the fair value of financial instruments by valuation technique:

Level 1 quoted prices in active markets for identical assets or liabilities

Level 2 other techniques for which all inputs which have a significant effect on the recorded fair value is observable, either directly or indirectly.

Level 3 techniques which use inputs which have a significant effect on the recorded fair value that are not based on observable market data.

Transfers of items between levels are recognised in the period they occur.

The following methods and assumptions have been used:

(i) Investment securities classified as fair value through profit or loss and fair value through other comprehensive income are measured at fair value by reference to quoted market prices when available. If quoted market prices are not available, then fair values are estimated on the basis of pricing models or discounted cash flows or other recognized valuation techniques.

The fair values of liquid assets and other maturing within one year are assumed to approximate their carrying amount. The assumption is applied to liquid assets and short term elements of all financial assets and liabilities.

(ii) The fair values of variable rate financial instruments are assumed to approximate their carrying amounts.

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4. Net Interest Income

	2023 $'000	2022 $'000
Interest income -		
Investment securities measured at FVTPL	123,991	152,533
Investments, loans and promissory notes at amortised cost	1,464,002	966,312
	1,587,993	1,118,845
Interest expense -		
Margin loans with brokers	37,544	72,971
Securities sold under repurchase agreements	401,210	247,336
Corporate papers and notes	1,219,425	431,086
Other funding sources	256,029	57,009
	1,914,208	808,402
	(326,215)	310,443

5. Consulting Fees and Commissions

	2023 $'000	2022 $'000
Services transferred at a point in time -		
Brokerage fees and commissions	321,554	314,836
Structured financing fees	90,690	68,155
	412,244	382,991
Services transferred over time -		
Portfolio management	108,959	125,666
	521,203	508,657

6. Dividend Income

	2023 $'000	2022 $'000
Investments in associates measured at FVTPL	472,148	451,400
Equity securities measured at FVTPL	62,773	81,371
Equity securities measured at FVTOCI	76,115	35,055
	611,036	567,826

7. Net Trading Gains

	2023 $'000	2022 $'000
Gains on disposal of investment securities measured at FVTPL	75,341	146,578
Gains on disposal of investment securities measured at amortised cost	35,756	1,693
Loss on disposal of investment properties	-	(32,189)
	111,097	116,082

8. Salaries, Statutory Contributions and Staff Costs

	2023 $'000	2022 $'000
Wages and salaries	694,408	699,896
Profit share and bonus	-	(54,159)
Statutory contributions	71,871	71,605
Pension contributions	15,301	14,016
Training and development	15,272	14,512
Staff welfare	11,486	15,606
	808,338	761,476

The number of employees at year-end was 108 (2022 – 134).

9. Expenses by Nature

	2023 $'000	2022 $'000
Sales, marketing, and public relations	116,395	143,845
Auditors' remuneration	27,951	14,827
Computer expenses	102,689	74,105
Depreciation (Note 18)	22,707	28,838
Amortisation of intangibles (Note 32)	5,468	6,327
Amortization – right-of-use assets (Note 20)	16,955	18,504
Provision for credit losses	(59,669)	128,708
Insurance	35,734	23,678
Licensing fees	103,021	91,141
Short term lease expense	11,164	6,974
Legal and professional fees	264,889	152,031
Registrar and broker fees	23,007	18,754
Directors' fees	34,761	34,872
Bank charges	22,285	24,462
Repairs and maintenance	19,043	15,414
Investment, incentive and management fee	119,479	354,874
Salaries, statutory contributions and staff costs (Note 8)	808,338	761,476
Security	33,358	18,756
Travelling and motor vehicles expenses	28,956	64,219
Assets tax	57,916	48,507
Operational losses	120,491	88,883
Utilities	56,428	65,857
Other operating expenses	80,029	61,603
	2,051,395	2,246,655

10. Taxation

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

	2023 $'000	2022 $'000
Current year income tax at 33 1/3% / 30%	-	-
Deferred tax credit (Note 26)	(593,632)	(1,016)
Taxation credit	(593,632)	(1,016)

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

	2023 $'000	2022 $'000
(Loss)/Profit before taxation	(2,062,576)	4,736,614
Tax calculated at a tax rate 33 1/3% / 30%	(355,368)	1,411,864
Adjustments for the effects of:		
Expenses not deductible for tax	40,572	156,943
Income not subject to tax	(340,388)	(1,618,077)
Other adjustments	61,552	48,254
Taxation credit	(593,632)	(1,016)

(c) Subject to agreement with Tax Administration Jamaica, the MIL tax losses of approximately $3,195 million (2022 - $1,397 million) available for set-off against future taxable profits. The Group's subsidiaries have tax losses of US$1,992,573 (2022 – US$1,992,573) available for set–off against future taxable profits.

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10. Taxation (Continued)

(d) Tax charge relating to components of other comprehensive income is as follows:

	2023 $'000			2022 $'000		
	Before tax	**Tax credit**	**After tax**	**Before tax**	**Tax credit**	**After tax**
Item that will not be reclassified to profit or loss:-						
Net unrealisedgains /(losses) on financial instruments - FVOCI	(130,550)	167,068	36,518	(301,293)	169,828	(131,465)
Item that may be reclassified to profit or loss:-						
Foreign currency translation adjustments	43,290	-	43,290	(33,736)	-	(33,736)
Other Comprehensive Income for the Year	(87,260)	167,068	79,808	(335,029)	169,828	(165,201)
Deferred taxation (Note 26)		167,068			169,828	

11. Net Profit

	2023 $'000	2022 $'000
Dealt with in the financial statements of:		
The Company	(48,651)	-
Subsidiaries	(1,420,293)	4,737,630
	(1,468,944)	4,737,630
Attributable to:		
Stockholders of the parent	(256,548)	2,218,806
Non-controlling interests	(1,212,396)	2,518,824
	(1,468,944)	4,737,630

12. Financial Ratios

(a) Earnings per stock unit:

Earnings-per-stock unit is calculated by dividing the net (loss)/profit attributable to stockholders of the parent by the weighted average number of ordinary stock units in issue during the year. There are no dilutive potential instruments.

	2023	2022
Net (loss)/profit attributable to stockholders of the parent ($'000)	(256,548)	2,218,806
Number of ordinary stock units in issue ('000)	1,201,149	1,201,149
Earnings per stock unit – basic and fully diluted	($0.21)	$1.85

(b) Comprehensive income per stock unit:

Comprehensive income per stock unit is calculated by dividing the comprehensive income attributable to stockholders of the parent by the weighted average number of ordinary stock units in issue during the year.

	2023	2022
Comprehensive income attributable to stockholders of the parent ($'000)	(201,818)	2,154,126
Number of ordinary stock units in issue ('000)	1,201,149	1,201,149
Comprehensive income per stock unit – basic and fully diluted	($0.17)	$1.79

(c) Net book value per stock unit:

Net book value per stock unit is calculated by dividing the stockholder's equity attributable to the owners of the parent by the weighted average number of ordinary stock units in issue during the year.

	2023	2022
Stockholders' equity attributable to stockholders of the parent ($'000)	16,232,944	16,795,106
Number of ordinary stock units in issue ('000)	1,201,149	1,201,149
Net book value per stock unit	$13.51	$13.98

(d) Market value of ordinary stock units:

Market value of ordinary stock units is calculated by multiplying the closing bid price per stock unit as quoted on the Jamaica Stock Exchange by the weighted average number of ordinary stock units in issue during the year.

	2023	2022
Closing bid price per stock unit as at 31 December	$8.45	$8.12
Number of ordinary stock units in issue ('000)	1,201,149	1,201,149
Market value of ordinary stock units ($'000)	10,149,712	9,753,332

13. Cash Resources

	2023	2022
	$'000	$'000
Current accounts - Jamaican dollar	831,192	901,222
Current accounts - Foreign currencies	2,994,796	1,829,243
Deposits - Jamaican dollar	1,488	1,488
Cash in hand	58	234
	3,827,534	2,732,187

For the purposes of cash flow statement, cash and cash equivalents comprise the following:

	2023	2022
	$'000	$'000
Cash resources	3,827,534	2,732,187
Reverse repurchase agreements with 90-day maturity	997,120	2,000,768
Bank overdraft	(994,193)	(50,337)
	3,830,461	4,682,618

The bank overdraft resulted from un-presented cheques at year-end. National Commercial Bank Jamaica Limited (NCB) holds as security, Government of Jamaica Global Bond with a nominal value of US$219,000 (2022 - US$219,000), to cover its overdraft facility of $300,000,000. NCB also holds as security Government of Jamaica Benchmark Notes with a nominal value of $18,400,000 (2022 - $11,800,000) and a lien over idle cash balances to cover 10% of the un-cleared effects limit of $60,000,000 i.e. $6,000,000.

14. Investment Securities

	2023 $'000	2022 $'000
Investment securities at FVTPL -		
Debt securities		
Government of Jamaica bonds	16,404	15,316
Foreign government bonds	15,191	14,800
Corporate bonds	73,256	164,372
Equities	3,556,570	1,454,501
Total FVTPL	3,661,421	1,648,989
Investment securities at FVTOCI -		
Equities	5,044,919	5,588,024
Total FVTOCI	5,044,919	5,588,024
Investment securities at amortised cost, net of ECL -		
Debt securities		
Government of Jamaica bonds	1,555,204	50,546
Foreign government bonds	201	196
Corporate bonds	1,442,789	2,262,977
Less ECL	(8,997)	(37,724)
Total investment securities at amortised cost, net of ECL	2,989,197	2,275,995
	11,695,537	9,513,008
Accrued interest	104,550	35,018
Total investment securities	11,800,087	9,548,026

The movement in the ECL determined under the requirements of IFRS is as follows:

	2023 $'000	2022 $'000
Balance at beginning of year	37,724	15,352
Net (decrease)/increase included in provision for credit losses	(28,727)	22,372
Balance at end of year	8,997	37,724

The Government and Corporate bonds are used as collateral for the Group's demand loans received from Oppenheimer and Co. Inc., Raymond James and Morgan Stanley (Note 25).

The current portion of investment securities is $1,661.3 million (2022 - $617.3 million).

15. Reverse Repurchase Agreements

The Group enters into repurchase and reverse repurchase agreements collateralised by Government of Jamaica debt securities. These agreements may result in credit exposure in the event that the counterparty to the transaction is unable to fulfil its contractual obligations.

	2023	2022
	$'000	$'000
Reverse repurchase agreements	3,526,965	5,218,312
Interest receivable	88,263	85,638
	3,615,228	5,303,950

Included in reverse repurchase agreements is $3,526,965,000 (2022: $5,218,312,000) which matures within the next 12 months, of which $997,120,000 (2022: $2,000,768,000) with original maturities of 90 days or less, are regarded as cash and cash equivalents for the purposes of the statement of cash flows.

16. Promissory Notes

	2023	2022
	$'000	$'000
Gross loans	4,535,508	4,501,659
Less: Allowance for credit losses	(228,680)	(252,211)
Interest receivable	55,548	5,799
	4,362,376	4,255,247

This represents Jamaican and United States dollar promissory notes from customers. These are hypothecated against balances held for the customers, registered mortgages and other properties.

The current portion of promissory notes is $1,949.2 million (2022 - $575.1 million).

The movement in the ECL determined under the requirements of IFRS is as follows:

	2023 $'000	2022 $'000
Balance at beginning of year	252,211	274,160
Net decrease included in provision for credit losses	(23,531)	(21,949)
Balance at end of year	228,680	252,211

17. Loans and other Receivables

	2023	2022
	$'000	$'000
Client margins	4,838,121	3,818,358
Client receivables	4,197,386	1,646,547
Due from broker	63,284	144,563
Current account with joint venture	283,790	276,741
Withholding tax recoverable	214,869	180,557
General Consumption Tax recoverable	-	21,343
Prepayments	105,753	70,587
Other receivables	791,714	545,165
	10,494,917	6,703,861
Less: Allowance for credit losses	(251,026)	(298,477)
	10,243,891	6,405,384

Client margins are secured against their equity portfolios held at the Jamaica Central Securities Depository.

The current portion of loans and other receivables is $9,958 million (2022 - $6,129 million)

The movement in the ECL determined under the requirements of IFRS is as follows:

	2023	2022
	$'000	$'000
Balance at beginning of year	298,477	170,192
Write offs	(40,040)	-
Net (decrease)/increase included in provision for credit losses	(7,411)	128,285
Balance at end of year	251,026	298,477

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18. Property, Plant and Equipment

	Leasehold Improvements $'000	Computer Equipment $'000	Office Equipment $'000	Furniture, Fixtures & Fittings $'000	Motor Vehicles $'000	CWIP $'000	Total $'000
Cost -							
At 1 January 2022	79,836	250,857	35,826	63,551	28,244	-	458,314
Additions	2,675	13,987	1,398	76	-	47,626	65,762
Disposals	-	2,225	-	-	-	26,485	28,710
At 31 December 2022	82,511	267,069	37,224	63,627	28,244	74,111	552,786
Additions	-	10,606	3,716	-	-	2,909	17,231
At 31 December 2023	82,511	277,675	40,940	63,627	28,244	77,020	570,017
Accumulated Depreciation -							
At 1 January 2022	29,267	211,470	29,085	57,862	22,025	-	349,709
Charge for the year	1,777	16,301	2,344	2,468	5,948	-	28,838
At 31 December 2022	31,044	227,771	31,429	60,330	27,973	-	378,547
Charge for the year	1,813	16,226	2,561	1,836	271	-	22,707
At 31 December 2023	32,857	243,997	33,990	62,166	28,244	-	401,254
Net Book Value -							
31 December 2023	49,654	33,678	6,950	1,461	-	77,020	168,763
31 December 2022	51,467	39,298	5,795	3,297	271	74,111	174,239

19. Investment Properties

	2023 $'000	2022 $'000
Balance at beginning of year	2,027,738	2,174,302
Disposals	-	(124,499)
Net gain/(loss) from fair value adjustment	85,734	(22,065)
Balance at end of year	2,113,472	2,027,738

Amounts recognised in profit or loss for investment properties

	2023 $'000	2022 $'000
Direct operating expenses from property that did not generate rental income	-	-
Fair value gain/(loss) recognised in other income	85,734	(22,065)
	85,734	(22,065)

Some of these properties are used as collateral for the Group's corporate paper (note 25)

The properties held are stated at fair market value as appraised by professional independent valuers. The valuation is done on the basis of market value and is defined as the estimated amount for which an asset or liability should exchange on the valuation date between a willing buyer and a willing seller in an arm's length transaction after proper marketing and where the parties had each acted knowledgeably, prudently and without compulsion.

Valuations have been performed using a comparable sales approach incorporating a review of sales with similar highest and best use. There has been no change in the valuation technique during the year.

20. Leases

(a) Right-of-use assets

	Land & Building $'000	Motor Vehicles $'000	Total $'000
As at December 2021	96,564	12,993	109,557
Addition	13,523	-	13,523
Amortization	(13,307)	(5,197)	(18,504)
Adjustments	(34,502)	-	(34,502)
As at December 2022	62,278	7,796	70,074
Amortization	(11,758)	(5,197)	(16,955)
At 31 December 2023	50,520	2,599	53,119

(b) Lease liabilities

	Land & Building $'000	Motor Vehicles $'000	Total $'000
As at 31 December 2021	108,845	15,245	124,090
Interest expense	6,935	1,237	8,172
Lease payments	(18,086)	(9,552)	(27,638)
Addition	13,523	-	13,523
Adjustments	(34,502)	-	(34,502)
As at 31 December 2022	76,715	6,930	83,645
Interest expense	7,654	656	8,310
Lease payments	(17,328)	(4,840)	(22,168)
At 31 December 2023	67,041	2,746	69,787

(c) Amount recognised in the income statement

	2023 $'000	2022 $'000
Amortization charge of right-of-use assets	16,955	18,504
Interest expense	8,310	8,172
Short term lease expense	11,164	6,974

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21. Investment in Associates

Details of each of the Group's material associates at FVTPL at the end of the reporting period are as follows:

	2023	2022
	$'000	$'000
Supreme Ventures Limited	13,207,045	14,569,117
Caribbean Producers (Jamaica) Limited	1,986,880	2,590,460
Lasco Financial Services Limited	513,542	756,517
Ironrock Insurance Company Limited	105,277	95,383
Dolla Financial Services Limited	1,286,822	-
	17,099,566	18,011,477

22. Investment in Joint Venture

i) Details of the Group's material joint venture accounted for using the equity method at the end of the reporting period are as follows:

	2023	2022
	$'000	$'000
Cherry Hills Development Limited:		
Balance at 1 January	1,964,454	2,654,808
Prior year adjustments	-	88,285
Share of after tax earnings	833,575	(66,845)
Dividend	-	(661,286)
Translation adjustments	44,924	(50,508)
Balance at 31 December	2,842,953	1,964,454

ii) Summarised financial information for joint venture.
The tables below provide summarised financial information in respect of the Group's investment in joint venture. The information disclosed reflects the amounts presented in the financial statements of the joint venture in accordance with IFRS standards, and not the Group's share of those amounts.

Summarised statement of financial position

	2023	2022
	$'000	$'000
Current Assets	149,395	134,371
Non-current Assets	9,208,562	6,397,659
Total Assets	9,357,957	6,532,030
Current Liabilities	1,670,345	754,193
Non-current Liabilities	2,032,451	1,878,985
Total Liabilities	3,702,796	2,633,178
Net Assets	5,655,161	3,898,852

22. Investment in Joint Venture (Continued)

iii) Summarised financial information for joint venture (continued)

Statement of profit or loss and other comprehensive income

	2023	2022
	$'000	$'000
Revenue	2,054,342	96,260
Interest expense	(291,988)	(136,896)
Other expenses	(95,205)	(75,442)
Profit/(Loss) before income tax	1,667,149	(116,078)
Taxation credit	-	-
Profit/(Loss) after tax and Total comprehensive income	1,667,149	(116,078)

23. Cash Flows

Adjustments to reconcile net profit to net cash provided by operating activities.

	Note	2023 $'000	2022 $'000
Adjustments for non-cash items:			
Provision for credit losses		(59,669)	128,708
Intangible asset – amortization		5,468	6,327
Depreciation	18	22,707	28,838
Right-of-use assets - amortization	20	16,955	18,504
Interest income	4	(1,587,993)	(1,118,845)
Interest expense	4	1,914,208	808,402
Interest expense – lease liabilities		8,310	8,172
Realized gains on trading		(111,097)	(116,082)
Unrealised fair value losses/(gains) on Investment in associates		2,235,227	(5,232,917)
Unrealised fair value gains on financial instruments – FVTPL		(170,946)	(90,097)
Unrealised foreign exchange gains		(207,093)	(97,271)
Share of profits in joint venture		(833,575)	(21,440)
Unrealised fair value (gains)/losses on investment properties		(85,734)	22,065
		1,146,768	(5,655,636)
Changes in operating assets and liabilities:			
Loans and other receivables		(3,833,619)	(1,234,022)
Investments		(1,826,059)	(46,648)
Promissory notes		(33,849)	(1,364,159)
Reverse repurchase agreements		687,798	(2,374,867)
Investment in associates		(1,312,364)	(26,141)
Accounts payable		696,467	2,989,855
Demand loans		135,426	1,275,055
Securities sold under repurchase agreements		1,939,409	4,335
		(2,400,023)	(6,432,228)

24. Pledged Assets

The carrying amounts of assets pledged as security for current and non–current borrowings are:

	2023 $'000	2022 $'000
Restricted deposit	-	42,959
Investment securities at FVTOCI	-	1,136,117
Investment securities at FVTPL	59,117	246,629
Investment securities at amortised cost	159,220	288,953
Investments in associates at FVTPL	-	17,452,322
Loans and other receivables	6,509,800	-
Investment property at FVTPL	1,446,108	1,300,181
Total assets pledged as collateral	8,174,245	20,467,161

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25. Loans

	2023 $'000	2022 $'000
Demand loans (i) -		
Oppenheimer & Co. Inc.	2,238,548	1,423,314
Morgan Stanley	139,679	331,466
Raymond James	-	488,021
Term loans –		
Corporate paper (unsecured) (ii)	1,906,540	1,860,782
Corporate paper (secured) (ii)	967,000	643,850
Corporate bonds (iii)	-	2,200,000
Revolving line of credit (iv)	500,000	500,000
Development Bank of Jamaica (v)	2,154,225	1,957,745
Bonds -		
Bondberry bond (iii)	6,385,345	-
	14,291,337	9,405,178
Unamortised Transaction Fees	(50,755)	(2,683)
Interest Payable	6,511	5,373
	14,247,093	9,407,868

(i) The demand loans attract interest at 6.19% (2022 – 2.5%) per annum - Oppenheimer & Co. Inc., 5.86% (2022 – 2.15%) per annum - Morgan Stanley and 6.7% (2022 – 3.48%) per annum – Raymond James. The collaterals for the demand loans are investment securities which were purchased with the proceeds of the loans received from Morgan Stanley, Oppenheimer & Co. Inc. and Raymond James (Note 14).

(ii) The Unsecured Corporate Paper attracts interest at 10% per annum (2022 - 6.5%) and matures January 14, 2026. The previous paper matured November 19, 2023.

A Secured Corporate Paper is backed by real estate and attracts a weighted average rate of interest at 10.47% per annum (2022 – 7.5%) with outstanding Tranches maturing between February 9, 2024 and February 23, 2025.

A Secured Corporate Paper is backed by secured loans and attracts an interest rate of 11% per annum (2022 – 7.5%) and matures November 30, 2025. The previous paper matured November 2023.

25. Loans (Continued)

(iii) On 24 September 2018 the Company's subsidiary, Mayberry Jamaican Equities Limited, completed a secured corporate bond issue amounting to $2.2 billion. The bond matured in 2023. and was at a fixed interest rate of 7.25% per annum paid quarterly. The bond was arranged by Sagicor Investments Jamaica Limited and registered with JCSD Trustee Services Limited.

The bond was secured by some of the Group's quoted equity investments in various entities that are being traded on the Jamaica Stock Exchange. These shares were required to have a fair value coverage of 1.5 times the principal amount and a maintenance margin of 1.5 times. The company complied with these covenants.

On January 20, 2023, the Company's sub-subsidiary, MIL, completed a secured corporate bond issue amounting to $6.3 billion. The bonds are in four Tranches and are repayable between 2024 and 2026. The fixed rate notes attract interest between 9.25% and 12% with interest paid quarterly. The bonds are secured by a charge over the Secured Loan Portfolio of MIL included in note 16 and note 17.

(iv) On June 16, 2022, the Company's sub-subsidiary, MIL, entered into a revolving line of credit facility amounting to $500 million attracting interest at 12% (2022-9.75%) per annum with monthly interest payments. The effective interest rate is subject to change based on prevailing market conditions and the facility matures in 36 months. The loan is secured by some of the Group's shares in Mayberry Jamaican Equities Limited.

The following financial covenants are required to be maintained:

i. Interest coverage ratio must be at least 1.5X;
ii. Total debt to equity ratio must not exceed 40%
iii. Carrying value of the quoted equity investments must be at least 2X the outstanding principal balance of the credit facility.

At year end MIL had complied with these covenants.

(v) The loans from Development Bank of Jamaica are granted in Jamaican dollars and are utilized by the Group to finance customers with projects in various sectors of the economy. These loans are for terms up to 10 years and at rates ranging from 5.75% - 9%

26. Deferred Taxation

Deferred income taxes are calculated on all temporary differences under the liability method using a tax rate of 33 1/3% for the subsidiaries incorporated in Jamaica, and 30% for the Company and its subsidiaries incorporated in St Lucia. The movement in the net deferred income tax balance is as follows:

	2023 $'000	2022 $'000
Net balance at beginning of year	387,764	216,920
Deferred tax credit (Note 10)	593,632	1,016
Deferred tax credit on investment securities (OCI)	167,068	169,828
Net balance at end of year	1,148,464	387,764

Net deferred income taxation is due to the following items:

	2023 $'000	2022 $'000
Deferred income tax assets:		
Interest payable	46,539	31,609
Property, plant and equipment	7,992	5,907
Provisions	162,901	200,913
Tax losses carried forward	1,027,698	351,841
Unrealised foreign exchange loss	33,066	33,066
Other	12,339	11,030
	1,290,535	634,366
Deferred income tax liabilities:		
Property, plant and equipment	32,900	33,651
Intangibles	21,575	-
Investment securities:		
- Trading	(3,412)	(3,412)
- Other comprehensive income	7,143	174,211
Interest receivable	83,865	42,152
	142,071	246,602
Net deferred tax asset	1,148,464	387,764

Deferred income taxes are recognized for tax losses carried forward only to the extent that realization of the related tax benefit is probable (Note 10).

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26. Deferred Taxation (Continued)

The movement in deferred income taxation is due to the following items:

	Interest payable	Property, plant and equipment	Unrealised foreign exchange loss	Other	Tax losses carried forward	Provisions	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Deferred income tax assets:							
As at 1 January 2022	10,665	3,712	76,015	14,454	352,197	153,235	610,278
(Charged)/Credited to profit or loss	20,944	2,195	(42,949)	(3,424)	(356)	47,678	24,088
As at 31 December 2022	31,609	5,907	33,066	11,030	351,841	200,913	634,366
(Charged)/Credited to profit or loss	14,930	2,085	-	1,309	675,857	(38,012)	656,169
As at 31 December 2023	46,539	7,992	33,066	12,339	1,027,698	162,901	1,290,535

	Interest receivable	Property, plant and equipment	Unrealised fair value gain	Intangibles	Total
	$'000	$'000	$'000		$'000
Deferred income tax liabilities:					
As at 1 January 2022	36,828	10,996	345,534	-	393,358
Charged/(Credited) to profit or loss	5,324	22,655	(4,907)	-	23,072
Credited to other comprehensive income	-	-	(169,828)	-	(169,828)
As at 31 December 2022	42,152	33,651	170,799	-	246,602
Charged/(Credited) to income statement	41,713	(751)	-	21,575	62,537
Credited to other comprehensive income	-	-	(167,068)	-	(167,068)
As at 31 December 2023	83,865	32,900	3,731	21,575	142,071

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26. Deferred Taxation (Continued)

The gross amounts shown in the above tables include the following:-

	2023 $'000	2022 $'000
Deferred income tax assets:		
Deferred tax assets to be recovered after more than 12 months	1,210,931	569,691
Deferred tax assets to be recovered within 12 months	79,604	64,675
	1,290,535	634,366
Deferred income tax liabilities:		
Deferred tax liabilities to be settled after more than 12 months	54,475	33,651
Deferred tax liabilities to be settled within 12 months	87,596	212,951
	142,071	246,602
Deferred tax assets, net	1,148,464	387,764

27. Accounts Payable

	2023 $'000	2022 $'000
Accounts payable	792,089	433,206
Due to brokers	-	38,790
General Consumption Tax payable	1,464	-
Management and incentive fee payable	31,543	271,393
Client payables	10,920,355	10,302,583
	11,745,451	11,045,972

The current portion of accounts payable is disclosed in Note 37(a).

28. Share Capital

	2023 $'000	2022 $'000
Authorized – 100,000,000,000 Ordinary Shares		
- 1 Special rights redeemable Preference Share		
Issued and fully paid –		
1,201,149,290 Ordinary Shares	1,582,382	1,582,382

29. Fair Value Reserves

These represent net unrealised gains on the revaluation of equity securities. These unrealised gains are transferred to retained earnings on disposal of the equities. The fair value through other comprehensive income securities are based on short term fluctuations in market prices.

30. Other Reserves

	2023 $'000	2022 $'000
Capital redemption reserve fund	51,343	51,343
Stock option reserve	26,596	26,596
	77,939	77,939

31. Retained Earnings

	2023 $'000	2022 $'000
Reflected in the financial statements of:		
The Company	(48,651)	-
Subsidiaries	13,943,728	14,490,088
	13,895,077	14,490,088

32. Intangible Asset

	Computer Software $'000	Work in progress $'000	Total $'000
At Cost –			
1 January 2022	6,720	707,419	714,139
Additions	-	304,251	304,251
Transfers	27,343	(27,343)	-
Adjustments	-	(28,710)	(28,710)
At 31 December 2022	34,063	955,617	989,680
Additions	-	269,529	269,529
Transfers	996,980	(996,980)	-
At 31 December 2023	1,031,043	228,166	1,259,209
Amortisation –			
1 January 2022	5,152	-	5,152
Charge for the year	6,327	-	6,327
31 December 2022	11,479	-	11,479
Charge for the year	5,468	-	5,468
31 December 2023	16,947	-	16,947
Net book value -			
31 December 2023	1,014,096	228,166	1,242,262
31 December 2022	22,584	955,617	978,201

Work in progress represents the development of a new integrated client service, customer management, operations management and back office financial management system to digitise the Group's operations.

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33. Related Party Transactions and Balances

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

(i) The following are the balances with related parties:

	2023 $'000	2022 $'000
Loans and other receivables:		
Joint venture	277,913	276,741
Companies controlled by directors	349,237	271,892
Directors and key management personnel	356,116	307,743
Promissory Note		
Cherry Hill Developments	366,949	-
Accounts payable:		
Management fees payable (Mayberry Asset Managers Limited)	31,543	271,393
Companies controlled by directors	206,623	181,848
Directors and key management personnel	219,352	141,732

(ii) The following are transactions with related parties

	2023 $'000	2022 $'000
Dividend Income	605,283	451,400
Investment management and incentive fees	119,479	354,874
Key management compensation		
Salaries and other short term employee benefits	195,787	195,808
Pension contributions	4,626	4,129
Directors' emoluments:-		
Fees	65,687	61,513
Executive directors' remuneration	75,915	82,240
Pension contributions	3,166	3,475

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33. Related Party Transactions and Balances (Continued)

On 15 February 2017, the Company's subsidiary, Mayberry Jamaican Equities Limited, entered into an agreement with Mayberry Asset Managers Limited, a company incorporated in St. Lucia that is jointly controlled with the Company by Christopher Berry and K. Mark Berry. The said agreement ratifies and confirms a course of conduct that had been entered into by Mayberry West Indies Limited whereby the principals of Mayberry Asset Managers Limited had previously performed investment management services. The new agreement provides for the following fees to be paid to Mayberry Asset Managers Limited as compensation for the services rendered, and expenses borne by it, calculated as follows:

(i) A management fee calculated as 0.50% of the net asset value; and
(ii) An incentive fee calculated as 8.00% of the increase in the comprehensive income.

The management fee is accrued and charged quarterly in arrears. The amount charged for the year was $119,479,000 (2022 – $113,331,000).

The incentive fee is accrued and charges on the last day of each calendar year with reference to the total comprehensive income earned for the calendar year in question. No incentive fee is payable if the net book value per share falls below previous levels attained ("hurdle per share") until and unless those previous levels are regained and surpassed. The amount charged for the year was $nil (2022 – $241,543,000).

34. Dividends

	2023 $'000	2022 $'000
Final dividend to ordinary shareholders –30 cents per share (2022 – 28 cents per share)	360,344	336,322
Payment to minority shareholders	41,689	35,734
	402,033	372,056

A dividend of $0.30 was approved and paid in June 2023 to those shareholders on record as at 12 July 2023.

A dividend of $0.28 was approved and paid in December 2022 to those shareholders on record as at 29 June 2022.

35. Non-Controlling Interests

The table below shows the summarised financial information for Mayberry Jamaican Equities Limited that has non-controlling interests and is material to the Group:

	2023 $'000	2022 $'000
Summarized statement of financial position		
Total assets	24,491,995	24,355,036
Total liabilities	(7,194,429)	(4,578,635)
Net assets	17,297,566	19,776,401
Attributable to non-controlling interests	8,576,133	9,805,140
Summarized statement of comprehensive income		
Revenue	(1,586,637)	5,812,480
(Loss)/Profit for the period	(2,445,333)	5,080,322
Other comprehensive income	50,577	(202,746)
Total comprehensive income	(2,394,756)	4,877,576
(Loss)/Profit allocated to non-controlling interests	(1,212,396)	2,518,824
Other comprehensive income allocated to non-controlling interests	25,078	(100,521)
Attributable to non-controlling interests	(1,187,318)	2,418,303
Summarized statement of cash flows		
Cash flows from operating activities	2,976,467	348,397
Interest received	10,988	3,165
Interest paid	(638,983)	(272,590)
Income tax paid	-	-
Net cash generated from operating activities	2,348,472	78,972
Cash flows used in financing activities	(2,283,705)	(72,069)
Net increase in cash and cash equivalents	64,767	6,903
Cash and cash equivalents at the beginning of year	314,952	313,902
Exchange losses on cash and cash equivalents	(170)	(5,853)
Cash and cash equivalents at end of year	379,549	314,952

36. Reconciliation of Liabilities arising from Financing Activities

The table below details the movement in debt for each of the periods presented. Financing activities represent debt security issued and other loans.

	Loans		Lease liabilities	
	2023 $'000	**2022 $'000**	**2023 $'000**	**2022 $'000**
As at 1 January	9,407,868	6,676,050	83,645	124,090
Interest payable	(5,373)	(3,059)	-	-
	9,402,495	6,672,991	83,645	124,090
Changes related to Operating Activities				
Loans received	815,234	1,364,443	-	-
Principal repayments	(679,808)	(89,388)	-	-
Net Changes related to Operating Activities	135,426	1,275,055	-	-
Changes related to Financing Activities				
Loan received	7,875,426	4,159,677	-	-
Lease additions	-	-	-	13,523
Repayments	(3,228,195)	(2,708,805)	(13,858)	(19,466)
Adjustments	-	-	-	(34,502)
Amortization of borrowing costs	55,430	3,577	-	-
Interest payable	6,511	5,373	-	-
Net Changes related Financing Activities	4,709,172	1,459,822	(13,858)	(40,445)
As at 31 December	14,247,093	9,407,868	69,787	83,645

37. Financial Risk Management

Risk Management Framework

The Board of Directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The Board has established the Assets and Liabilities Committee (ALCO) which is responsible for developing and monitoring the Group's risk management policies in their specified areas.

ALCO places trading limits on the level of exposure that can be taken and monitors risks and adherence to limits. The Group, through its training and management standards and procedures, aims to develop disciplined and constructive control environment, in which all employees understand their roles and obligations. This is supplemented by the Compliance Committee which was established in 2020, to specifically monitor regulatory measures.

The Audit Committee is responsible for monitoring compliance with the Group's risk management policies and procedures and for reviewing the adequacy of the risk management framework in relation to the risks faced by the Group. The Audit Committee is assisted in these functions by both the Compliance Unit and Internal Audit. The Compliance Unit and Internal Audit undertake both regular and ad-hoc reviews of risk management controls and procedures, the results of which are reported to the Board of Directors and the Audit Committee, respectively.
By its nature, the Group's activities are principally related to the use of financial instruments. The Group accepts funds from customers at both fixed and floating rates and for various periods and seeks to earn above average interest margins by investing these funds in high quality assets. The Group seeks to increase these margins by consolidating short-term funds and lending for longer periods at higher rates while maintaining sufficient liquidity to meet all claims that might fall due.

37. Financial Risk Management (Continued)

Risk Management Framework (continued)

(a) Liquidity risk

The Group also seeks to raise its interest margins by obtaining above average margins, net of provisions, through lending to commercial and retail borrowers with a range of credit standing.

The Group also trades in financial instruments where it takes positions to take advantage of short-term market movements in equity and bond prices and in foreign exchange and interest rates. The Group is exposed to daily calls on its available cash resources from maturing repurchase agreements and loan draw downs. The Group does not maintain cash resources to meet all of these needs as experience shows that a minimum level of re-investment of maturing funds can be predicted with a high level of certainty. The Group's treasury and securities department seek to have available a minimum proportion of maturing funds to meet such calls. The Group's policy is to hold a high proportion of liquid assets to cover withdrawals at unexpected levels of demand. Daily reports cover the liquidity position of the Group as well as any exceptions and remedial actions taken.

The matching and controlled mismatching of the maturities and interest rates of assets and liabilities is fundamental to the management of the Group. It is unusual for the Group ever to be completely matched since business transacted is often of uncertain term and of different types. An unmatched position potentially enhances profitability but can increase the risk of loss. The maturities of assets and liabilities and the ability to replace, at an acceptable cost, interest-bearing liabilities as they mature, are important factors in assessing the liquidity of the Group and exposure to changes in interest rates and exchange rates.

The key measure used by the Group for managing liquidity risk is the ratio of liquid assets to securities sold under repurchase agreements and loans. For this purpose liquid assets are considered as including cash and cash equivalents, investment grade securities, excluding equities, for which there is an active and liquid market and loans and other receivables.

The tables below present the undiscounted cash flows (both interest and principal cash flows) to settle financial liabilities, based on contractual repayment obligations. However, the Group expects that many customers will not request repayment on the earliest date the Group could be required to pay.

37. Financial Risk Management (Continued)

(a) Liquidity risk (continued)

	2023					
	Within 1 Month $'000	**1 to 3 Months $'000**	**3 to 12 Months $'000**	**1 to 5 Years $'000**	**Over 5 Years $'000**	**Total $'000**
Financial Liabilities:						
Bank overdraft	994,193	-	-	-	-	994,193
Securities sold under repurchase agreements	2,053,312	2,290,461	2,624,645	-	-	6,968,418
Loans	2,908,695	1,314,020	4,859,240	8,260,987	1,114,151	18,457,093
Lease liabilities	1,098	2,216	10,310	20,987	49,326	83,937
Accounts payable	11,564,347	15,119	165,985	-	-	11,745,451
Total liabilities (contractual maturity dates)	17,521,645	3,621,816	7,660,180	8,281,974	1,163,477	38,249,092

	2022					
	Within 1 Month $'000	**1 to 3 Months $'000**	**3 to 12 Months $'000**	**1 to 5 Years $'000**	**Over 5 Years $'000**	**Total $'000**
Financial Liabilities						
Bank overdraft	50,337	-	-	-	-	50,337
Securities sold under repurchase agreements	1,520,233	2,130,756	1,283,060	-	-	4,934,049
Loans	2,245,362	456,869	2,899,799	2,382,508	-	7,984,538
Lease liabilities	1,086	2,192	10,202	20,840	49,325	83,645
Accounts payables	10,539,373	280,959	225,640	-	-	11,045,972
Total liabilities (contractual maturity dates)	14,356,391	2,870,776	4,418,701	2,403,348	49,325	24,098,541

37. Financial Risk Management (Continued)

(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, its issuer or factors affecting all securities traded in the market. The Group manages this risk through extensive research and monitors the price movement of securities on the local and international markets. The Group's portfolio is balanced with respect to the duration of the securities included in order to minimize exposure to volatility, based on projected market conditions.

Management of market risks

The Group separates its exposure to market risk between trading and non-trading portfolios. The trading portfolios are held by the Group and include positions arising from market making and proprietary position taking, together with financial assets and liabilities that are managed on a fair value basis. The Group's foreign exchange positions relating to Foreign Currency Trading are treated as part of the Group's trading portfolios for risk management purposes.

The Group's market risk is monitored on a daily basis by its Compliance Unit, which is responsible for the development of risk management policies (subject to review and approval by ALCO) and for the daily review of their implementation.

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37. Financial Risk Management (Continued)

(c) Interest rate risk

The following table summarizes the Group's exposure to interest rate risk. Included in the table are the Group's financial assets and liabilities at carrying amounts, categorized by the earlier of contractual repricing or maturity dates.

	2023						
	Within 1 Month	**1 to 3 Months**	**3 to 12 Months**	**1 to 5 Years**	**Over 5 Years**	**Non-Interest Bearing**	**Total**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Financial Assets							
Cash resources	3,827,534	-	-	-	-	-	3,827,534
Investment securities	1,554,798	199,577	57,478	1,361,945	24,800	8,601,489	11,800,087
Reverse repurchase agreements	1,403,162	1,286,231	925,835	-	-	-	3,615,228
Promissory notes	884,074	1,008,465	512,160	651,816	1,305,861	-	4,362,376
Loans and other receivables	9,196,420	69,604	-	-	-	977,867	10,243,891
Total assets	16,865,988	2,563,877	1,495,473	2,013,761	1,330,661	9,579,356	33,849,116
Financial Liabilities							
Bank overdraft	994,193	-	-	-	-	-	994,193
Securities sold under repurchase agreements	2,017,340	2,339,071	2,494,394	-	-	-	6,850,805
Loans	2,995,429	959,355	1,874,180	7,414,141	1,003,988	-	14,247,093
Other	907	1,828	8,506	17,314	41,232	11,745,451	11,815,238
Total liabilities	6,007,869	3,300,254	4,377,080	7,431,455	1,045,220	11,745,451	33,907,329
Total interest rate sensitivity gap	10,858,119	(736,377)	(2,881,607)	(5,417,694)	285,441	(2,166,095)	(58,213)
Cumulative interest rate sensitivity gap	10,858,119	10,121,742	7,240,135	1,822,441	2,107,882	(58,213)	

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37. Financial Risk Management (Continued)

(c) Interest rate risk (continued)

	2022						
	Within 1 Month	1 to 3 Months	3 to 12 Months	1 to 5 Years	Over 5 Years	Non-Interest Bearing	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Financial Assets							
Cash resources	2,732,187	-	-	-	-	-	2,732,187
Investment securities	15,375	128,846	480,441	1,666,826	201,345	7,055,193	9,548,026
Reverse repurchase agreements	2,359,124	1,883,132	1,061,694	-	-	-	5,303,950
Promissory notes	461,010	173,130	96,088	2,176,519	1,348,500	-	4,255,247
Loans and other receivables	5,472,108	59,225	-	-	-	874,051	6,405,384
Total assets	11,039,804	2,244,333	1,638,223	3,843,345	1,549,845	7,929,244	28,244,794
Financial Liabilities							
Bank overdraft	50,337	-	-	-	-	-	50,337
Securities sold under repurchase agreements	1,516,573	2,116,059	1,236,642	-	-	-	4,869,274
Loans	2,242,800	454,279	2,750,052	2,954,099	1,006,638	-	9,407,868
Other	1,086	2,192	10,201	20,840	49,326	11,045,972	11,129,617
Total liabilities	3,810,796	2,572,530	3,996,895	2,974,939	1,055,964	11,045,972	25,457,096
Total interest rate sensitivity gap	7,229,008	(328,197)	(2,358,672)	868,406	493,881	(3,116,728)	2,787,698
Cumulative interest rate sensitivity gap	7,229,008	6,900,811	4,542,139	5,410,545	5,904,426	2,787,698	

37. Financial Risk Management (Continued)

(c) Interest rate risk (continued)

The table below summarises the effective interest rate by major currencies for financial instruments of the Group.

	JA$	US$	JA$	US$
	2023		2022	
	%	%	%	%
Assets				
Investment securities	7.98	8.73	4.43	5.16
Reverse repurchase agreements	9.03	5.39	8.79	3.96
Promissory notes	13.11	9.05	6.75	4.05
Liabilities				
Securities sold under repurchase agreements	8.20	3.04	5.91	2.51
Loans	7.76	-	-	4.29
Corporate papers	10.72	-	6.57	-

The management of interest rate risk is supplemented by monitoring the sensitivity of the Group's financial assets to various standard and non-standard interest rate scenarios. Standard scenarios that are considered include a 25 basis point (bp) (2022 - 100 bp) parallel rise and a 25 bp (2022 – 50 bp) parallel fall in the yield curve applicable to Government of Jamaica local instruments and a 25 bp (2022 - 100 bp) parallel rise and a 25 bp (2022 – 50 bp) parallel fall in the yield curves applicable to Government of Jamaica global bonds and other sovereign bonds. An analysis of the Group's sensitivity to an increase or decrease in market interest rates and the likely impact on equity and statement of income (fair value through profit or loss account instruments) is as follows:

Change in basis points JMD / USD 2023	Effect on Net Profit 2023 $'000	Effect on other components of equity 2023 $'000	Change in basis points JMD / USD 2022	Effect on Net Profit 2022 $'000	Effect on other components of equity 2022 $'000
-25/-25	5,280	-	-50/-50	1,432	-
+25/+25	(5,280)	-	+100/+100	(2,864)	-

37. Financial Risk Management (Continued)

(d) Currency risk

The Group takes on exposure to effects of fluctuation in the prevailing foreign currency exchange rates on its financial position and cash flows.

Net exposure is kept to an acceptable level by matching foreign assets with liabilities as far as possible. The following foreign currency balances are included in these financial statements:

	2023			
	GBP	**US$**	**CAN$**	**EURO**
	J$'000	**J$'000**	**J$'000**	**J$'000**
Financial Assets				
Cash resources	30,786	2,906,763	33,852	817
Investment securities	-	496,658	-	-
Promissory notes	-	1,490,541	-	-
Reverse repurchase agreement	-	1,740,457	-	-
Interest receivable	-	120,858	-	-
Loans and other receivables	2,736	1,572,896	102	67,487
Total assets	33,522	8,328,173	33,954	68,304
Financial Liabilities				
Securities sold under repurchase agreements	-	2,439,679	-	-
Loans and other payables	57,009	5,368,453	20,213	-
Other	-	6,171	-	-
Total liabilities	57,009	7,814,303	20,213	-
Net position	(23,487)	513,870	13,741	68,304

37. Financial Risk Management (Continued)

(d) Currency risk (continued)

	2022			
	GBP	**US$**	**CAN$**	**EURO**
	J$'000	**J$'000**	**J$'000**	**J$'000**
Financial Assets				
Cash resources	94,965	1,387,873	53,192	754
Investment securities	-	1,410,645	-	-
Promissory notes	-	1,894,928	-	-
Reverse repurchase agreement	-	2,333,826	-	-
Interest receivable	-	50,152	-	-
Loans and other receivables	2,239	240,796	-	62,465
Total assets	97,204	7,318,220	53,192	63,219
Financial Liabilities				
Securities sold under repurchase agreements	-	1,011,118	-	-
Loans and other payables	80,430	5,667,046	16,363	-
Other	-	121,423	-	-
Total liabilities	80,430	6,799,587	16,363	-
Net position	16,774	518,633	36,829	63,219

Sensitivity analysis

Changes in the exchange rates of the Jamaican dollar (JA$) to the following currencies would have the effects as described below:

	Change in Currency Rate	**Effect on Loss before Taxation**	**Change in Currency Rate**	**Effect on Loss before Taxation**
	2023	**2023**	**2022**	**2022**
	%	**$'000**	**%**	**$'000**
Currency:				
GBP	-4	(939)	-4	564
GBP	+1	235	+1	(141)
US$	-4	20,555	-4	20,745
US$	+1	(5,139)	+1	(5,186)
CAN$	-4	550	-4	2,056
CAN$	+1	(137)	+1	(514)
EURO	-4	2,732	-4	2,388
EURO	+1	(683)	+1	(597)

The analysis assumes that all other variables, in particular interest rates, remain constant. It is performed on the basis of 4% weakening and 1% strengthening (2022 – 4% weakening and 1% strengthening) in exchange rates.

37. Financial Risk Management (Continued)

(e) Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the Group's loans and advances to customers, promissory notes and investment securities. For risk management reporting purposes, the Group considers and consolidates all elements of credit risk exposure (such as individual obligor default risk, country and sector risk).

For risk management purposes, credit risk arising on trading securities is managed independently, but reported as a component of market risk exposure.

The Board of Directors has delegated responsibility for the management of credit risk to its ALCO and its Risk Unit. The Risk Unit is responsible for oversight of the Group's credit risk, including:

- Formulating credit policies in consultation with business units, covering collateral requirements, credit assessment, risk grading and reporting, documentary and legal procedures, and compliance with regulatory and statutory requirements.

- Establishing the authorization structure for the approval and renewal of credit facilities. Authorisation limits are allocated to business unit credit officers. Larger facilities require approval by the Board of Directors as appropriate.

- Reviewing and assessing credit risk. The Risk Unit assesses all credit exposures in excess of designated limits, prior to facilities being committed to customers by the business unit concerned. Renewals and reviews of facilities are subject to the same review process.

- Limiting concentrations of exposure to counterparties, geographies and industries (for loans and advances), and by issuer, credit rating band, market liquidity and country (for investment securities).

- Developing and maintaining the Group's risk grading in order to categorise exposures according to the degree of risk of the financial loss faced and to focus management on the attendant risks. The risk grading system is used in determining where impairment provisions may be required against specific credit exposures. The current risk grading framework consists of six grades reflecting varying degrees of risk of default and the availability of collateral or other credit risk mitigation. The responsibility for setting risk grades lies with the final approving executive as appropriate.

- Reviewing compliance of business units with agreed exposure limits, including those for selected industries, country risk and product types. Regular reports are provided to the Board of Directors on the credit quality of loan portfolios and appropriate corrective actions taken.

- Providing advice, guidance and specialist skills to business units to promote best practice throughout the Group in the management of credit risk.

Each business unit is required to implement credit policies and procedures, with credit approval authorities delegated by the Board of Directors. In addition, each business unit is responsible for the quality and performance of its credit portfolio and for monitoring and controlling all credit risks in its portfolios.

Regular audits of business units and credit processes are undertaken by Internal Audit.

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37. Financial Risk Management (Continued)

(e) Credit risk (continued)

Exposure to credit risk is also managed in part by obtaining collateral, corporate and personal guarantees. It is the policy of the Group to obtain or take possession of or register lien against securities. The Group monitors the market value of the underlying securities which collateralize the related receivable including accrued interest and request additional collateral where deemed appropriate.

An estimate of fair value of collateral held against defaulted promissory notes is $232,194,000 (2022 - $233,994,000).

The Group monitors concentrations of credit risk by sector and geographic location. See Note 14 for an analysis of the credit exposure for debt securities at amortised cost as categorised by issuer. An analysis of concentrations of credit risk at the reporting date for promissory notes and loans and other receivables is shown below:

	Promissory Notes		Loans and Other Receivables	
	2023 $'000	2022 $'000	2023 $'000	2022 $'000
Concentration by sector -				
Corporate	4,202,031	3,810,842	372,374	180,557
Retail	160,345	444,405	9,871,517	6,224,827
Total carrying amount	4,362,376	4,255,247	10,243,891	6,405,384

Loss allowance recognised in profit or loss during the year is summarized below:

	2023 $'000	2022 $'000
Promissory notes (Note 16)	(23,531)	(21,949)
Loans and other receivables (Note 17)	(7,411)	128,285
Investment securities – at amortised cost (Note 14)	(28,727)	22,372
	(59,669)	128,708

Loans and other receivables

The loss allowance as at 31 December 2023 and 31 December 2022 was determined as follows for loans and other receivables:

	At 31 December 2023			At 31 December 2022		
	Gross Carrying Amount $'000	Loss Allowance $'000	Expected Loss Rate %	Gross Carrying Amount $'000	Loss Allowance $'000	Expected Loss Rate %
Less than 1 month	6,723,219	767	0.01	4,502,803	6,889	0.15
Within 1 to 3 months	3,172,996	697	0.02	1,438,547	2,111	0.15
Over 3 months	278,080	249,562	89.74	490,024	289,477	59.07
	10,174,295	251,026		6,431,374	298,477	

37. Financial Risk Management (Continued)

(e) Credit risk (continued)

Promissory notes

The expected credit loss is summarised as follows:

	2023			
	Stage 1 12-month ECL $'000	**Stage 2 Lifetime ECL $'000**	**Stage 3 Lifetime ECL $'000**	**Total $'000**
Standard risk	4,190,984	-	-	4,190,984
Past due risk	-	-	-	-
Credit impaired	-	-	400,072	400,072
Gross carrying amount	4,190,984	-	400,072	4,591,056
Loss allowance	(28,108)	-	(200,572)	(228,680)
Carrying amount	4,162,876	-	199,500	4,362,376

	2022			
	Stage 1 12-month ECL $'000	**Stage 2 Lifetime ECL $'000**	**Stage 3 Lifetime ECL $'000**	**Total $'000**
Standard risk	4,083,817	-	-	4,083,817
Past due risk	-	23,633	-	23,633
Credit impaired	-	-	400,008	400,008
Gross carrying amount	4,083,817	23,633	400,008	4,507,458
Loss allowance	(47,052)	(259)	(204,900)	(252,211)
Carrying amount	4,036,765	23,374	195,108	4,255,247

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37. Financial Risk Management (Continued)

(e) Credit risk (continued)

Promissory notes (continued)

Movement in the maximum exposure to credit risk:

	2023			
	Stage 1 12-month ECL $'000	**Stage 2 Lifetime ECL $'000**	**Stage 3 Lifetime ECL $'000**	**Total $'000**
Maximum exposure to credit risk as at January 01, 2023	4,083,817	23,633	400,008	4,507,458
New financial assets originated or purchased	1,769,171	-	-	1,769,171
Financial assets fully decognised during the period	(1,042,336)	(23,633)	-	(1,065,969)
Changes in principal and interest	(637,502)	-	-	(637,502)
Foreign exchange adjustments	17,834	-	64	17,898
Maximum exposure to credit risk as at December 31, 2023	4,190,984	-	400,072	4,591,056

	2022			
	Stage 1 12-month ECL $'000	**Stage 2 Lifetime ECL $'000**	**Stage 3 Lifetime ECL $'000**	**Total $'000**
Maximum exposure to credit risk as at January 01, 2022	2,894,949	-	320,114	3,215,063
Transfer from Stage 1 to Stage 3	(79,894)	-	79,894	-
Transfer from Stage 1 to Stage 2	(23,633)	23,633	-	-
New financial assets originated or purchased	1,443,265	-	-	1,443,265
Financial assets fully decognised during the period	(60,152)	-	-	(60,152)
Changes in principal and interest	(23,228)	-	-	(23,228)
Foreign exchange adjustments	(67,490)	-	-	(67,490)
Maximum exposure to credit risk as at December 31, 2022	4,083,817	23,633	400,008	4,507,458

37. Financial Risk Management (Continued)

(e) Credit risk (continued)

Promissory notes (continued)

Movement in the loss allowance:

	2023			
	Stage 1 12-month ECL $'000	**Stage 2 Lifetime ECL $'000**	**Stage 3 Lifetime ECL $'000**	**Total $'000**
At 1 January 2023	47,052	259	204,900	252,211
Movements with profit or loss impact:				
New financial assets originated	12,384	-	-	12,384
Changes in PDs/LGD/EADs	(22,276)	-	-	(22,276)
Financial assets derecognised during the period	(9,052)	(259)	-	(9,311)
Direct write-offs	-	-	(4,328)	(4,328)
Loss allowance recognised in profit or loss	(18,944)	(259)	(4,328)	(23,531)
At 31 December 2023	28,108	-	200,572	228,680

	2022			
	Stage 1 12-month ECL $'000	**Stage 2 Lifetime ECL $'000**	**Stage 3 Lifetime ECL $'000**	**Total $'000**
At 1 January 2022	63,296	-	210,864	274,160
Movements with profit or loss impact:				
Transfers from Stage 1 to Stage 2	(259)	259	-	-
Transfer from Stage 1 to Stage 3	(72,084)	-	72,084	-
New financial assets originated	12,989	-	-	12,989
Changes in PDs/LGD/EADs	43,531	-	-	43,531
Financial assets derecognised during the period	(421)	-	-	(421)
Recoveries	-	-	(78,048)	(78,048)
Loss allowance recognised in profit or loss	(16,244)	259	(5,964)	(21,949)
At 31 December 2022	47,052	259	204,900	252,211

37. Financial Risk Management (Continued)

(e) Credit risk (continued)

Debt securities

The expected credit loss is summarised as follows:

	2023			
	Stage 1 12-month ECL $'000	**Stage 2 Lifetime ECL $'000**	**Stage 3 Lifetime ECL $'000**	**Total $'000**
Standard risk	2,998,194	-	-	2,998,194
Past due risk	-	-	-	-
Credit impaired	-	-	-	-
Gross carrying amount	2,998,194	-	-	2,998,194
Loss allowance	(8,997)	-	-	(8,997)
Carrying amount	2,989,197	-	-	2,989,197

	2022			
	Stage 1 12-month ECL $'000	**Stage 2 Lifetime ECL $'000**	**Stage 3 Lifetime ECL $'000**	**Total $'000**
Standard risk	2,313,719	-	-	2,313,719
Past due risk	-	-	-	-
Credit impaired	-	-	-	-
Gross carrying amount	2,313,719	-	-	2,313,719
Loss allowance	(37,724)	-	-	(37,724)
Carrying amount	2,275,995	-	-	2,275,995

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37. Financial Risk Management (Continued)

(e) Credit risk (continued)

Debt securities (continued)

Movement in the maximum exposure to credit risk:

	2023			
	Stage 1 12-month ECL $'000	**Stage 2 Lifetime ECL $'000**	**Stage 3 Lifetime ECL $'000**	**Total $'000**
Maximum exposure to credit risk as at January 01, 2023	2,313,719	-	-	2,313,719
New financial assets originated or purchased	1,504,658	-	-	1,504,658
Financial assets fully recognised during the period	(826,298)	-	-	(826,298)
Foreign exchange adjustments	6,115	-	-	6,115
Maximum exposure to credit risk as at December 31, 2023	2,998,194	-	-	2,998,194

	2022			
	Stage 1 12-month ECL $'000	**Stage 2 Lifetime ECL $'000**	**Stage 3 Lifetime ECL $'000**	**Total $'000**
Maximum exposure to credit risk as at January 01, 2022	3,196,032	-	-	3,196,032
New financial assets originated or purchased	78,957	-	-	78,957
Financial assets fully recognised during the period	(955,807)	-	-	(955,807)
Foreign exchange adjustments	(5,463)	-	-	(5,463)
Maximum exposure to credit risk as at December 31, 2022	2,313,719	-	-	2,313,719

The loss allowance recognised in profit or loss for debt securities was $28,727,000 (2022 – ($22,372,000). There were no transfers between stages during the period.

37. Financial Risk Management (Continued)

(f) Settlement risk

The Group's activities may give rise to risk at the time of settlement of transactions and trades. Settlement risk is the risk of loss due to the failure of a company to honour its obligations to deliver cash, securities or other assets as contractually agreed.

For certain types of transactions, the Group mitigates this risk by conducting settlements through a settlement/clearing agent to ensure that a trade is settled only when both parties have fulfilled their contractual settlement obligations.

(g) Regulatory capital management

The Group's objectives when managing capital, which is a broader concept than the "equity" on the face of the statement of financial position, are:

- To comply with the capital requirements set by the regulators of the financial markets where the entities within the group operate;
- To safeguard the Group's ability to continue as a going concern so that it can continue to provide returns for stockholder and benefits for other stakeholders; and
- To maintain a strong and efficient capital base consistent with the Group's risk profile, strategic objectives to support the development of its business.

MIL is subject to regulatory capital standards issued by the Financial Services Commission (FSC) which, are largely guided by international criteria set by the Basel Committee on Banking Supervision (BCBS). The FSC requires the entity to hold a specified level of regulatory capital and to maintain the following:

- a minimum ratio of total regulatory capital to total risk weighted assets of 10%,
- and capital to total assets ratio of 6%.

At year end, MIL was in compliance with all externally imposed capital requirements to which it is subject.

Through the capital management framework, capital adequacy and regulatory capital are monitored by the Group's management, employing techniques based on the guidelines developed by the FSC. The required information including early warning ratios is filed with the regulator at the stipulated intervals.

In addition, MIL is subject to bi-annual Stress Testing by the Financial Services Commission to determine if capital is sufficient to absorb losses during economic and financial market stress as well as effective capital planning processes.

MIL's capital adequacy ratios have passed all individual and combined shocks applied to its balance sheet data in the bi-annual stress tests. Passing the bi-annual stress tests underscores the Group's commitment to a sustained capital planning process that satisfies the expectations of our stakeholders.

MIL remains adequately capitalized well in excess of the minimum regulatory capital adequacy requirements which further underscores the strength and resilience of the business and is a key component of the Group's growth strategy.

37. Financial Risk Management (Continued)

(g) Regulatory capital management (continued)

The Group's policy is to maintain a strong capital base to ensure investor, creditor and market confidence and to sustain the future development of the business. The impact of the level of capital on shareholders' return is also recognised and the Group recognises the need to maintain a balance between higher returns that might be possible with greater leverage and the advantages and security afforded by a sound capital position.

MIL has complied with all regulatory capital requirements throughout the period. There have been no material changes in the management of capital during the period.

Capital allocation

Although maximization of the return on risk-adjusted capital is the principal basis used in determining how capital is allocated within the Company to operations or activities, it is not the sole basis used for decision making. Account is also taken of synergies with other operations and activities, availability of management and other resources, and the fit of the activity with the Company's longer-term strategic objectives. Capital management and allocation are reviewed regularly by the Board of Directors.

38. Fair Values

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Market price is used to determine the fair value of a financial instrument. However, market prices are not available for some of the financial assets held by the Group. Therefore, for financial instruments where no market price is available, the fair values presented have been estimated using present value or other estimation and valuation techniques based on market conditions existing at the end of the reporting period.

The values derived from applying these techniques are significantly affected by the underlying assumptions used concerning both the amounts and timing of future cash flows and the discount rates. The following methods and assumptions have been used:

(i) Investment securities and investment in associates classified as FVTPL and investment securities FVTOCI are measured at fair value by reference to quoted market prices when available. If quoted market prices are not available, then fair values are estimated on the basis of pricing models or discounted cash flows or other recognized valuation techniques.

(ii) The fair values of liquid assets and other assets maturing within one year are assumed to approximate their carrying amount. This assumption is applied to liquid assets and short term elements of all financial assets and financial liabilities.

(iii) The fair values of variable rate financial instruments are assumed to approximate their carrying amounts.

38. Fair Values (Continued)

(iv) The fair values of fixed rate loans are estimated by comparing market interest rates when the loans were granted with the current market rate offered on similar loans. Changes in the credit quality of loans within the portfolio are not taken to account in determining gross fair values as the impact of credit risk is recognized separately by deducting the amount of the provisions for credit losses from both book and fair values.

The Group uses the following hierarchy in determining and disclosing the fair value of financial instruments by valuation technique:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: other techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly.
- Level 3: techniques which use inputs which have a significant effect on the recorded fair value that are not based on observable market data.

A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets and investments in associates held by the Group when available is with reference to the current bid, ask and trade prices.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2. This category includes government bonds, certificates of deposit and corporate paper. Indicative prices or yields of these instruments are obtained from regular, publicly available quotes by reputable pricing services, dealers and brokers.

If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3. The Group measures its unquoted investment securities at fair value using level 3 inputs.

38. Fair Values (Continued)

The following table shows an analysis of assets measured at the date of the statement of financial position that, subsequent to initial recognition, are measured at fair value. The assets are grouped into levels of the fair value hierarchy:

	2023			
	Level 1 $'000	**Level 2 $'000**	**Level 3 $'000**	**Total $'000**
Financial assets -				
Debt securities				
Government of Jamaica	-	16,404	-	16,404
Foreign government	-	15,191	-	15,191
Corporate bonds	-	73,256	-	73,256
Equities				
Quoted	8,209,339	-	-	8,209,339
Unquoted	-	-	392,150	392,150
Investment in associates	17,099,566	-	-	17,099,566
Non financial assets				
Investment Properties	-	2,113,472	-	2,113,472
	25,308,905	2,218,323	392,150	27,919,378

	2022			
	Level 1 $'000	**Level 2 $'000**	**Level 3 $'000**	**Total $'000**
Financial assets -				
Debt securities				
Government of Jamaica	-	15,316	-	15,316
Foreign government	-	14,800	-	14,800
Corporate bonds	-	164,372	-	164,372
Equities				
Quoted	6,826,280	-	-	6,826,280
Unquoted	-	-	216,245	216,245
Investment in associates	18,011,477	-	-	18,011,477
Non financial assets				
Investment Properties	-	2,027,738	-	2,027,738
	24,837,757	2,222,226	216,245	27,276,228

38. Fair Values (Continued)

As at 31 December, the fair value of the financial instruments valued at amortized cost is detailed below:

	2023		2022	
	Carrying Value $'000	Fair Value $'000	Carrying Value $'000	Fair Value $'000
Assets				
Debt securities	3,093,747	3,000,857	2,263,754	2,204,568
Reverse repurchase agreements	3,615,228	3,615,228	5,303,950	5,303,950
Promissory notes	4,362,376	4,885,942	4,255,247	4,501,660
Loans and other receivables	10,243,891	10,243,891	6,405,384	6,405,384
Liabilities				
Securities sold under repurchase agreements	6,850,805	6,850,805	4,869,274	4,869,274
Loans	14,247,093	14,106,597	9,407,868	9,317,660
Accounts payable	11,745,451	11,745,451	11,045,972	11,045,972

The tables below show a reconciliation of the movement in the assets measured at fair value, that are classified as level 3.

	2023 $'000	2022 $'000
Opening balance	216,245	139,233
Additions	175,905	77,012
Closing balance	392,150	216,245

39. Pension Scheme

The Group operates a defined contribution pension scheme for employees who have satisfied certain minimum service requirements. The scheme is funded by equal contributions of employer and employees of 5% of pensionable salaries and an option for employees to contribute an additional 10%. The Group's contribution for the year amounted to $15,272,000 (2022: $14,016,000).

40. Funds Under Management

The Group provides custody, investment management and advisory services for both institutions and individuals which involve the Group making allocation and purchases and sales decisions in relation to quoted shares and government financial instruments on a non-recourse basis. Those assets that are held in a fiduciary capacity are not included in these financial statements.

41. Segment Information

The sub-subsidiary, MIL, is a licensed Securities Dealer (Note 1).

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

Financial information related to the operating segment results from continuing operations for the two years ended 31 December 2023, can be found in the consolidated statement of income. There are no differences in the measurement of the reportable segment results and the Group's results.

Details of the segment assets and liabilities for the two years ended 31 December 2023, can be found in the consolidated statement of financial position and related notes. There are no differences in the measurement of the reportable segment assets and liabilities and the Group's assets and liabilities.

Entity-wide disclosure:

The revenue from operations can be found in the consolidated statement of income.

42. Capital Commitments

Significant capital expenditure contracted for the at the end of the reporting period but not recognized as liabilities is as follows:

	2023	2022
	$'000	$'000
Intangible assets	104,160	154,912

The above commitments relate to the development of a new integrated client service, customer management and operations management system supporting the Group's digitisation strategy.

43. Tax Laws in Effect

End of Grandfathered Status

As of 1st July 2021, all Grandfathered International Business Corporations (IBC's) incorporated prior to 15th November 2018 became subject to the Income Tax Act (ITA) No. 7 of 2012. The Company's subsidiaries which are registered in St. Lucia were previously grandfathered IBC's. Amongst other matters, this requires additional filing requirements of affected companies and enables IBC's to do business in and with Saint Lucians and be deemed fully tax resident for tax and other purposes in Saint Lucia. The previous electives of being tax exempt or subject to taxation at the rate of 1% and the affected companies are now subject to taxation at the rate of 30%.

As of July 1, 2021, the Company's subsidiaries registered in St. Lucia also became subject to the Economic Substance Act (as amended by Act 15 of 2020) (ESA) and previously grandfathered IBC's are required to commence Economic Substance Return ("ESR") filings by specified dates.

Section 13 of the Economic Substance (Amendment) Act No. 15 of 2020 prescribes that all relevant entities formed prior to 1st January 2019 are required to submit a first ESR filing twelve months after the end of the year of income.

Economic Substance

In December 2019, Saint Lucia enacted the Economic Substance Act No.33 of 2019, in order to comply with international initiatives and demands. This is a precursor to the Economic Substance Return Form to be introduced for the purpose of proving that Saint Lucian IBC's can demonstrate sufficient substance in their economic activities undertaken, which proof will be measured amongst other things, by looking at, extent of physical presence, place and conduct of meetings of the Directors, and the number of employees engaged commensurate with revenue generated by the affected companies.

The Group awaits the competent authorities review of the first ESR filings for affected subsidiaries, to determine if their Core income Generating Activities (CIGA) and operations meet the required standards. Once in compliance with the provisions of the ESA, the provisions of the Foreign Source Income exemption under Section 8(3) of the ITA applies to income derived from sources outside of Saint Lucia.

44. Reclassification

In prior years the Group had loans with the Development Bank of Jamaica under its Approved Financial Institutions program. These loans were classified as Accounts Payable in the Statement of Financial Position. To improve the presentation of the financial statements, these loans have been reclassified from Accounts Payable to Borrowings in the Statement of Financial Position and correspondingly from Operating Activities to Financing Activities in the Statement of Cash Flows.

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