38

Management Discussion and Analysis

Management Discussion and Analysis

The 2024 financial year was a period of solid growth and resilience for Wisynco Group Limited, despite facing global and local challenges. The company achieved record revenue of J$54.3 billion, driven by strategic investments in operational efficiency, market expansion, and continuous innovation. Throughout the year, we introduced new product lines, further expanding our market share and distribution points across key categories. These accomplishments position Wisynco as a leader in the Fast-Moving Consumer Goods (FMCG) sector, as we continue to push boundaries while upholding the core values of Compassion, Humility, Integrity, Respect, and Passion (C.H.I.R.P).

Financial Performance

Wisynco's gross profit rose to J$18.38 billion, demonstrating the effectiveness of our operational strategies. Notably, the EBITDA margin was sustained at 14.02%, underscoring the company's ability to manage costs effectively despite inflationary pressures. Net profit after tax increased to J$5.19 billion, a 5.38% rise over the previous year, while earnings per share increased by 5.34%.

These strong financial outcomes were supported by continued cost management, improvements in logistics, and enhanced production capacity. Investments in new production lines and warehouse expansions helped to meet growing consumer demand across multiple product categories, ensuring that Wisynco remains agile in an evolving market landscape.

Operational Achievements

Wisynco achieved several operational milestones during the financial year. The installation of new high-speed production lines at the Lakes Pen and White Marl facilities resulted in increased output. These advancements played a critical role in meeting rising demand.

The expansion of our distribution and manufacturing footprint, including a 200,000-square-foot extension at Lakes Pen and enhanced storage capacity for raw materials, has improved our supply chain efficiency and responsiveness. These initiatives, coupled with our ongoing efforts to reduce our carbon footprint through energy-efficient practices, continue to support Wisynco's commitment to sustainability and long-term growth.

Market Expansion and Innovation

Wisynco remains focused on innovation and market expansion, particularly in new product categories and partnerships. During the year, the company partnered with Vineyard Town Ice Cream, a non-dairy offering, and strengthened its collaboration with Scoops Unlimited Limited to distribute Devon House Ice Cream islandwide. These initiatives cater to the increasing consumer preference for diverse options.

Additionally, our distribution agreement with Jamaica Teas has been instrumental in expanding our hot beverage portfolio, to diversify our offerings and meet evolving consumer demands.

Sustainability Initiatives

Wisynco's commitment to sustainability was exemplified through its partnership with Recycling Partners of Jamaica (RPJ). This collaboration achieved a significant milestone in the recovery of Jamaican manufactured plastic bottles, reaching a rate of 41%, compared to the previous year's rate of 18%.Furthermore, approximately 50% of Wisynco's energy needs are now met through renewable sources, primarily including LNG and solar, as the company continues to explore additional investments in sustainable energy.

Through strategic investments, operational excellence, market innovation, and a steadfast commitment to sustainability, Wisynco continues to strengthen its position as a market leader, delivering sustained value and driving future growth in the FMCG sector.

40

Five-year Financial Highlights and Analysis

Financial Highlights

In FY 2024, Wisynco demonstrated sustained financial strength, driven by strategic initiatives and continued market demand across all segments. Revenues increased by 11.42% from the previous year, reaching J$54.27 billion, reflecting the company's resilient business model amidst evolving market conditions.



Revenue Growth

J$54.27 BILLION

Revenue from operations for the fiscal year ended June 30, 2024, amounted to J$54.27 billion, marking an 11.42% increase compared to J$48.7 billion in 2023. This growth reflects Wisynco's ability to adapt to market shifts while maintaining its leadership within the food and beverage industry.



Gross Profit

J$18.38 BILLION

Gross profit saw a rise to J$18.38 billion, up by 9.07% from J$16.86 billion in the prior year. The company achieved a gross margin of 33.88%, which, while slightly lower than the 34.94% recorded in 2023, underscores the company's ongoing efforts to manage rising costs and maintain profitability.



Net Profit

J$5.19 BILLION

Net profit after tax increased to J$5.19 billion, representing a 5.39% rise from the J$4.92 billion recorded in 2023. This steady growth was achieved despite inflationary pressures and heightened costs in operational areas, affirming Wisynco's focus on maintaining cost control and enhancing profitability.



EBITDA

J$7.64 BILLION

Earnings before interest, taxes, depreciation, and amortisation (EBITDA) stood at J$7.64 billion, showing a slight increase from the J$7.48 billion recorded in 2023. The EBITDA margin for the year was 14.02%, down from 15.21% in the previous year.



Selling, Distribution, and Administrative Expenses

23.54%

Recruiting and onboarding costs, with requisite training for new team members to support our expanded business activities, primarily in selling and distribution, pushed these expenses higher.

Additional marketing costs throughout the year, and some effects of inflation on security and insurance, also caused expenses to increase. Our expense to sales ratio for the year was 23.54% compared to 22.5% last year mainly due to the delay in completing the two expansion projects mentioned above.



Return on Equity (ROE)

20.94%

Our return on average equity at 20.94% weakened by 270 basis points below the 19.87% of FY 2023 due to profits for the comparable years being similar and with growing equity values.

Five-Year Financial Highlights

Year End 30 June	FY 2020 $'000	FY 2021 $'000	FY 2022 $'000	FY 2023 $'000	FY 2024 $'000
Revenue	32,170,426	31,816,430	39,045,880	48,705,454	54,269,846
% Change YOY	19.42%	-1.10%	22.72%	24.74%	11.42%
Gross Margin (%)	34.40%	34.94%	33.94%	34.61%	33.88%
Net Profit After Tax	2,662,667	3,072,300	4,053,683	4,922,575	5,187,366
EBITDA	4,472,670	5,019,790	5,977,391	7,482,153	7,640,660
EBITDA Margin (%)	13.90%	15.78%	15.31%	15.36%	14.08%
Net Profit Margin (%)	8.28%	9.66%	10.38%	10.11%	9.56%
Debt to Shareholder's Equity	0.20	0.10	0.09	0.19	0.15
S&D & Admin Expenses to Sales (%)	25.35%	23.78%	21.85%	22.48%	23.54%
ROE (%)	20.50%	20.40%	22.80%	23.30%	20.94%

Five-Year Financial Analysis

Year End 30 June	FY 2020 $'000	FY 2021 $'000	FY 2022 $'000	FY 2023 $'000	FY 2024 $'000
Revenue	32,170,426	31,816,430	39,045,880	48,705,454	54,269,846
Cost of Sales	(21,103,363)	(20,700,100)	(25,794,948)	(31,850,418)	(35,885,475)
Gross Profit	11,067,063	11,116,330	13,250,932	16,855,036	18,384,371
Other Operating Income	142,654	240,581	151,559	252,781	296,824
Selling and Distribution Expense	(6,784,843)	(6,149,378)	(7,094,702)	(9,160,849)	(10,643,498)
Administration Expenses	(1,370,277)	(1,416,660)	(1,437,412)	(1,789,583)	(2,130,937)
Operating Profit	3,054,597	3,790,873	4,870,377	6,157,385	5,906,760
Finance Income	320,495	195,534	301,258	444,487	616,433
Finance Costs	(155,844)	(153,730)	(149,059)	(131,347)	(33,316)
Impairment loss on Investment in Associated Company	-	-	-	(105,369)	-
Share of results from Associates	984	(29,722)	(28,124)	(52,103)	(39,927)
Profit before Taxation	3,220,232	3,802,955	4,994,452	6,313,053	6,449,950
Taxation	(557,565)	(730,655)	(940,769)	(1,390,478)	(1,262,584)
Profit from Discontinued Operations	139,736	-	-	-	-
Net Profit	2,802,403	3,072,300	4,053,683	4,922,575	5,187,366
Other Comprehensive Income					
Items that may be subsequently reclassified to profit or loss:					
Exchange differences on translation of foreign subsidiary	9,765	6,093	(570)	6,606	(11,371)
Share of other comprehensive income of associate	9,322	5,636	18,504	3,691	3,235
Items that will be classified to profit or loss:					
Unrealized (gain)/loss on investment securities	17,302	11,362	114,701	(45,754)	(23,583)
Total Comprehensive Income	2,838,792	3,095,391	4,186,318	4,887,118	5,155,647
Earing per Share attributable to stockholders:					
From continuing operations	0.71	0.82	1.08	1.31	1.38
From discontinued operations	0.04	-	-	-	-
Earnings per Share	0.75	0.82	1.08	1.31	1.38

Outlook

Embracing Strategic Growth and Innovation
As Wisynco progresses on its growth trajectory, the company remains focused on unlocking new opportunities both within Jamaica and internationally, driven by a spirit of innovation and adaptability. Our commitment to delivering high-quality products and expanding into emerging markets positions the company to capture growth in a rapidly evolving global environment.

In the upcoming financial year, Wisynco will intensify its efforts in production expansion, operational efficiency, and technological integration. With five new production lines expected to be operational by the end of the 2025 financial year, the company is set to nearly double its capacity and enhance product availability. This bold step will strengthen its position in both domestic and export markets, enabling it to better meet the evolving needs of its customers.

Wisynco is on course to complete a series of key initiatives by 2024's end, as part of its ongoing expansion programme. These initiatives will not only optimise the company's production capabilities but also introduce innovative products to its portfolio. Additionally, continued investment in advanced technology, particularly in ERP systems, will enhance operational efficiency and decision-making throughout the organisation.

Looking ahead, Wisynco remains committed to pushing boundaries and creating value for its stakeholders. Plans for Financial Year 2025 and beyond will focus on leveraging the company's expanded capacity, capitalising on technological advancements, and exploring new market opportunities. Wisynco will continue to strengthen its position as a leader in the food and beverage industry, whilst maintaining its dedication to sustainability, innovation, and operational excellence.

45

Department Reports

46

Marketing

Marketing Report

The Marketing Department, during the 2023/2024 financial year, leveraged Wisynco's full portfolio to benefit customers, consumers, and shareholders, driving progress toward strategic objectives.

The department solidified its support for several key products, identified as effective tools for engaging core consumers, while strategically activating new events. In line with improving its go-to-market strategy, a new Consumer Marketing Team was created, tasked with connecting Wisynco's owned brands—WATA, CranWATA, GrapeWATA, BIGGA and BOOM—with consumers, as well as strategic partner brand, Coca-Cola.



Sports Sponsorship and Partnerships

Wisynco's hydration brands, WATA and PowerAde, alongside Pringles and TruSHAKE, continued to build their presence through sports sponsorships. The company maintained its strong commitment to track and field, football, and netball by sponsoring School Boy Football, the Jamaica Football Federation, the Sunshine Girls, and local urban and rural track meets. Wisynco also engaged with its first-ever WATA athlete endorsers—multiple Olympic and World Championship sprint-medallist Shericka Jackson, the up-and-coming track sensations The Clayton Twins and FIFA World Cup footballer Jodi-Ann Brown.

In September 2023, PowerAde signed National footballer Khadijah 'Bunny' Shaw. PowerAde's sponsorship of the Jamaican Premier League marked a new direction for the brand, with plans to expand its reach in the upcoming year. The brand also executed an Olympic promotion, which culminated in June 2024, sending one lucky winner and their companion to the Paris Olympics.

Carnival and Consumer Engagement

Carnival in Jamaica served as a key engagement driver for Wisynco's beverage portfolio, particularly CranWATA, Sparkling Cran, and Coca-Cola. As a sponsor of Carnival Band GenXS and other high-profile Carnival events such as Frenchmen and Kooler Babes, Wisynco extended its reach through off-trade displays, samplings, and consumer giveaways, driving excitement across retail outlets. Coca-Cola complemented this activation with a convenience store promotion targeting the travelling public.

Digital Marketing and Promotions

Wisynco's digital presence expanded significantly, with the company using social and digital media to drive consumer recruitment and brand engagement. A trendsetter in the market, the company executed eight media campaigns, two major charitable campaigns, and managed 22 social media pages across its locally owned and manufactured brands to create awareness and engagement with consumers. This effort resulted in sampling 88,500 bottles of beverages and distributing over 21,000 premiums via 1,177 promotions in 1,033 retail outlets and street-sampling activities across Jamaica. Additionally, Wisynco provided over 178,000 bottles of beverages to support 152 organisations through sponsorships and donations.

Product Launches and Innovations

To keep the portfolio fresh, marketing activities included a brand refresh, seasonal label changes, two product launches for Juiciful and Worthy Park White Rum, and three local line extensions. Innovations from multinational partners, such as Minute Maid's new flavour launches, further diversified the offerings. A standout event was the Minute Maid Mother's Day launch at Hope Gardens, which attracted customers, consumers, and influencers alike.



New Partnerships and Expansions

Wisynco continues to attract new partners seeking to leverage the company's distribution strength, sales force expansion, and strategic brand management. During the financial year, Wisynco launched two new ice cream brands: Vineyard non-dairy ice cream in February 2024, and Devon House Ice Cream in May 2024. Both brands have surpassed sales and distribution expectations, further enhancing the company's portfolio.

Corporate Social Responsibility (CSR) Initiatives

Wisynco's CSR initiatives align with its pillars of education, environment and social/economic improvement. In 2023, the "Hydrate to Educate" WATA outreach initiative provided $12 million in scholarships and grants to students for primary and secondary education. The initiative supported 14 schools with health, wellness, sporting and academic projects using grants of $300,000 each. Notably, Donald Quarrie Secondary School acquired six desktop computers for its homework programme, while Marymount High School in St. Mary converted a room into a fitness hub for student athletes.

BOOM extended its financial and volunteer support to Food for the Poor through the "BOOM with Love" programme, which sponsored an additional 10 homes for the unhoused, contributing to a total of 30 houses since 2020. Coca-Cola also donated $1 million to Food for the Poor's school feeding programmes during its Christmas Magical Cause promotion, in partnership with Wendy's.

Vendor Development and Environmental Initiatives

The Coca-Cola Growing Together Programme saw more than 350 vendors in the Wisynco trade network complete the Growing Together business course, which was designed by FUNDES Latin America, with support from The Coca-Cola Foundation. The 90-minute digital training programme, designed to enhance shopkeepers' success and transform their businesses into centres of higher profitability, was offered online from August 2023 to March 2024. Topics covered included business management, digitalisation, electronic payments, WhatsApp for business, inventory management, and financial health.

Wisynco's partnership with Recycling Partners of Jamaica (RPJ) to reduce plastic waste and to encourage Jamaicans to adopt eco-friendly recycling practices showed significant gains. In December, the organisation welcomed the opening of Recycling Partners of Jamaica's new plant, located in Naggo Head, St. Catherine. This new facility increases the collection capabilities of RPJ by nearly 50 per cent above the current figure of 12 million pounds per annum. Prime Minister of Jamaica, the Most Honourable Andrew Holness, opened the plant. Wisynco contributes to RPJ through marketing and financial support, technical guidance and governance oversight.

Looking Ahead

As Wisynco looks to the next financial year, the Marketing Department will focus on developing the skills and capabilities of its team through training and development programmes and strategic recruitment. This foundation will support the introduction of exciting new beverage products and reinforce Wisynco's reputation as "The Innovators" in the marketplace.

46

Sales

Sales Report

Wisynco's 2024 financial year was marked by several notable sales milestones, with annual revenues growing by 11.4% compared to the previous year. A key achievement in the Fast-Moving Consumer Goods (FMCG) sector was the impressive growth and market expansion of several of Wisynco's flagship brands. These achievements are attributed to Wisynco's strategic market expansion, innovative product offerings, dedicated teams and effective sales strategies.

Wisynco further strengthened its customer relationships and market positioning through enhanced team motivation, boosted by increased investment in training and development. This led to expanded customer touchpoints and stronger engagement across key segments.

In traditional trade, the addition of new regional managers contributed to growth and improved efficiency within trading accounts.



Head of Sales, Halcott Holness (centre, back row) with senior members of the Sales Organisation.

Wisynco's continued excellence in execution, reduction in waste, and effective resource allocation further contributed to achieving key objectives, including:

- Revenue growth
- Economies of scale
- Market share expansion
- Enhanced customer loyalty and retention
- Operational efficiency
- Increased investment in innovation

Looking ahead, Wisynco remains confident in its ability to continue delivering strong results. With planned expansions and a focus on innovation, the company is poised for even greater success in the upcoming year. By staying true to its C.H.I.R.P values, Wisynco is well-positioned to build on its legacy of growth and innovation.

Key Actions

1. We continue to keep our products prominently displayed by adhering to plan-o-grams and ensure they are available at all times to our consumers by execution of our merchandising standards & increased collaboration more with marketing by alignment with their strategies in ensuring we effectively promote the brands & optimize shelf space which increases sales.

2. Given our increase in capacity we will continue to improve on our touch points & ensure inventory is easily accessible to our customers—quicker restocking & maintaining efficient inventory management. With these improvements we will optimize our distribution channels by providing more products in more channels. This will lead to more products available and visible resulting in increased sales and stronger brand recognition- dominating the market place.

3. We will continue to maintain the highest standards for our products and service throughout our distribution process. By us focussing on quality management , we can enhance continue customer satisfaction, reduce returns and build a stronger reputation in trade. Importantly we will continue to invest in our people, processes & equipment in minimizing any potential hiccups in the delivery of our services. This ultimately leads to building stronger customer trust and loyalty, thereby maximising overall market presence.



Revenues growing by

11%

53

Operations

Operations Report

In the 2024 financial year, the Operations Department delivered strong performance, characterised by significant growth and operational improvements. The company's ongoing commitment to optimising supply chain efficiency and expanding the distribution network contributed to positive results, reinforcing Wisynco's position as a leader in the FMCG sector.

Key Highlights

Revenue Growth
The Operations Department played a critical role in supporting Wisynco's year-over-year revenue growth of 11.4%, driven by increased sales volumes and the successful launch of several innovative product lines. This growth outpaced industry averages, reflecting Wisynco's strategic focus on meeting evolving consumer demands.

Expanded Capacity
Wisynco completed a 200,000-square-foot expansion of its manufacturing and distribution centre at Lakes Pen, adding to the existing 360,000 square feet. Additionally, the company acquired an additional 30,000 square feet of off-site storage to accommodate raw materials.

To enhance warehouse efficiency, Wisynco invested US$673,000 in its Material Handling Equipment fleet, increasing peak warehouse throughput capacity by 11.5%. Furthermore, the company expanded its truck fleet by 15% to support growth in down-trade markets and ensure timely product delivery.

Operational Efficiency:
Wisynco implemented advanced logistics technologies that have streamlined distribution processes and improved responsiveness. These systems, including automated haulage contractor appointment applications, have enabled faster and more efficient delivery of customer orders.

Outlook for Financial Year 2025

Looking ahead, Wisynco anticipates continued growth as it further optimises its distribution capabilities and explores new market opportunities. The company's strategic initiatives will ensure it remains at the forefront of the FMCG sector, delivering high-quality products to consumers while maintaining a strong focus on operational excellence.

55

Manufacturing

Manufacturing Report

The Financial Year 2024, was a pivotal period for the Manufacturing Department, marked by significant advancements in production capacity, operational efficiency, and a deep commitment to environmental sustainability. These accomplishments underscore Wisynco's strategic focus on expansion and innovation, positioning the company to meet growing market demands and drive increased profitability. Below is a breakdown of the department's key achievements, its impact on performance, contributions to overall profitability, and priorities for the coming year.

Key Achievements in FY 2024

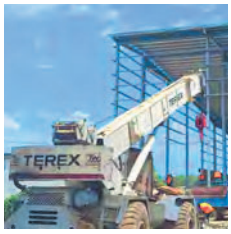
- **Expansion of Operations**

  Wisynco initiated the construction of a multi-beverage plant that represents a major step forward in the company's long-term growth strategy.

- **Diversification of Product Offerings**

  Wisynco successfully installed a high-speed production line at White Marl, substantially increasing the output of sweet beverages, further diversifying its product portfolio.









Select images showcasing the new WATA production line in action.

Impact of Achievements on Departmental Performance

- **Market Expansion**

  The groundbreaking of the multi-beverage plant positions Wisynco to broaden its product range, thus expanding market reach and customer engagement.

- **Increased Production Capacity**

  The installation of two high-speed lines enabled Wisynco to better meet consumer demand by significantly enhancing product availability and service levels. These improvements have also contributed to a notable increase in production. One line came online in the third quarter, while the other contributed during the fourth quarter of Financial Year 2024.

- **Enhanced Operational Efficiency:**

  The investment in new production technologies has resulted in streamlined processes, boosting overall operational efficiency and allowing Wisynco to respond more swiftly to market needs.

Exemplary Team Performance: High-Speed Line Installation

Wisynco successfully implemented a project lifecycle model from conceptualization and design to commissioning a high-speed bottling line within just one year. This achievement, driven by strong collaboration with stakeholders, suppliers, and in-house engineering talent, was accomplished under tight timelines while maintaining uninterrupted production operations. The project underscored the depth of skill, dedication, and leadership within Wisynco's Manufacturing Division.



Top Three Priorities for the Next Year

1. **Enhanced Production Flexibility and Agility**
   Wisynco aims to increase productivity and capacity to meet demand across various format sizes, including glass and cans.



2. **Energy Independence**
   Plans are in place to reduce energy consumption and expand the power plant, enabling independent operations and reducing reliance on external energy sources.



3. **Sustainable Operations**
   Expanding the wastewater treatment plant will ensure environmentally responsible practices are strengthened, particularly as production volumes increase.



59

Human Resources

Human Resources Report

Wisynco Group Limited maintains a strong, people-centric approach at its core, prioritising employee health, well-being, engagement, and growth. The company believes that by supporting employees both personally and professionally, it can foster a resilient workforce that drives innovation, environmental responsibility, and overall company success. This approach not only boosts workplace morale and productivity but also reduces turnover and strengthens collaboration across teams.

In FY 2024, the Human Resources (HR) department achieved several significant milestones, contributing to a more engaged, healthy, and informed workforce. These accomplishments included Health, Safety, and Well-Being (HSW) Month, the opening of the Wisynco Gym, the continuation of the Wisynco TRAC (Training to be Relevant, Adaptable & Confident) Programme, and the launch of the Communication Ambassador Programme.

Health, Safety and Well-Being (HSW) Month

For the second year running, Wisynco hosted Health, Safety, and Well-Being (HSW) Month, which featured the historic opening of the state-of-the-art Wisynco Gym. The gym is available to employees on weekdays and Saturdays and offers group exercise sessions, health talks, and access to an on-site instructor. The gym's availability promotes holistic wellness, providing employees with a convenient option to maintain their physical health.

HSW Month culminated with a health fair, featuring safety demonstrations and health screenings. These initiatives demonstrated Wisynco's commitment to work-life balance and to the mental and physical well-being of its employees. The programme's success has been reflected in improved employee engagement and productivity, as well as reduced absenteeism and presenteeism, ultimately contributing to the company's overall success.







Scenes from Health, Safety and Well-Being (HSW) Month

Wisynco TRAC Programme

The Wisynco TRAC Programme, which empowers employees by providing essential skills in English, Mathematics, and Electronic Document Preparation and Management (EDPM), continued its success in FY 2024 with an outstanding 100% pass rate in the CSEC examinations. The programme, launched in 2021, aims to equip employees with skills that enhance their professional qualifications and career growth.

The first-ever TRAC Graduation Ceremony was held at Wisynco's Lakes Pen location, where graduates received certificates and tokens in recognition of their accomplishments. The TRAC Programme has not only increased job satisfaction but also improved retention, reduced recruitment costs, and strengthened Wisynco's competitive advantage in the FMCG sector.







Scenes from the TRAC Programme graduation ceremony

Communication Ambassador Programme







Scenes from the launch of the Communication Ambassador Programme

Communication Ambassador Programme

Wisynco's commitment to fostering a more inclusive and connected work culture led to the launch of the Communication Ambassador Programme in 2023. The programme established a network of over 30 volunteers from various departments, tasked with ensuring that key company messages are delivered effectively across all locations, particularly to employees without access to email or company mobile devices.

These Communication Ambassadors play a crucial role in bridging communication gaps, enhancing team collaboration, and ensuring that all employees are informed and engaged. The programme has strengthened internal communication, improved customer service, and bolstered Wisynco's brand reputation.

Other Key Initiatives

Wisynco introduced several other HR initiatives that further underscore its commitment to employee well-being and community development.

Joe Mahfood Engineering Scholarship: In March 2024, Wisynco launched the inaugural Joe Mahfood Engineering Scholarship, named in honour of one of the company's founders. This scholarship provides financial support to engineering students enrolled in recognised universities, ensuring that future leaders in the field have the opportunity to pursue their studies and contribute to Jamaica's development.



Inaugural Job Fair: In May 2024, Wisynco hosted its first job fair, attracting over 2,000 job seekers from across Jamaica. This event provided individuals with networking opportunities, on-the-spot interviews, and insights from department heads and HR professionals. The job fair exemplified Wisynco's commitment to talent acquisition and provided a platform for connecting with the country's brightest minds.





Scenes from the inaugural job fair

Paternity Leave and Men's Week: At the Men's Day Luncheon held in November 2023, Wisynco proudly announced the introduction of its new Paternity Leave Policy, demonstrating the company's commitment to supporting all employees, including fathers. Men's Week also celebrated male employees with various wellness activities, including health talks, spa services, and a karaoke and games evening, fostering team spirit and camaraderie.





Scenes from Mens' Week

Key Priorities for Financial Year 2025

Looking forward, the Human Resources department has outlined three key priorities to further enhance employee engagement and the company's success:



Health, Safety, and Well-Being:
Continuing to promote physical and mental well-being initiatives that support employee health and productivity.



Talent Acquisition, Retention, and Management:
Strengthening efforts to attract, retain, and manage top talent, ensuring the continued growth of Wisynco's workforce.



Employee Experience and Engagement:
Enhancing the overall employee experience by fostering an inclusive, supportive, and dynamic work environment.

These priorities reflect Wisynco's ongoing commitment to nurturing its employees, recognising that they are the driving force behind the company's success.

Conclusion

Wisynco Group Limited remains deeply committed to its Environmental, Social, and Governance (ESG) responsibilities. As part of its people-first approach, the HR department will continue to focus on the growth, well-being, and development of its employees. By supporting their personal and professional journeys, Wisynco ensures a brighter future not just for the company but also for the communities it serves.

62

Risk Management and Internal Control

Risk Management and Internal Control

Risk Management Framework

Wisynco employs an Enterprise Risk Management (ERM) framework, grounded in the company's mission, vision, and values, to enhance performance and increase shareholder value. This framework provides a comprehensive, systematic approach to identifying, measuring, prioritising, and responding to risks that impact the company's strategic initiatives and day-to-day operations. Key components include objective-setting, risk identification and assessment, risk response strategies, risk measurement and monitoring, and reporting on the effectiveness of these risk responses.

Risk Governance Structure

The Audit & Risk Committee, a sub-committee of the Board, oversees the risk management process by reviewing the enterprise-wide risk profile and evaluating top and emerging risks on a quarterly basis. The Executive Management Committee, under the leadership of the Chief Executive Officer, is responsible for implementing the strategy, culture, processes, technology, and structures that support the ERM framework.

In support of the company's risk management programme, Wisynco uses the Three Lines Model to mitigate risks and threats. This model identifies the structures and processes that best support the achievement of objectives and facilitates strong governance and risk management.



Financial Year 2024

Risk Management

During the 2024 financial year, the Enterprise Risk Management team facilitated quarterly risk self-assessments, evaluated and reported on residual risk ratings for emerging risks, and analysed key risk indicators. The team continued enhancing business continuity policies and practices to improve response times in the event of disruptions. The following are some of the top and emerging risks identified:

- **Talent Recruitment and Retention:** Attracting and retaining talent remains a significant challenge. Wisynco has employed various recruitment techniques and continues to improve its employee value proposition to strengthen talent acquisition and retention.
- **Environmental Factors:** Wisynco invests heavily in energy and water to mitigate environmental constraints and reduce its environmental impact. As an early advocate of recycling in Jamaica, Wisynco actively contributes to the leadership of Recycling Partners of Jamaica to support the removal of plastic bottles from the environment.
- **Employee Health and Safety:** The health and safety of Wisynco employees is critical to the company's success. Wisynco has invested in occupational health and safety training for its Executive and Management teams, with further training planned for Supervisory and Staff levels. Incident reporting, corrective action plans, and safety discussions at monthly Executive meetings are mandatory components of Wisynco's safety programme.
- **Digital Transformation:** Wisynco is committed to innovation and is implementing digital technologies to enhance business scale and growth. The company is closely monitoring the risks associated with business disruptions during digital transformation and is taking necessary precautions to mitigate these risks.
- **Cybersecurity Threats:** With data security threats at an all-time high, Wisynco employs a multi-pronged approach to safeguard its data assets from loss or theft. This includes initiating a data privacy programme in compliance with Jamaica's new Data Protection Act.
- **Artificial Intelligence:** As a rapidly evolving global risk, the potential implications of artificial intelligence remain uncertain. Wisynco will continue to monitor AI developments and their potential impact on the business.

For more information on financial risks, please refer to the Audited Financial Statement disclosures.

Internal Audit

During FY 2024, the Internal Audit team executed the approved annual audit plan while adopting an agile audit approach to address fraud investigations, management audit requests, and emerging risks. The IA team reported to the Board through the Audit & Risk Committee on a quarterly basis, focusing on the design and effectiveness of internal controls, systems, and processes. The team performed objective, risk-based audits and reported observations and recommendations so that corrective actions or improvements could be implemented.

In conclusion, the Risk Management and Internal Audit teams held Company leadership accountable for implementing and executing risk mitigation strategies to maximise opportunities.

This comprehensive approach to risk management and internal control enabled the Audit & Risk Committee to:

1. Make informed decisions regarding the acceptable levels of risk.
2. Ensure the necessary safeguards and controls are in place to mitigate risks.
3. Align the company's strategic objectives with policies and practices, thereby enhancing company performance and delivering greater shareholder value.

65

Information Technology

Information Technology Report

In the 2024 FY, technology continued to play a pivotal role at Wisynco, driving internal operational efficiencies and enhancing service delivery to external customers. Through strategic investments in custom technology solutions, the company has bolstered the value it provides to both customers and employees.

This year, the Information Technology (IT) Department focused on three key areas:

1. **Enterprise Resource Planning (ERP) System:** Wisynco made significant progress on its new ERP system and supporting applications, completing the requirements and design phases. Implementation and testing are now underway, using a phased approach to better manage risk. This ERP system touches all core operations and expands the use of electronic systems, streamlining operations across the company.
2. **Business Systems Optimization:** Ongoing monitoring and optimisation of existing business systems ensured smooth operations amidst increasing workloads. IT's focus on maintaining optimal computing performance has supported the company's organic and intentional growth. By proactively managing planned maintenance activities, the department minimised unplanned failures and prevented costly downtime.
3. **Data Insights and Security:** Leveraging data insights and ensuring data security have been essential to improving how products are procured, produced, and delivered across Wisynco's supply chain. These efforts help optimise decision-making processes and ensure that customer expectations are consistently met.

As the company continues to upgrade its systems throughout 2024, the coming year is expected to be a milestone for Wisynco's technological innovation. Balancing the transformation of people, processes, and technology, the IT department has successfully maintained current production systems while simultaneously managing major upgrades that support the company's growth and efficiency goals. A key focus has been on developing internal expertise, particularly in understanding financial, production, and distribution concepts to automate relevant business processes. IT's business analysts have played a critical role in achieving these objectives.

Wisynco has also strengthened relationships with leading software and hardware partners, both locally and internationally. By leveraging global technology best practices and tailoring them to meet Wisynco's specific needs, the company has ensured that its technology infrastructure fully supports production and distribution growth.

Embracing a Cloud-Based Future

The IT team has risen to the challenge of transitioning from a predominantly data centre-centric operation to a fully distributed computing environment, utilising software-as-a-service (SaaS) models. This shift supports leading-edge, cloud-based solutions that provide a more flexible operational expense model, with better service levels compared to traditional, capital-intensive IT operations. IT's focus on managing infrastructure and implementing standardised functionality has laid the groundwork for Wisynco's continued growth.

Over the past year, the team has taken on more responsibility for implementing production systems, including the ERP project. This will expand beyond the current user base to include warehouse personnel, equipping them with tech-enabled mobile warehouse management tools.

2025 Objectives

For the upcoming year, the primary IT objectives include:



Full ERP Platform Refresh

The complete replacement of the current ERP platform will be a cornerstone of Wisynco's technology transformation. This new platform will provide enhanced functionality, flexibility, and business agility, forming the foundation for future growth.



Core Capability Enhancement

Ensuring that all current core capabilities are maintained, while also introducing improvements that surpass present system performance, will be essential to prevent business disruptions and achieve operational excellence.



Empowering Real-Time Decision Making

By enabling real-time updates for staff who create or consume information resources, Wisynco will facilitate faster, more informed decision-making. The IT department will selectively embrace artificial intelligence and machine learning to support innovation across the company.

Strategic Positioning of IT

Wisynco's overall strategy positions IT beyond traditional servers, systems, and networks, ensuring that technology serves as a critical enabler of the company's people and process innovations. IT has created the infrastructure needed to exceed customer satisfaction expectations and deliver excellent products and services.

At the corporate level, IT plays a vital role in supporting Wisynco's Environmental, Social, and Governance (ESG) objectives. The company remains committed to responsible IT waste disposal, reflecting its dedication to environmental sustainability. The year also saw a focus on expanding the technology team to better support Wisynco's future growth plans, with increased hiring and development of staff to meet these demands. Partnerships with tech giants like Microsoft and Cisco provided invaluable training opportunities, equipping 100% of IT staff with access to virtual learning resources relevant to Wisynco's systems.

A Culture of Innovation and Collaboration

Information technology is the driving force behind Wisynco's ability to innovate and adapt to change. The company values its partnerships with regulators, internal stakeholders, customers, and technology providers, all of whom have collaborated to deliver world-class solutions.