

Redefining Possibilities



FESCO 

ANNUAL REPORT

2025



FUTROIL

FUTRLUBE



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SUPREME+
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FESCO

**FESCO
ULSD**



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FESGAS

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CORPORATE DATA

Board of Directors	Lyden Heaven - Chairman
	Jeremy Barnes - Managing Director
	Eaton Parkins - Lead Independent Director
	Hugh Coore - Vice Chairman
	Errol McGaw - Founding Director
	Junior Williams - Founding Director
	Gloria Declou - Independent Director
	Harry Campbell - Independent Director
	Vernon James - Independent Director
	Belinda Williams - Independent Director
Company Secretary	Kayola Muirhead, Attorney-at-Law
Mentor	Lissant Mitchell
Registered Address	7-9 Beechwood Avenue Kingston 5 876-715-5941 investors@fescoja.com
Bankers & Financial Advisors	National Commercial Bank - 124 Constant Spring Road Kingston 4
	Scotiabank - Corner of Duke & Port Royal Streets
	Scotia Investments Jamaica Ltd. - Corner of Duke & Port Royal Streets
	NCB Capital Markets - The Atrium, 32 Trafalgar Road, Kingston 5
	Cornerstone Trust & Merchant Bank - 15 St. Lucia Way, Kingston 5
	Barita Investments Limited - 60 Knutsford Boulevard, Kingston 5
Auditors	Baker Tilly - 6 Collins Green Avenue, Kingston 5
Lawyers	Phillipson Partners - 48 Constant Spring Road, Kingston 10
Registrar	Jamaica Central Securities Depository Limited (JCSD) 40 Harbour Street, Kingston, Jamaica
Corporate Governance	FESCO's Corporate Governance Policy is available on its website at www.fescoja.com/corporate-governance

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NOTICE OF ANNUAL GENERAL MEETING

NOTICE is hereby given that the 2025 ANNUAL GENERAL MEETING of FUTURE ENERGY SOURCE COMPANY LIMITED ("the Company") will be held as a hybrid meeting (see **Meeting Instructions** below) at the S Hotel Kingston, 1 St. Lucia Avenue, Kingston 5, in the parish of Saint Andrew, Jamaica, and electronically via <https://iteneri.com/fesco> at 10:30am on Thursday, September 25, 2025 to transact business described, and to consider and if thought fit pass the resolutions, as follows:-

ORDINARY BUSINESS

Ordinary Resolutions

1. Audited Accounts for the Year Ended March 31, 2025

Resolution:

"THAT the Audited Accounts for the year ended March 31, 2025 **AND** the Reports of the Directors and the Auditors, circulated with the Notice convening this 2025 Annual General Meeting, be and are hereby adopted."

2. Election of Directors

In accordance with **Article 102** of the Company's Articles of Incorporation one-third of the Directors (not including the Managing Director – Article 120) are retiring by rotation, and being eligible offer themselves for re-election (Article 104), they are: Mr. Harry Campbell, Mrs. Gloria DeClou, Mr. Vernon James and Mrs. Belinda Williams.

Resolutions:

a) **"THAT** the Directors retiring by rotation and offering themselves for re-election be re-elected en bloc."

b) **"THAT** Mr. Harry Campbell, Ms. Gloria DeClou, Mr. Vernon James and Ms. Belinda Williams retired by rotation, be and they are hereby re-elected Directors."

3. Re-Appointment of Auditors and their Remuneration

Resolution:

"THAT the Auditors, Baker Tilly Strachan Lafayette (t/a Bakertilly), having indicated their willingness to continue in office, be and are hereby re-appointed until the conclusion of the next annual general meeting, at a remuneration to be fixed by the Directors."

4. Remuneration of Directors

a) **"THAT** the Directors be and are hereby empowered to fix the remuneration of the Executive Director."

b) **"THAT** the total Director fees for Non-Executive Directors in the sum of \$8,880,000.00 in the Accounts for the year ended March 31, 2025, be and is hereby approved."

5. Dividend Declaration

"THAT as recommended by the Directors, a dividend for the year ended March 31, 2025 at \$0.028 per ordinary share of record date November 26, 2025, ex-dividend date November 25, 2025 and payable December 18, 2025 be and is hereby declared."

6. Resolutions in respect of any other competent business.

IMPORTANT NOTE FOR MEMBERS WHO ARE NOT ABLE TO ATTEND:

A Member of the Company entitled to attend and vote at this meeting is entitled to appoint another person as a Proxy to attend and vote on his/her behalf, and a Proxy need not be a Member. If you are not able to attend in-person or online, enclosed is a Proxy Form for your convenience. When completed, this Form must be deposited at the Registrar of the Company, the Jamaica Central Securities Depository Limited (JCSD), at 40 Harbour Street, Kingston, Jamaica at least **48** hours before the time appointed for this Meeting. The Proxy Form shall bear the stamp duty of \$100.00 before being signed. The stamp duty may be paid by adhesive stamp(s) to be cancelled by the person signing the Proxy.

Dated this 12th day of August, 2025

BY ORDER OF THE BOARD OF DIRECTORS



KAYOLA MUIRHEAD
COMPANY SECRETARY

MEETING INSTRUCTIONS

1. Members (or their Proxies) and Non-Members of the Company are required to **register** to attend the Annual General Meeting (AGM) in-person or on-line.

Registration for In-Person Attendance

2. Individuals attending in-person must **RSVP by email** with subject **“AGM Attendance”** indicating name, membership status (member, proxy or non-member), and contact number by **midnight on Tuesday, September 23, 2025** to investors@fescoja.com and await email confirmation.

Registration for Online Attendance

3. During the period **September 11 – 24, 2025**, visit <https://iteneri.com/fesco> (Google Chrome browser is recommended) with your JCSD number to complete registration.

4. Your JCSD number may be confirmed by:

a. Reviewing your dividend cheque or payment advice for “Account Number”.

b. Contacting the Registrar Services Unit of the Jamaica Central Securities Depository (JCSD) at (876)967-3271 or via e-mail at jcsdrs@jamstockex.com.

c. Contacting your investment broker

5. On completion of registration and verification an electronic link and password will be sent to the same e-mail address that was used for registration. The link and password may be used by only one user and should not be shared with anyone.

In-person & Online Participation

7. Questions may be submitted by email to investors@fescoja.com up to 10:00am on the morning of the AGM, however questions related to the Audited Accounts may also be submitted using the *Question and Answer* option on the virtual platform. Questions will be addressed during the time allotted to Questions & Answers on the Agenda or as part of the presentations.

8. Only registered Members or their Proxies may vote on resolutions. Voting may be done prior to the start of the AGM.

9. Persons experiencing any problems in the registration process or who have any questions regarding the registration and participation in the AGM, should send an e-mail to our Registrar at jcsdrs@jamstockex.com.



Place J\$100
adhesive
stamp here

Form of Proxy

I/We,of
.....being a
member/members of Future Energy Source Company Limited ("the Company"), hereby
appointof
..... or
failing him/her of
..... as
my/our proxy to vote for me/us on my/our behalf at the Annual General Meeting of the
Company to be held on **Thursday, the 25th day of September, 2025 at 10:30am**, and at any
adjournment thereof.

**This form is to be used in favour of/against the resolution, by marking "X" in the box for the
desired vote column. Unless otherwise instructed, the proxy will vote as he/she thinks fit.**

RESOLUTION	FOR	AGAINST	RESOLUTION	FOR	AGAINST
1			4(a)		
2(a)			4(b)		
2(b)			5		
3					

Dated this.....day of.....,2025.

Signed:.....

Notes:

1. This Form of Proxy must be deposited at the Registrar of the Company, the Jamaica Central Securities Depository Limited (JCSD), at 40 Harbour Street, Kingston, Jamaica at least **48** hours before the Meeting.
2. An adhesive stamp for \$100.00 must be affixed to this Form of Proxy.
3. If the appointer is a Corporation this Form of Proxy must be executed under its Common Seal.

OUR MISSION

Our mission is to improve the experience of our customers by enabling convenient and seamless access to our goods and services, enhance the communities in which we operate and provide above-average returns to our shareholders as measured by return on invested capital ("ROIC").

We:

- Observe the highest standards of integrity, safety & productivity in the conduct of our business.
- Utilize the best technology available.
- Enhance customer value & customer experience.
- Pursue & engender profitable & fair relationships with customers, dealers, staff & suppliers.
- Foster, develop and support the Jamaican economy through a program of local investment & reinvestment, charitable initiatives & employment enhancement.

OUR VISION

To be Jamaica's most:



CUSTOMER CENTRIC



DEALER CENTRIC

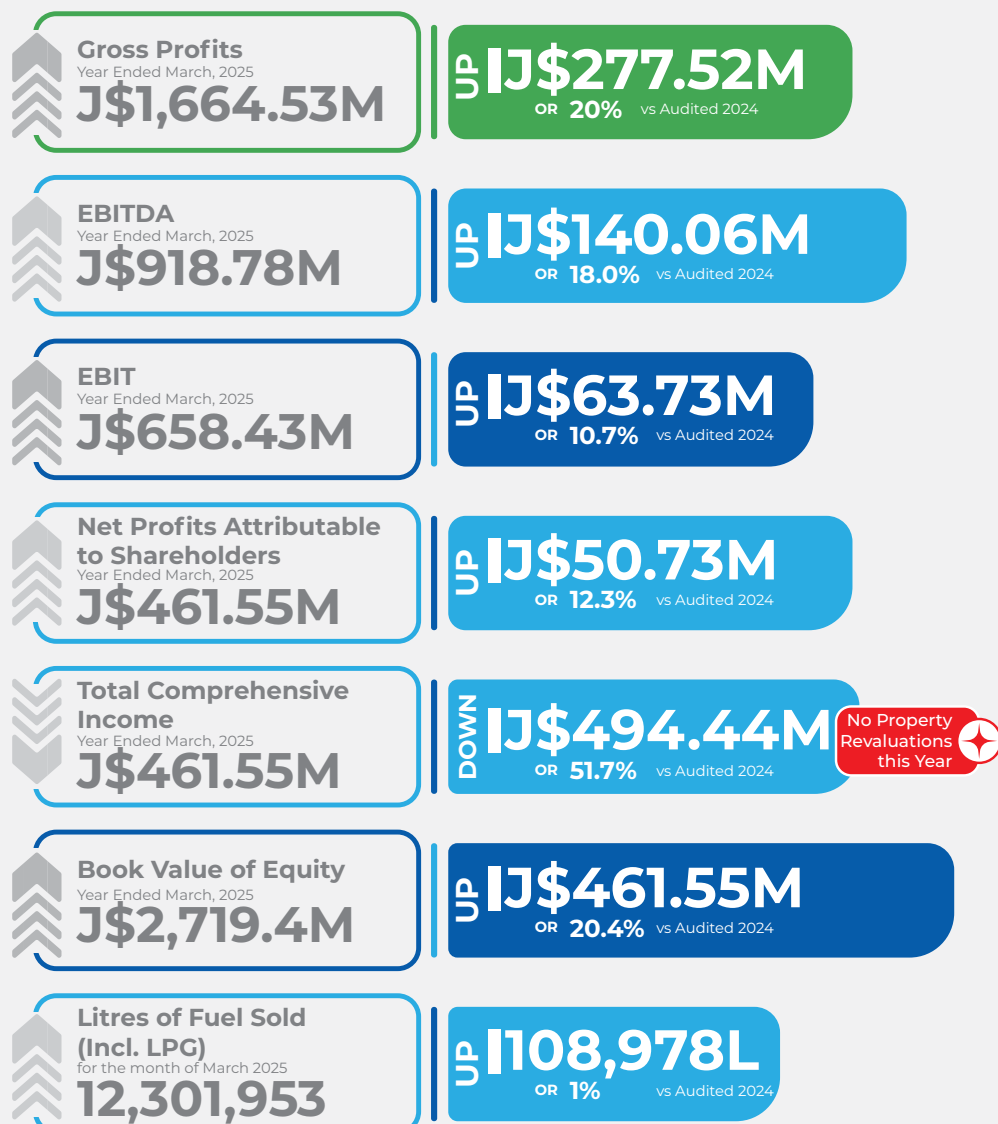


COMMUNITY CENTRIC

fuel distribution marketing company, providing customers with a superior experience where value and convenience matters.

PERFORMANCE SNAPSHOT

We are pleased to report that for the year ended March 31, 2025, FESCO achieved its best year operationally, with specific reference to gross profits J\$1,664.53 million (up J\$277.52 million or 20.0%), operating profit (EBIT) of J\$658.43 million (up 10.7% or J\$63.73 million) and EBITDA of J\$918.78 million (up J\$140.06 million or 18.0%). Additionally, despite interest cost of approximately J\$177.10 million (net), and taxes of J\$19.79 million, the Company was able to grow net profits by 12.3% or J\$50.73 million to total J\$461.55 million.



Notable Mentions

- Opened new Station - FESCO Hayes
- Commenced construction of FESCO OVAL (Spanish Town Road)
- Achieved EBITDA positive results for FESGAS (J\$72.58M) despite EBIT loss (J\$102.01M)



PERFORMANCE SNAPSHOT CT'D

For the year, the Company was able to achieve its main targets to:

1. Increase its company-operated service station footprint (FESCO Hayes) and increase overall fuel sales measured in litres;
2. Establish additional filling plants to further enhance its LPG distribution.
3. Commence and advance construction of COCO location, FESCO Oval (Spanish Town Road);
4. Secure construction financing for FESCO Oval;
5. Refinance and closeout its partially secured J\$700 million (11.75%) bond; and ultimately consolidate and extend debt maturities at 9.0%;
6. Increase brand awareness for FESGAS™, FYC™ Water, FUTRON™ 90+, and FUTROIL™;
7. Established an e-commerce channel through the 7krave Mobile App
8. Support community initiatives through donations and/or sponsorships:
 - a. Heart Foundation of Jamaica (ECG Equipment)
 - b. Health Fair at Ferry (a 2-day free Health Care initiative by FESCO Ferry held in November)
 - c. Strathmore Children's Home (refurbishing)
 - d. Waterhouse FC Youth Team
 - e. SFP Pocket Rocket Foundation
9. Sponsorship of various entertainment and motor sports events including;
 - a. The Miss Jamaica and Mr Jamaica World Competitions
 - b. Dyno Shootout at Elite Performance Linstead featuring FUTRON™ 90+
 - c. Intimate (Featuring: Beres Hammond and Buju Banton)
 - d. Midnight CHIQ on the Waterfront
 - e. Umbrella (Featuring: Bounty Killer)
 - f. Republic Beach Club
 - g. CHUG IT

TEN (10) YEAR PERFORMANCE REVIEW

10 Year Performance Review	Audited	Audited	Audited	Audited	Audited	Audited	Audited	Audited	Audited	Audited		
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Change	Change
Statement of Income Summary	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	+/-%	\$
Turnover/Income	3,754,099,608	4,115,233,824	4,610,895,083	5,434,246,867	5,936,346,825	5,856,757,502	12,671,115,147	26,282,165,790	28,680,616,572	30,045,980,887	4.8%	1,365,364,315
Cost of Goods Sold (COGS)	(3,725,913,612)	(4,083,070,607)	(4,538,638,076)	(5,348,995,804)	(5,758,006,328)	(5,661,937,112)	(12,281,766,124)	(25,394,347,783)	(27,293,611,121)	(28,381,451,750)	4.0%	(1,087,840,629)
Gross profit	28,185,996	32,163,217	72,257,007	85,251,063	178,340,497	194,820,390	389,349,023	887,818,007	1,387,005,451	1,664,529,137	20.0%	277,523,686
Other Income			1,838,886	257,511			1,867,217	3,732,315	3,843,944	10,984,537	185.8%	7,140,593
Selling General & Admin Expenses	(11,365,185)	(13,718,204)	(28,665,902)	(37,764,007)	(54,042,768)	(59,373,022)	(133,942,251)	(307,287,423)	(791,173,235)	(1,006,857,740)	27.3%	(215,684,505)
Impairment Losses				(2,539,346)	(487,423)	(755,574)	(2,324,990)	(17,863,251)	(4,970,061)	(10,222,727)	105.7%	(5,252,666)
Operating Profit/(Loss) - [EBIT]	16,820,811	18,445,013	45,429,991	45,205,221	123,810,306	134,691,794	254,948,999	566,399,648	594,706,099	658,433,207	10.7%	63,727,108
Finance (Costs)/Income	(1,007,458)	(633,174)	(1,033,277)	4,950,963	12,985,174	6,087,509	2,935,693	8,115,292	(155,449,047)	(177,096,310)	13.9%	(21,647,263)
Profit Before Taxation	15,813,353	17,811,839	44,396,714	50,156,184	136,795,480	140,779,303	257,884,692	574,514,940	439,257,052	481,336,897	9.6%	42,079,845
Taxation	(3,659,678)	(4,161,704)	(11,826,534)	(10,463,509)	(32,023,808)	(32,618,904)	(4,244,448)	(3,248,187)	(28,440,112)	(19,786,912)	-30.4%	8,653,200
Net Profit for the year	12,153,675	13,650,135	32,570,180	39,692,675	104,771,672	108,160,399	253,640,444	571,266,753	410,816,940	461,549,985	12.3%	50,733,045
Surplus on Revaluation of Land & Buildings	-	-	-	-	-	-	-	-	545,173,455	-	-100.0%	545,173,455
Total Comprehensive Income	12,153,675	13,650,135	32,570,180	39,692,675	104,771,672	108,160,399	253,640,444	571,266,753	955,990,395	461,549,985	-51.7%	(494,440,410)
EBITDA	-	-	49,079,975	47,472,081	127,197,164	141,591,861	268,105,615	595,364,363	778,711,909	918,776,345	18.0%	140,064,436
Statement of Financial Position												
Non Current Assets	3,508,646	20,413,535	30,114,287	137,190,890	148,255,045	269,686,297	1,140,666,641	2,771,328,826	3,813,022,592	4,309,964,421	13.0%	496,941,829
Current Assets	59,461,912	103,015,003	240,341,172	249,408,821	325,621,376	281,799,824	1,651,312,926	1,055,447,990	1,502,098,290	1,291,842,926	-14.0%	(210,255,364)
Current Liabilities	45,361,009	46,823,136	121,488,951	181,757,783	210,350,746	208,192,721	1,014,653,473	753,495,827	1,347,725,659	1,067,350,355	-20.8%	(280,375,304)
Net Current Assets	14,100,903	56,191,867	118,852,221	67,651,038	115,270,630	73,607,103	636,659,453	301,952,163	154,372,631	224,492,571	45.4%	70,119,940
Equity	17,531,521	31,181,656	63,751,836	100,690,971	205,462,643	318,424,142	770,590,559	1,301,857,312	2,257,847,707	2,719,397,692	20.4%	461,549,985
Non Current Liability	78,028	45,423,746	85,214,672	104,150,957	58,063,032	24,869,258	1,006,735,535	1,771,423,677	1,709,547,516	1,815,059,300	6.2%	105,511,784
Long Term Debt	78,028	45,423,746	85,214,672	104,150,957	58,063,032	24,869,258	1,006,735,535	1,771,423,677	1,541,369,589	1,558,133,458	1.1%	16,763,869
CPLTD	-	-	-	10,404,634	11,212,373	13,345,277	105,910,505	243,053,451	326,545,402	300,580,637	-8.0%	(25,964,765)
Ratio Statistics												
Weighted Average # Stock Issued	900	900	900	900	900	681,096,512	2,493,424,658	2,500,000,000	2,500,000,000	2,500,000,000		
EPS	13,504.08	15,166.82	36,189.09	44,102.97	116,412.97	0.15880	0.10172	0.22851	0.16433	0.18462		
Debt/Equity (Static)	-	1.4527	1.3129	0.5792	0.2330	0.1151	1.4422	1.5439	0.8273	0.6835		
Net Current Assets (Working Capital)	14,100,903	56,191,867	118,852,221	67,651,038	115,270,630	73,607,103	636,659,453	301,952,163	154,372,631	224,492,571	45.4%	70,119,940
Current Ratio	1.31	2.20	1.98	1.37	1.55	1.35	1.63	1.40	1.11	1.21		
EBITDA	17,288,833	20,854,361	49,078,975	47,472,081	127,197,164	141,591,861	268,105,615	595,364,363	778,711,909	918,776,345		
ROE - average (Total Comp. Income)	-	56.0%	68.6%	48.3%	68.4%	41.3%	46.6%	55.1%	53.7%	18.5%		
Effective Tax Rate	23.1%	23.4%	26.6%	20.9%	23.4%	23.2%	1.6%	0.6%	6.5%	4.1%		
Net Profit Margin	0.32%	0.33%	0.71%	0.73%	1.76%	1.85%	2.00%	2.17%	1.43%	1.54%		
Gross Profit Margin	0.75%	0.78%	1.57%	1.57%	3.00%	3.33%	3.07%	3.38%	4.84%	5.54%		
Year over Year growth:												
Gross Profit	-	14.11%	124.66%	17.98%	109.19%	9.24%	99.85%	128.03%	56.23%	20.01%		
EBIT	-	9.66%	146.30%	-0.49%	173.88%	8.79%	89.28%	122.16%	5.00%	10.72%		
EBITDA	-	20.6%	135.3%	-3.3%	167.9%	11.3%	89.4%	122.1%	30.8%	18.0%		
Net Profit	-	12.3%	138.6%	21.9%	164.0%	3.2%	134.5%	125.2%	-28.1%	12.3%		
Total Comprehensive Income	-	12.3%	138.6%	21.9%	164.0%	3.2%	134.5%	125.2%	67.3%	-51.7%		
Book Value of Equity	-	77.9%	104.5%	57.9%	104.1%	55.0%	142.0%	68.9%	73.4%	20.4%		

BUSINESS BRIEF

Future Energy Source Company Limited (FESCO) is a distributor of Petroleum products, including but not limited to transportation fuels and LPG {under the FESGAS™ brand}, Petroleum equipment and technologies, Lubricants, Chemicals and Purified drinking water. We distribute our products and services to a growing network of dealer owned service stations, dealer owned LPG filling plants and depots, commercial customers and retail customers.

Our Products



Petroleum Products

We supply and haul Gasoline, Diesel, LPG (Butane and Propane), Asphalt (Bitumen), Heavy Fuel Oil (HFO), and Kerosene.



Beverages

We distribute FYC drinking water.



Lubricant and Chemicals

We distribute our proprietary brand of API certified "FUTROL" motor oils, "FUTRLUBE", CASTROL™ Lubricants, windscreen washes and coolants.



Petroleum Equipment

Fuel storage tanks, dispensers, service station management equipment, fleet management and tank gauging equipment and technology.

CORPORATE STRUCTURE



**Future Energy Source
Company Limited**



10,000+ Shareholders



OPERATIONS & SERVICES



Future Energy Source
Company Limited

Owns & Operates

Service Station
FESCO Beechwood

Consumers

Leases & Operates

Service Station
FESCO Kitson Town
FESCO Hayes

Consumers

Operates

LPG Filling & Distribution Plant
FESGAS Bernard Lodge
FESGAS Naggo Head

Dealers
Depots
Retailers
Consumers

Distributes Fuel, Fuel Equipment
& Technologies, Lubricants,
Chemicals & Drinking Water to:

FESCO Branded
Service Stations

FESGAS LPG
Filling Plants

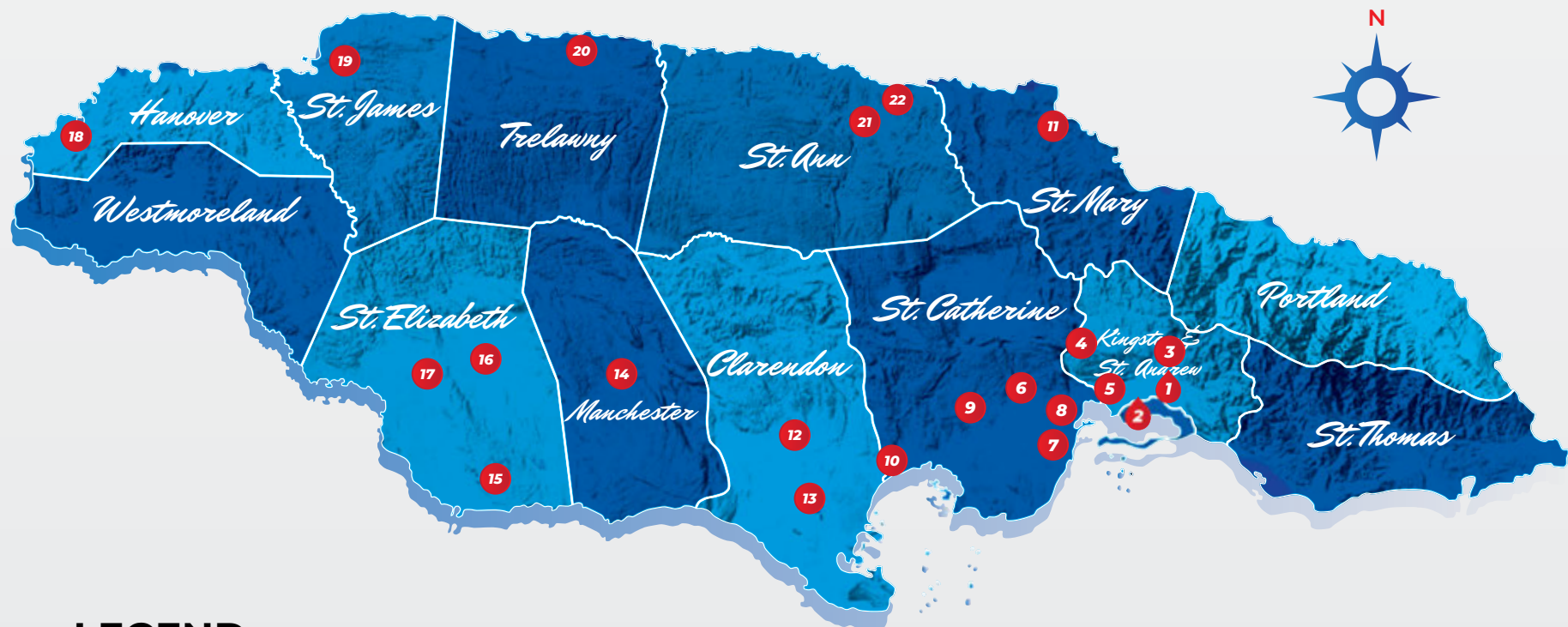
Manufacturers &
Distributors

Construction Firms

Logistics, Haulage &
Transportation Firms

Other Industries &
Firms

FESCO FUEL STATION LOCATIONS



LEGEND

- | | | | | |
|---|----------------|----------------|-----------------|------------------|
| 1. Beechwood Avenue
<small>HEAD OFFICE</small> | 6. Angels | 11. Port Maria | 16. Whitehall | 21. Golden Grove |
| 2. Spanish Town Road
<small>ADMINISTRATIVE OFFICE (2025)</small> | 7. Braeton | 12. May Pen | 17. Lacovia | 22. Ocho Rios |
| 3. Stony Hill | 8. Naggo Head | 13. Hayes | 18. Orange Bay | |
| 4. Rock Hall | 9. Kitson Town | 14. Mandeville | 19. Montego Bay | |
| 5. Ferry | 10. Bodles | 15. Top Hill | 20. Duncans | |

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real performance?*

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AGAIN**



FUTRON E10
90+

FROM THE CHAIRMAN

Dear Shareholders,

It is an honour to present the Annual Report of our company – Future Energy Source Company Limited (“FESCO” or the “Company”) for the financial year April 1, 2024 to March 31, 2025. The Company has delivered strong financial results, achieving a 20% increase in gross profit and a 12% increase in net profit attributable to shareholders, year over year. It is the collective resilience, dedication, and innovation of our team that has contributed to the Company’s \$2.7 Billion book value of equity for the year.

FESCO’s performance reflects a year of both progress and continued opportunity, demonstrating resilience and agility. The core wholesale and retail fuel segment has shown consistent profitability, ascribable to the dedication and trust of our staff, dealers and customers and the reliability of our suppliers and service providers. The newer liquefied petroleum gas (LPG) segment is still in its early development stage, and the Company is determined to maximize on the long-term growth prospects of a cleaner, affordable and more sustainable energy source. The Company will continue to invest in LPG infrastructure and assets and to raise awareness of our FESGAS brand. The Company through its governance commitment will continue to see to the sustainability of value creation across all segments.

We believe in engaging with the communities in which the Company operates and has brand presence through its dealers. This includes sharing in community-based activities and other initiatives meant to be a resource for community members and to contribute towards their upliftment. FESCO acknowledges the significance of community partnerships and appreciates the welcoming responses to our brands.

On behalf of the Board of Directors, I express deepest gratitude to our shareholders, customers, dealers, our faithful team led by our Managing Director, Jeremy Barnes, suppliers and other stakeholders for your continued support. We look forward to your participation at our 2025 Annual General Meeting.

Sincerely,



Chairman, FESCO
Lyden “Trevor” Heaven



DIRECTORS' PROFILES



Lyden D. "Trevor" Heaven - Chairman

Mr. Lyden D. "Trevor" Heaven is a graduate of The University of Reading and a Chartered Electrical Engineer by profession, with extensive experience in the bauxite/alumina industry. He has been in the petroleum industry as a franchise operator since 1988. Mr. Heaven is currently the owner/operator of Heaven's FESCO's DODO in Mandeville. He is a two-time Past President of the Jamaica Gasoline Retailers Association (JGRA). Mr. Heaven is a Justice of the Peace, serving currently as Vice President of The Lay Magistrates Association of Jamaica and a Rotary Past President and District Chair. He currently serves as Chairman of Cornerstone Trust and Merchant Bank (CTMB), Chairman of the Credit and Audit Committees for CTMB, President of the Lay Magistrate Association of Jamaica and several other corporate and school boards.

Hugh Coore - Vice Chairman

Mr. Hugh Coore has a very long and active career in the petroleum industry, being the owner & operator of service stations and a petroleum haulage contractor. Mr. Coore is the owner/operator of FESCO Angels in Spanish Town and FESCO Ferry (both FESCO's DODOs). In addition to being a Director of the JGRA for fifteen (15) years, Mr. Coore is a Director of Cornerstone Financial Holdings Limited. Mr. Coore is also a Kiwanian.



Jeremy Barnes - Managing Director

Mr. Jeremy Barnes is a senior executive with extensive experience in operations management, financial analysis and financial management. He has over twenty (20) years of experience in the fuel trade, holding positions of dealer and managing director prior to his engagement at FESCO. He holds a Master of Business Administration from the Mona School of Business, University of the West Indies and a Bachelor of Business Administration in Finance from the Zicklin School of Business Baruch College in New York City, U.S.A where he graduated Summa Cum Laude and was the recipient of the Irvine Fromme academic Scholarship for International Finance. Mr. Barnes is a former chief financial officer and chief operating officer of Marathon Insurance Brokers and FederalCapital Group Limited.

Eaton Parkins - Lead Independent Director

Mr. Eaton Parkins is a Certified Public Accountant. He has a BSc in Accounting from City University of New York and an MBA from the University of South Florida, Tampa. Mr. Parkins is a financial services professional with extensive experience in management consulting, regulatory reporting, financial and cash management, corporate finance, operations, cost analysis, auditing, internal controls, marketing and pricing strategy and new business development. Mr. Parkins started his career at Price Waterhouse, Chartered Accountants, Kingston, Jamaica. He migrated to the United States in 1987 and has held senior management positions at several financial institutions.



DIRECTORS' PROFILES CT'D

Errol McGaw - Founding Director



Mr. Errol McGaw's long, illustrious and diverse career in the petroleum industry qualifies him as a true professional having had the unique experience of working in all three sectors of the industry. His forty-six (46) years are divided into two (2) years as a refinery process technician, ten (10) years as a marketing executive at Esso Standard Oil(Exxon), and thirty-five (35) years as owner and operator of Petromac Servicentre Ltd. Stony Hill Square (FESCO's DODO in Stony Hill). In addition to his extensive training while at Esso, Mr. McGaw also holds a Bachelor of Science Degree with a major in Marketing from the University of Oregon, USA. He has served the Executive Committee of the JGRA in various positions over the years.

Junior Williams - Founding Director

Mr. Junior Williams has over forty (40) years of marketing experience, spanning the field as marketing representative, marketing consultant and marketing manager. In the public sector, he worked as a marketing consultant and in the private sector in the marketing and sales of consumer and industrial products. At Esso Standard Oil, Mr. Williams worked as a marketing representative and at Petcom as marketing manager, where he was instrumental in the establishment of the Petcom brand. He received extensive training in petrol retailing, site development and marketing at Petro-Canada



Harry Campbell - Independent Non-Executive Director

Mr. Harry Campbell is a Co-Founder for Yassuh Jamaica Limited, an innovative technology company with a mission to deliver digital platforms to developing countries, where those platforms are transformative at a national infrastructure level.

He has 20+ years in the technology sector with expertise in Cybersecurity, Digital Transformation, Payments, and Strategy. Mr. Campbell was formerly the CTO for Cornerstone Trust and Merchant Bank and Director of Information Management at the Accountant General's Department. He also currently sits on the board of GiftMe, the local market leader in Digital Gift-Cards and Rewards.



Belinda Williams - Independent Non-Executive Director

A results-driven and transformational marketing leader with over 35 years of experience propelling business growth through innovative strategies and exceptional execution. Mrs. Williams is a seasoned executive with a distinguished track record of excellence, having served in senior roles at two prominent organisations: PROVEN Group – spearheading marketing efforts across the Caribbean and National Commercial Bank Jamaica Limited – driving marketing successes for brand building and strategic business outcomes.

Mrs. Williams has served on government and private sector boards with her expertise spanning strategic planning, team leadership, omnibus integrated marketing and campaign development with a consistent focus on delivering impacting marketing solutions.





Gloria DeClou - Independent Non-Executive Director

Ms. Gloria DeClou is an Attorney-at-Law having been admitted to the bar in Trinidad, Dominica, Guyana & Jamaica. She is the Managing Director of Blenman DeClou & Co. and has a wealth of experience in civil law, criminal law, commercial law, banking law, public law, entertainment law and conveyancing. Ms. DeClou is also the legal advisor to the All-Island Jamaica Cane Farmers' Association on all legal matters with special focus in Employment Law and Labour Law.

Ms. DeClou has Bachelor of Laws (LL.B) and Bachelor of Science in Business Management Degrees from the University of Guyana, a Legal Education Certificate from the Hugh Wooding Law School and a Master of Law Degree (LL.M) from the University of Salford, UK.

Vernon James - Independent Non-Executive Director

Mr. Vernon James has over two decades of expertise in banking and finance and brings a wealth of innovative leadership honed over years in banking and insurance. He oversees a substantial portfolio of real estate investments through his own company.

Formerly at the helm as CEO of TFOB (2021) Limited, he spearheaded the pioneering digital venture, LYNK. Under his leadership, he expanded access to financial services for the unbanked population and the range of offerings provided by a financial institution. Prior to his eight-year tenure as CEO at NCB Insurance Company, Mr. James led sales teams at NCB Capital Markets for four years, after joining the NCB Group in 2008. He served as a Director on the N.C.B. Foundation's Board demonstrating his commitment to corporate social responsibility and community development. He also managed investments and securities trading at Scotia Investments Jamaica Limited. Mr. James holds a Master of Science Degree in Financial Mathematics from Warwick University in England, and a Bachelor's Degree in Mathematics from the University of the West Indies.



COMPANY SECRETARY & MENTOR



Kayola Muirhead - Company Secretary

Mrs. Kayola Muirhead is a practising Attorney-at-Law with experience in corporate, commercial and litigation matters. Mrs. Muirhead is responsible for company secretarial duties that include providing general advice to the board of directors, supporting their enhancement and oversight of the governance framework, as well as ensuring the company's compliance with legal and regulatory obligations. Mrs. Muirhead has had a working relationship with international and diplomatic entities, teaching English and as a business matching consultant and translator between Hispanic professionals, Jamaican companies and government agencies in the petroleum and construction industries. Mrs. Muirhead was awarded a Bachelor of Science Degree in International Relations with a minor in Spanish and a Bachelor of Laws Degree by the University of the West Indies, Mona and Cave Hill campuses respectively, as well as a Legal Education Certificate by the Norman Manley Law School.

Lissant L. Mitchell - Mentor

Mr. Lissant L. Mitchell, is an experienced financial services professional with a successful career spanning over twenty-five years at the senior management and executive levels. With tenures at local institutions as well as regional and international financial groups, he has a proven track record in designing and executing long term sustainable strategic priorities, change management, divestitures, mergers, acquisitions and share ownership privatization. A former Senior Vice President of Wealth Management at Scotiabank Group Jamaica Limited & former Chief Executive Officer at Scotia Investments Jamaica Limited (SIJL), Mr. Mitchell is currently serving as a director of the National Insurance Fund Advisory Board in the capacity of the Chair of its Investment and Real Estate Committees, Indies Pharma Jamaica Limited in the capacity of the Chair for its Audit and Finance Committee and Consolidated Bakeries Limited (PURITY). He is the Jamaica Stock Exchange Junior Market Mentor for the latter two entities. He has also held directorships with the Jamaica Stock Exchange, SIJL and a number of companies within the Scotiabank Group locally and regionally. Mr. Mitchell has a Master's in Business Administration - Finance from the University of Manchester in the United Kingdom and a Bachelor of Science (Hons.) - Accounting with Economics from the University of the West Indies Mona, Jamaica.



LEADERSHIP TEAM



Jeremy Barnes - Managing Director

Mr. Jeremy Barnes is a senior executive with extensive experience in operations management, financial analysis and financial management. He has over twenty (20) years of experience in the fuel trade, holding positions of dealer and managing director prior to his engagement at FESCO. He holds a Master of Business Administration from the Mona School of Business, University of the West Indies and a Bachelor of Business Administration in Finance from the Zicklin School of Business Baruch College in New York City, U.S.A where he graduated Summa Cum Laude and was the recipient of the Irvine Fromme academic Scholarship for International Finance. Mr. Barnes is a former chief financial officer and chief operating officer of Marathon Insurance Brokers and FederalCapital Group Limited.



Rowena Nelson, FCCA, BSc. - Accounting

Miss Nelson is a member of the Association of Chartered and Certified Accountants, with over 18 years' experience spanning the areas of Auditing; Investment Fund Accounting; General Accounting; Systems implementation and Customer Service. Miss Nelson holds a Bachelor of Science in Applied Accounting (First Class Honours) from the ACCA/ Oxford Brooks University Partnership, as well as A Diploma in Business Administration (Accounts Major) from the University of Technology.

Prior to joining FESCO, Miss Nelson has worked with several major private as well as public listed companies. She brings a wealth of knowledge in Regulatory and Corporate reporting, financial statements preparation, Stock Exchange Reporting and filings, and Money Management.



Stefan Ebanks - Head of Business Development, Sales, Marketing & Communication

Mr. Stefan R. Ebanks is a dealmaker and marketing leader with over a decade of experience driving sales, market expansion, and revenue growth across B2B, B2C, and C2C sectors. He holds MBAs in Commerce Management & Marketing and in Digital Marketing & Analytics, along with diplomas in Innovation & Project Management (ENEB) and Competitive Selling (IBM Global Sales School).

He began his career as an educator before transitioning into Technology at IBM where he led regional solution sales for clients in finance, fintech, and insurance across 12 countries. He later joined National Commercial Bank, leading the launch and merchant adoption of the Lynk Mobile Wallet. Mr. Ebanks now serves at FESCO, where he oversees business development, brand growth, and stakeholder engagement.

Omar Morgan - Operations, Security & Information Technology

Mr. Morgan is an Electronic and Computer Engineer with a Master's Degree in Digital Communications Systems from Loughborough University in England. Mr. Morgan was born and raised in Jamaica, but has also lived, studied and worked in Europe and the United States of America ("USA"). Prior to joining the Company and upon his return to Jamaica after completing his studies in England, Mr. Morgan worked with General Tractor & Equipment Company Limited as a Technical Sales Engineer. He successfully led the company through the tendering process for Government contracts which resulted in a significant increase (100%) in sales for over 3 years. Mr. Morgan then went on to work with a local security firm as head of the electronic security division.

Shortly after, he migrated to the USA and joined International Business Machines Corporation ("IBM") as a System Support Representative. In his first year at IBM, he received a Customer Service Award for having the best customer satisfaction numbers in his team. He was the project lead on numerous projects and was also the head agent for some of the major clients in the region.



LEADERSHIP TEAM CT'D

Howard Coxe - Business Development Manager

Mr. Howard Coxe is a sales and business development professional with over ten (10) years of international experience. He specializes in sales strategy, logistics and client relationship management in the public and private sectors. He joined the Company in 2021 with expertise in generating new accounts, managing high-value contracts, and providing cross-industry technical support.

Mr. Coxe holds a Bachelor of Science Degree from the University of the West Indies in Management Studies & Psychology and certifications in fire safety, first aid, hazardous waste management, and land conveyancing.



Annette Lewis - Human Resources

Annette Lewis is an experienced Human Resource Practitioner with a strong background in Human Resource Management. With over ten years of professional experience, she has expertise in various aspects of employee management, such as managing team dynamics, preparing analytical reports, drafting policies, and leading change initiatives. Her specialized areas include employee relations, conflict resolution, strategic management, staff welfare and employee engagement. Ms. Lewis strongly believes in investing in employees and fostering a positive work environment to achieve organizational success.

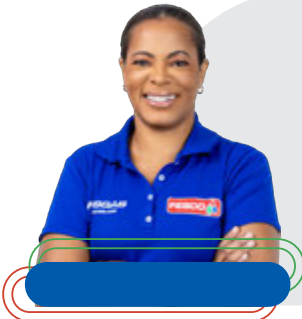
Ms. Lewis has numerous professional certifications from recognized institutions, pursued studies in Business Administration, Marketing and Public Relations and holds a BSc. in Human Resources Management from the Northern Caribbean University.



Rose Allen - Administrative Manager

Ms. Rose Allen is an Administrative professional with more than 25 years of experience. Prior to joining the Company, she worked for over ten (10) years in a large security company overseeing responsibilities related to payroll, human resources, collections and billing. Ms. Allen also worked for a medium-sized textile company for over nineteen (19) years where she was office manager with responsibilities related to general day-to-day activities that support the smooth operation of the business.

Ms. Allen has an Associate's Degree in Business Administration, Diploma in Management Studies and a Certificate from the Jamaica Stock Exchange in Jamaican Securities Course.



FESGAS LEADERSHIP TEAM



Leneito Chambers - General Manager, FESGAS

Leneito Chambers was appointed General Manager of FESGAS in July 2024, having previously served as General Sales Manager, Edgechem Jamaica Limited from January 2021 to June 2024, prior to which he served as General Manager, United Petroleum Jamaica Ltd from 2015 to 2018. He served as Director of the Jamaica Association of Petroleum Marketers (JAPM) from 2016 to 2019 and was also a member of the committee that drafted the current National Petroleum Code. He possesses over Twenty-eight (28) years of progressive senior management experience in the areas of Business Development, Sales, Marketing operations and General Management having worked with Goodyear Jamaica Ltd, The Petroleum Company of Jamaica Limited and The Bank of Nova Scotia, Jamaica over different periods of his professional life.

Stefan Lyn Shue - Engineering, Operations & Safety, FESGAS

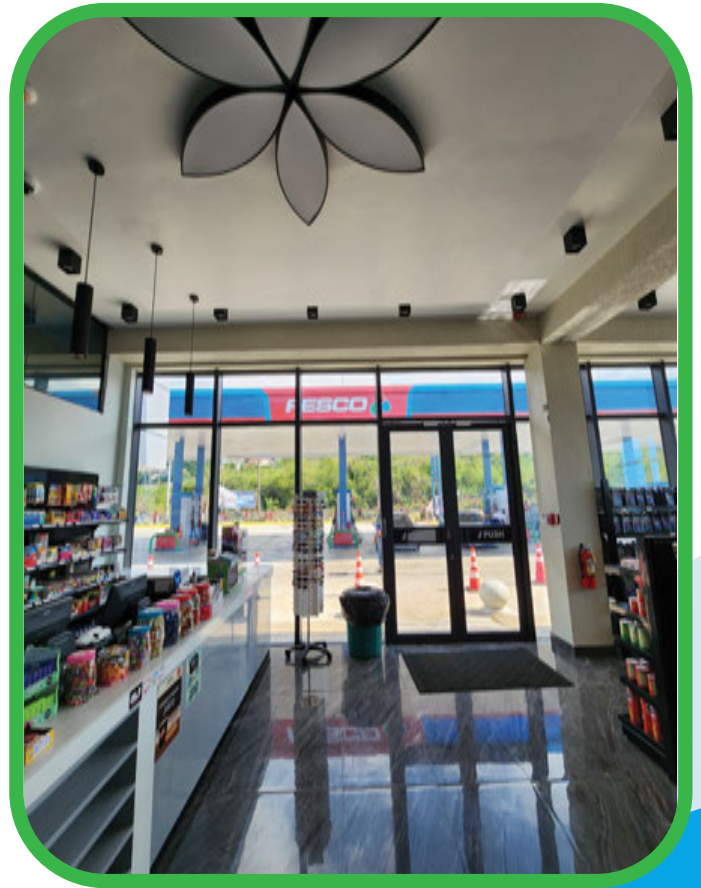
Stefan Lyn Shue is a dedicated and accomplished Operations Engineer with a strong background in operations management and industrial engineering. With a focus on optimizing business operations and driving productivity, he brings valuable expertise to his role at FESCO. With years of experience in the manufacturing industry, Stefan has developed a deep understanding of process requirements and the implementation of efficient operations management methods. His track record demonstrates his ability to resolve productivity issues, ensure product quality, and minimize operational costs. He holds an MBA in Banking and Finance from the University of the West Indies and a Bachelor of Science degree in Industrial and Systems Engineering from Rensselaer Polytechnic Institute.



Kareem Gordon - Commercial & Distribution, FESGAS

Mr. Kareem Gordon has over fifteen (15) years of extensive experience in the petroleum industry, specializing in marketing and sales. Recognized for driving revenue growth and optimizing operations. He holds a BBA in General Management with a focus on Production and Operation from the University of Technology Jamaica, complemented by a diploma in Computer Systems Technology from Vector Technology Institute. Kareem is a strategic thinker with a track record of developing and implementing effective business strategies, forging strategic partnerships, to obtain organizational goals. Adept at leveraging market insights and industry expertise to maximize profitability and achieve sustainable business outcomes. A visionary leader dedicated to fostering a culture of innovation, collaboration, and continuous improvement.





Great Customer Service with a One of a kind Atmosphere

ONLY AT  FYC Mart

COMPANY OVERVIEW



Future Energy Source Company (FESCO), established in 2013, is the fourth (4th) largest transportation fuel marketer in Jamaica and the Largest local marketer by volume/litres of fuel sold as at March 2025. FESCO, via FESGAS™ has become the third largest LPG distributor in Jamaica by volume/litres. FESCO is also the first (1st) fuel company listed on The Jamaica Stock Exchange (JSE).

FESCO markets fuel, fuel derivatives (such as bitumen or asphalt), LPG, fuel equipment and technologies, proprietary lubricants, proprietary chemicals and proprietary bottled water to:

1. its growing network of Dealer owned and Dealer operated (DODO) service stations;
2. its growing network of LPG filling plants, distributors and residential customers;
3. consumers at its Company operated service stations - FESCO Beechwood, FESCO Kitson Town and FESCO Hayes;
4. industrial and commercial customers (who may also require Heavy Fuel Oil, Kerosene Oil, Asphalt and LPG).

FESCO has grown from three (3) branded locations in 2014 to twenty-one (21) as at March 2025. During that time the Company has grown from being a new entrant (zero market share) to now having a share of estimated at 10.1% (calendar year ended December 2024) of transportation fuels market (E10 87, E10 90, ADO and ULSD).

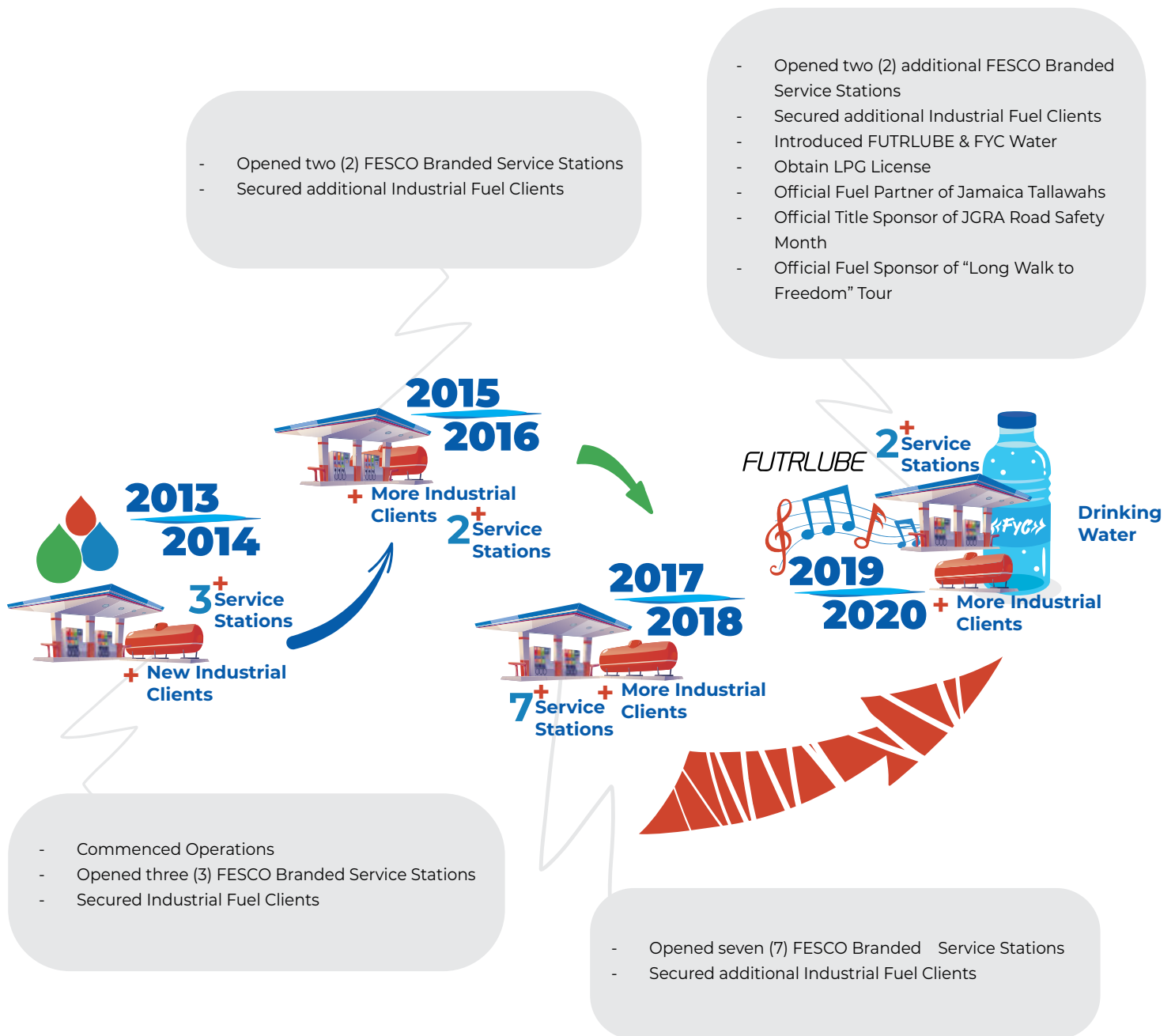
During the financial year ended March 2025, FESCO continued to execute on its strategy of expanding its network footprint with the addition to FESCO Hayes.



FESCO IN THE COMMUNITY

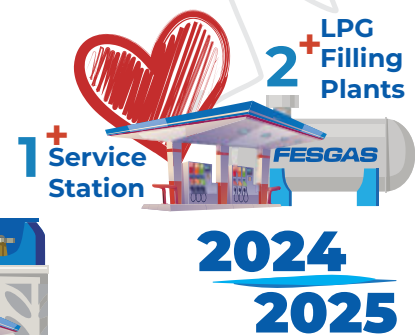


COMPANY HISTORY



- Launch FESCO Futron 90+
- Opened four (4) additional FESCO Service Stations
- Official fuel Sponsor of Rebel Salute
- Futron 90+ - Official Fuel Sponsor of Lost in Time Festival & ATL Honda Type R Launch
- Raised J\$700 million in debt via a partially secure bond issue
- Established an ecommerce channel through the 7krave Mobile App
- Donated to several charities and charitable initiatives

- Opening of FYC Supermarket in Bodles, St. Catherine
- Secured additional Industrial Fuel Clients
- Launch FESCO Futroil
- Official Fuel Partner of the Red Stripe Premier League



- Successful IPO
- Opened FESCO Ferry
- Opened FESCO Beechwood (COCO)
- 1st and only service station to offer Blend E10 87+
- FESCO Fleet Card for Fleet Customers at FESCO Beechwood

- Begin LPG Distribution
- Official Cooking Gas (LPG) Sponsor of The Observer Food Awards 2023
- Partner with The Cove Restaurant for the catering of The Observer Food Awards 2023
- Officially launch Bulk Commercial Propane (LPG) delivery as well as RETAIL cylinder sales

COMPANY HISTORY

In 2013, Lyden Heaven, Hugh Coore, Errol McGaw, Trevor Barnes and Junior Williams founded FESCO and started operations with one (1) employee and made its first (1st) delivery of fuel in December 2013. At that time, the Company determined that in order increase its share of the market, brand recognition, market penetration and network growth were essential. Thusly FESCO embarked on a drive to add FESCO branded service stations to its network. By the end of 2014 the Company had three (3) FESCO branded service stations and established an industrial/commercial customers' clientele.

During 2015/2016 the company added two (2) additional FESCO branded service stations and continued servicing their commercial customers.

During 2017 the company expanded its foot print again by adding two (2) additional FESCO branded service stations. And in 2018 the Company added a further five (5) FESCO branded service stations to its network.

In 2019 the Company decided that along with market penetration, diversification as a strategy for sustainability and growth was paramount in the short, medium, and long term. Accordingly the company:

1. Opened one (1) additional FESCO branded service station
2. Expanded its offering to include Chemicals, Coolants, wind-screen as well as Purified drinking water (FUTRLUBE™ and FYC Water™)
3. Acquired lands to build it first company owned company operated service station
4. Obtained a LPG distributor licence (to be utilised in the future)



Additionally, in 2019 the Company decided to strengthen its tradition of being a good citizen in the communities in which its dealers operate by incorporating national philanthropic, social and sporting endeavours in its community building program. That year the Company became the:

1. Official fuel partner of the Jamaica Tallawahs
2. Official title sponsor of JGRA's Road Safety Month
3. Official fuel sponsor of 'Long Walk to Freedom Tour'
4. Sponsored various local football, cricket, chess and golf tournaments

In 2020, despite a Global pandemic, the company:

1. Opened one (1) FESCO branded service station and FYC supermarket at Bodles.
2. Signalled to the market its intention to go public via initial public offering and list of the junior market of the Jamaica Stock exchange (JSE).



COMPANY HISTORY CT'D

In 2021/2022, the Company executed on its intention to list by successfully launching its IPO in March 2021, and listing on the junior market of the Jamaica Stock Exchange (JSE) in April 2021.

The company opened its fifteenth (15th) service station, FESCO Ferry in July 2021 and its first (1st) company owned company operated station and its sixteenth (16th) service station overall FESCO Beechwood in November 2021. The company also began acquiring LPG assets pursuant to its future entry into the LPG industry.

In January 2022 in order to satisfy and delight its growing list of commercial clients, FESCO launched its pre-paid fleet card accessible at FESCO Beechwood only.

In March 2022 FESCO Beechwood became the first (1st) service station in Jamaica to blend fuel at the pump, and successfully introduced E10 88 Blend to the market.

Further, in March 2022, pursuant to its medium term goal of investing in and opening new service stations, as well as entry into the LPG industry, FESCO successfully raised J\$1.0 billion in debt via a 7.5% fixed rate bond.





COMPANY HISTORY CT'D

April 2022 - March 2023

- Launched FESCO FUTRON 90+ Performance Fuel
- Official fuel Sponsor of Rebel Salute
- FESCO Futron 90+ - Official Fuel Sponsor of Lost in Time Festival (Protoje and Friends)
- Opened FESCO White Hall and FESCO Ocho Rios
- FESCO Futron 90+ Partnered with ATL Honda for the launch of the New Honda Type R
- Donated to several charities and charitable initiatives throughout the year
- Raised J\$700 million in debt via a partially secured bond issue in December 2022

April 2023 - March 2024

- FESCO launched its LPG brand, FESGAS™. FESGAS™ distributes butane and propane to domestic, commercial and industrial customers.
- Established two (2) LPG Filling Plants:
 - a. Bernard Lodge
 - b. Naggo Head
- Three (3) new FESCO Service stations:
 - a. Fesco May Pen
 - b. Fesco Kitson Town
 - c. Fesco Port Maria
- Official Cooking Gas (LPG) Sponsor of The Observer Food Awards 2023
- Social initiatives:
 - a. SFP Foundation
 - b. Strathmore Gardens Children's place of Safety – Mattresses, LPG
 - c. St. Monica's Children Home - Mattresses
 - d. Numerous Youth Football Tournaments
 - e. Numerous other civic initiatives

April 2024 - March 2025

- Increase its company-operated service station footprint (FESCO Hayes) and increase overall fuel sales measured in litres;
- Established additional filling plants to further enhance its LPG distribution:
 - a. Discovery Bay
 - b. Montego Bay
 - c. Stony Hill
- Commence construction of COCO location, FESCO Oval;
- Secure construction financing for FESCO Oval and advance its development;
- Refinance and closeout its partially secured J\$700 million (11.75%) bond; and ultimately consolidate and extend debt maturities at 9.0%;
- Established an ecommerce channel through the 7krave Mobile App
- Increase brand awareness for FESGAS™, FYC™ Water, FUTRON™ 90+, and FUTROIL™;
- Support community initiatives:
 - a. Donating ECG equipment to the Heart Foundation of Jamaica
 - b. Health Fair at Ferry (a 2-day free Health Care initiative by FESCO Ferry held in November)
 - c. Strathmore Children's Home refurbishing
 - d. Waterhouse FC
 - e. SFP Pocket Rocket Foundation
- Sponsorship of various entertainment and motor sports events including:
 - a. The Miss Jamaica and Mr Jamaica World Competitions
 - b. Dyno Shootout at Elite Performance Linstead featuring FUTRON™ 90+
 - c. Intimate (Featuring: Beres Hammond and Buju Banton)
 - d. Midnight CHIQ on the Waterfront
 - e. Umbrella (Featuring: Bounty Killer)
 - f. Republic Beach Club
 - g. CHUG IT

April 2025 - March 2026

What to Expect

1. New stations openings:
 - a. FESCO Oval (KSA: Spanish Town Road July 2025),
 - b. FESCO Watchwell (St. Elizabeth February 2026),
2. Heart Foundation of Jamaica Sponsorship ECG machines
3. Social Initiatives
4. We will invest more into expanding our B2C e-commerce capabilities including 7krave, building closer relationships with our customers



O V A L
**NOW
OPEN**



459 Spanish Town Road, St. Andrew

DIRECTORS' REPORT

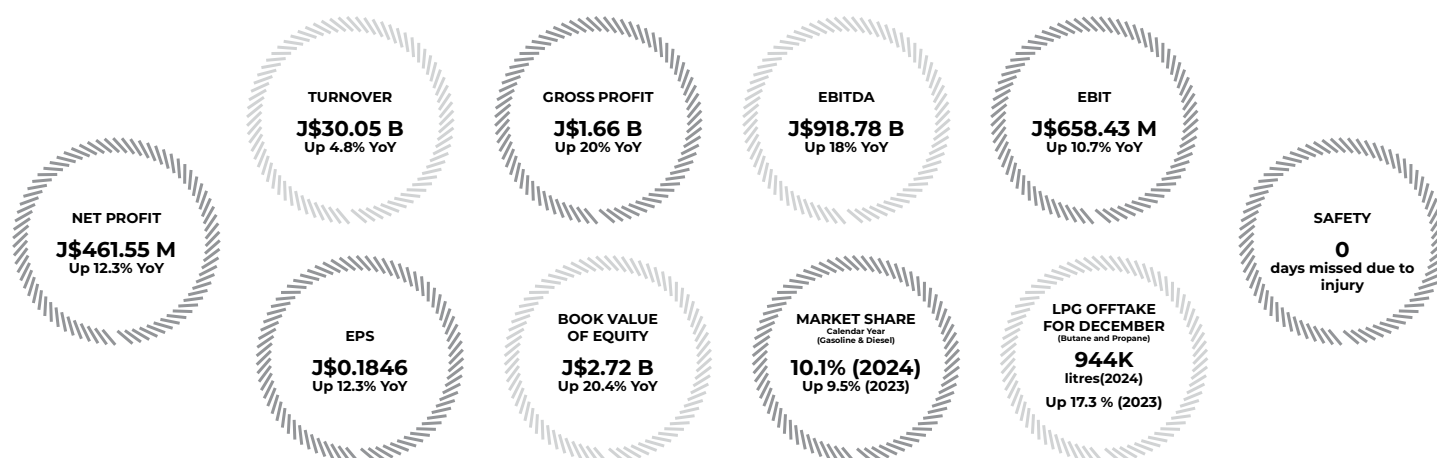


MANAGING DIRECTOR'S REPORT

The Managing Director and the directors of Future Energy Source Company Limited (FESCO) are pleased to present their report together with the Audited Financial Statements of the Company for the year ended March 31, 2025.

Overview

For the financial year ended March 31, 2025, FESCO delivered record operational performance. The Company delivered record gross profits J\$1.665 billion (up 20.0% or J\$277.5 million), record operating profit (EBIT) J\$658.4 million (up 10.7% or J\$63.7 million), and record EBITDA of J\$918.8 million (up 18.0% or J\$140.1 million). Notably, this was achieved against a backdrop of declining fuel prices, economic softening following Hurricane Beryl and industry-wide margin compression. The Company also began a digital transformation audit to carefully plan the rollout of technology solutions to improve operational efficiency. This performance demonstrates resilience through continued strategic expansion, disciplined financial management and enhanced brand positioning. Key performance indicators include:



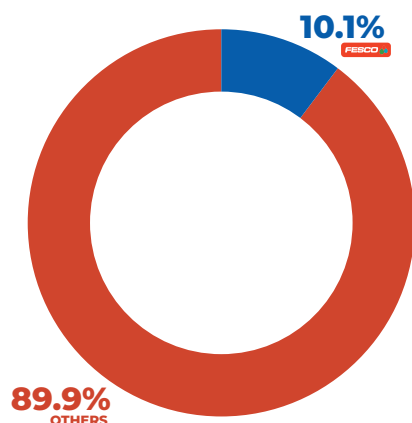
Transportation Fuels

	Calendar Year ended December 2023	Calendar Year ended December 2024	Growth
Fuel Type	87, 90, ULSD, ADO	87, 90, ULSD, ADO	
Market*	1,269,970,365	1,275,512,469	0.4%
FESCO	120,099,658	129,039,866	7.4%
FESCO's Share	9.5%	10.1%	

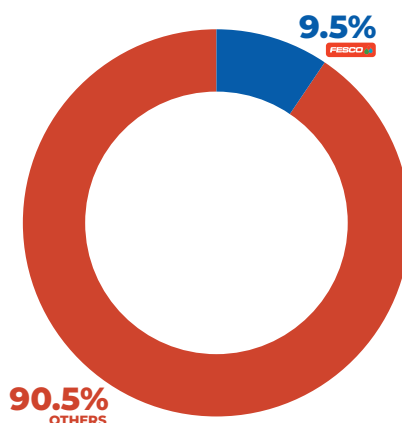
*Source: Ministry of Energy - Ministry (Market) totals are preliminary and subject to revision

KPIs CONTINUED

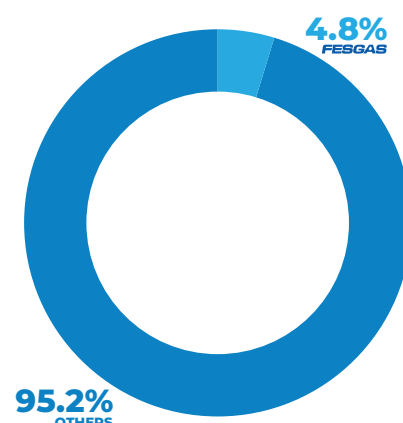
Market Share
(Calendar Year 2024)



Market Share
(Calendar Year 2023)



LPG Market Share
(December 2024)



LPG:

	December 2023	December 2024	Growth
Fuel Type	LPG (Butane & Propane)	LPG (Butane & Propane)	
Market	174, 331, 893	236,618,076	35.7%
Market Monthly Litres	14,527,658	19,718,173	35.7%
FESCO**	804,588	943,909	17.3%
FESCO's Share	5.5%	4.8%	

*Source: Ministry of Energy - Ministry (Market) totals are preliminary and subject to revision

** Month of December only

INCOME STATEMENT

	Audited	Audited		
	2024	2025	Change	Change
Statement of income Summary			+/- (%)	+/- (%)
Turnover/Income	28,680,616,572	30,045,980,887	4.8%	1,365,364,315
Cost of Goods Sold (COGS)	(27,293,611,121)	(28,381,451,750)	4.0%	(1,087,840,629)
Gross Profit	1,387,005,451	1,664,529,137	20.0%	277,523,686
Other Income	3,843,944	10,984,537	185.8%	7,140,593
Selling, General & Admin Expenses	(791,173,235)	(1,006,857,740)	27.3%	(215,684,505)
Impairment Losses	(4,970,061)	(10,222,727)	105.7%	(5,252,666)
Operating Profit/(Loss) - [EBIT]	594,706,099	658,433,207	10.7%	63,727,108
Finance (Costs)/Income	(155,449,047)	(177,096,310)	13.9%	(21,647,263)
Profit Before Taxation	439,257,052	481,336,897	9.6%	42,079,845
Taxation	(28,440,112)	(19,786,912)	-30.4%	8,653,200
Net Profit for the year	410,816,940	461,549,985	12.3%	50,733,045
Surplus on Revaluation of Land & Buildings	545,173,455	-	100%	(545,173,455)
Total Comprehensive Income	955,990,395	461,549,985	-51.7%	(494,440,410)
EBITDA	778,711,909	918,778,345	18.0%	140,064,436
Statement of Financial Position				
Non Current Assets	3,813,022,592	4,309,964,421	13.0%	496,941,829
Current Assets	1,502,098,290	1,291,842,926	-14.0%	(210,255,364)
Current Liabilities	1,347,725,659	1,067,350,355	-20.8%	(280,375,304)
Net Current Assets	154,372,631	224,492,571	45.4%	70,119,940
Equity	2,257,847,707	2,719,397,692	20.4%	461,549,985
Non Current Liability	1,709,547,516	1,815,059,300	6.2%	105,511,784
Long Term Debt	1,541,369,589	1,558,133,458	1.1%	16,763,869
ROE - average (Total Comp Income)	53.7%	18.5%		
Effective Tax Rate	6.5%	4.1%		

For the year, the Company was able to achieve its main targets to:

1. Increase overall fuel sales measured in litres;
2. Establish additional filling plants and dealer relationships
3. Further enhance its LPG distribution.
4. Commence construction of COCO location, FESCO Oval;
5. Secure construction financing for FESCO Oval and significantly advance its development;
6. Refinance and closeout its partially secured J\$700 million (11.75%) bond; and ultimately consolidate and extend debt maturities at 9.0%;
7. Increase brand awareness for FESGAS™, FYC™ Water, FUTRON™ 90+, and FUTROIL™;
8. Support community initiatives:
 - a. Donating ECG equipment to the Heart Foundation of Jamaica
 - b. Health Fair at Ferry (a 2-day free Health Care initiative by FESCO Ferry held in November)
 - c. Strathmore Children's Home refurbishing
9. Sponsorship of various entertainment and motor sports events including;
 - a. The Miss Jamaica and Mr Jamaica World Competitions
 - b. Dyno Shootout at Elite Performance Linstead featuring FUTRON™ 90+
 - c. Intimate (Featuring: Beres Hammond and Buju Banton)
 - d. Midnight CHIQ on the Waterfront
 - e. Umbrella (Featuring: Bounty Killer)
 - f. Republic Beach Club
 - g. CHUG IT
- d. Waterhouse FC – Youth Teams
- e. SPF Pocket Rocket Foundation

WHOLESALE & RETAIL FUEL

	2025	2025 vs 2024		2025	2025 vs 2024		2025	2025 vs 2024		2024	2024	2024
	Wholesale & Retail Fuel	+/-(\$)	+/(%)	LPG	+/-(\$)	+/(%)	Total	+/-(\$)	+/(%)	Wholesale & Retail Fuel	LPG	Total
Revenue from External Customers	28,944,064,422	853,112,670	3.0%	1,101,916,465	512,248,645	86.9%	30,045,980,887	1,365,361,315	4.8%	28,090,951,752	589,667,820	28,680,619,572
Operating Profit/(Loss) [EBIT]	760,445,332	101,608,441	15.4%	(102,012,125)	37,881,333	59.1%	658,433,207	63,727,108	10.7%	658,836,891	(64,130,792)	594,706,099
Depreciation	59,074,374	(11,571,054)	-15.8%	169,369,888	66,461,042	66.4%	228,444,262	54,889,988	31.6%	73,422,113	100,132,161	173,554,274
Finance (Income)/Cost, Net	115,859,891	6,210,780	5.7%	61,236,419	60,425,127	33.7%	177,096,310	21,647,263	13.9%	109,649,111	45,799,936	155,449,047

The Company had its best year regarding sales in litres of transportation fuels. The Company was able to achieve sales of 129 million + litres for the calendar year ended December 2024 which reflects 7.4% growth and 10.1% share of market based on preliminary published data by the Ministry of Energy for 87, 90, ADO and ULSD for the calendar year ended December 2024. The Company opened one (1) new FESCO service station, FESCO Hayes and ended the year with twenty-one (21) FESCO branded service stations.

The division delivered its best year operationally achieving record operating profits of \$760.4 million up 15.4% or J\$101.6 million from J\$658.8 million in the prior year ended March 2024. The Company is appreciative of the dedication and service levels of its team (staff), dealers (and their staff) and contractors and commend them all for an exceptional job in delivering value to our customers. The Company continues to invest in this division and is poised to open FESCO Oval (COCO), and at least one (1) DODO service station in the next financial year to end March 2026. The division continually seeks to innovate, improve its service delivery, and deliver great experiences for its many stakeholders including its customers, staff, dealers, contractors and suppliers.

LPG

FESGAS™, the Company established additional LPG filling plants, expanded its distribution, and increased its LPG offtake for the financial year. Further, the Company distributed 943.9 thousand litres of LPG for the month of December 2024, which is up 17.3% YoY. The Company is pleased to report that the LPG division is cash accretive and posted EBITDA of J\$72.6 million for the year ended March 2025. The division is not yet operationally profitable and posted an operating loss (EBIT) for the year of -J\$102.0 million when depreciation and amortisation expenses are considered. The division is in its infancy, requires scale for profitability, is achieving internal targets, and is expected to be profitable, operationally, for the financial year to end March 2027. The division will require continued investments in storage, bottling (cylinders), and distribution to achieve continued growth and profitability.

The Company is committed to developing a leading LPG business and is aware of the competitive forces within the industry and the requirement to continuously invest in capacity to facilitate further growth. The Company is appreciative of the dedication and service levels of its team (staff), filling plant dealers (and their staff) and contractors and commend them all for helping to make FESGAS™ a household brand.

CORPORATE SOCIAL RESPONSIBILITY



The Company is committed to being a good corporate citizen. The Company has and will continue to donate to youth sports, education, healthcare, children's homes, charitable foundations and community initiatives and entertainment. The Company strongly believes that we can improve the lives and experiences of Jamaicans by our daily practices and interactions and challenges all Jamaicans not just to be "Proudly Jamaican" but to also proudly give back to Jamaica.

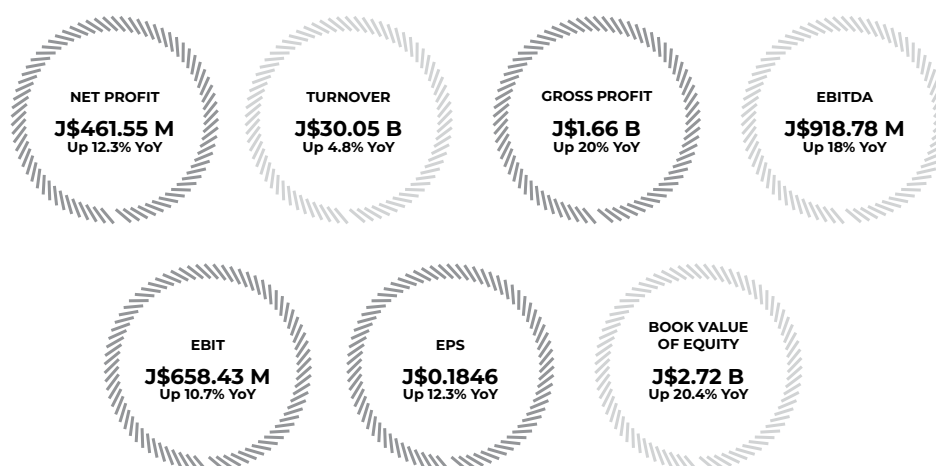


MANAGEMENT DISCUSSION & ANALYSIS

The following Management Discussion and Analysis (“MD&A”) is provided as a supplement to and should be read in conjunction with Future Energy Source Company Limited’s (FESCO) 2025 audited financials and the accompanying notes.

Executive Summary

The Company delivered record operational performance for the financial year ended March 31, 2025. Key performance indicators include:



In our Wholesale and Retail Fuel segment (non-LPG), the Company built upon its market share success of the previous year of 9.5% and achieved market share of 10.1% for the full calendar year (12 months) ended December 2024 for transportation fuels – E10 87, E10 90, ADO and ULSD. For the calendar year the Company achieved 7.4% growth in gasoline and diesel sales, measured in litres. The Company achieved record operating profit for this segment of J\$760.45 million.

Additionally, the Company was able to grow its offtake or throughput of LPG and achieved distribution volume of 943.9K litres for December 2024 which represents 17.3% growth versus December 2023. The Company achieved positive EBITDA for this segment of J\$72.6 million but made an operating loss of J\$102.01 million for the year.

As at March 2025, there are twenty-one (21) FESCO branded service stations, of which the Company operates three (3). Additionally, as at March 2025, there are five (5) FESGAS branded LPG filling plants, of which the Company operates two (2) filling plants.

Strategic Achievements

Network Expansion

- Commissioning of FESCO Hayes (COCO station).
- Commencement of construction at FESCO Oval (Spanish Town Road).



LPG Growth & Vertical Integration

- Additional filling plants commissioned.
- EBITDA-positive performance in FESGAS (J\$72.58 million).



Financing Optimization

- Closure and refinancing of J\$700 million bond at 9.0%, reducing finance costs and extending debt maturities.



Brand Building

- Increased brand awareness for FUTRON™, FESGAS™, FYC™ Water, & FUTROIL™.
- Sponsorship of marquee events including Miss Jamaica World, Beres Hammond concerts, and motor sport activities.

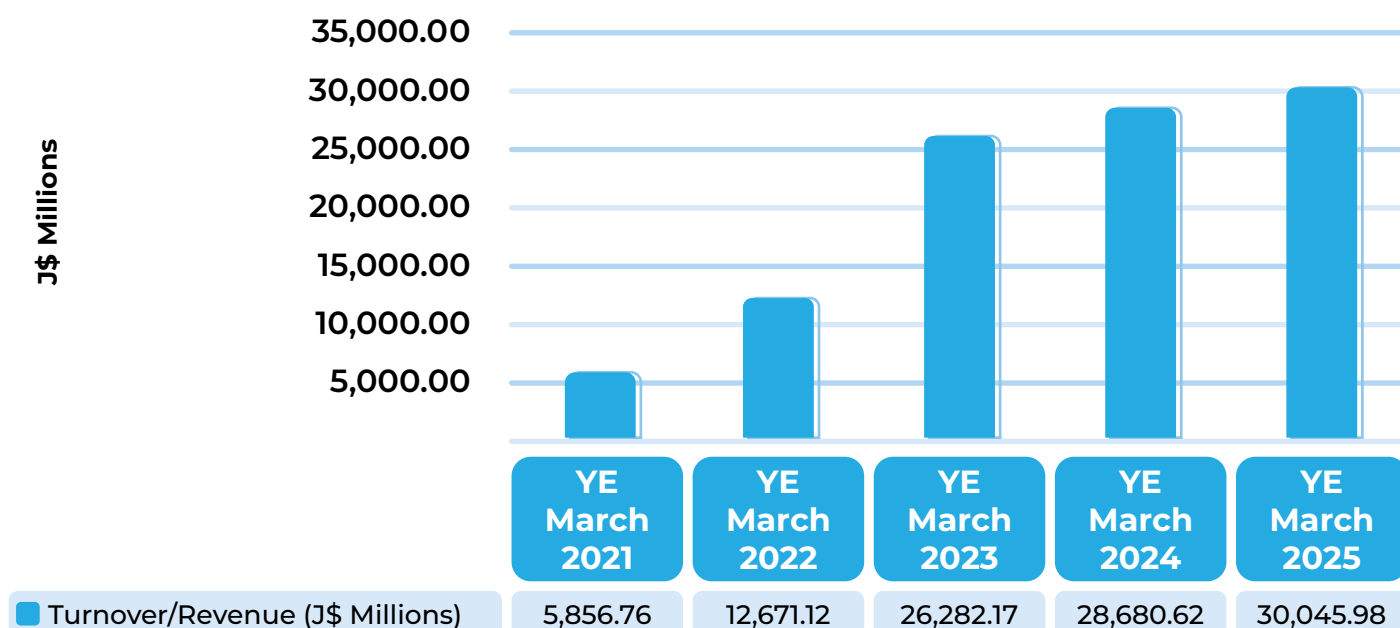


Community Investment

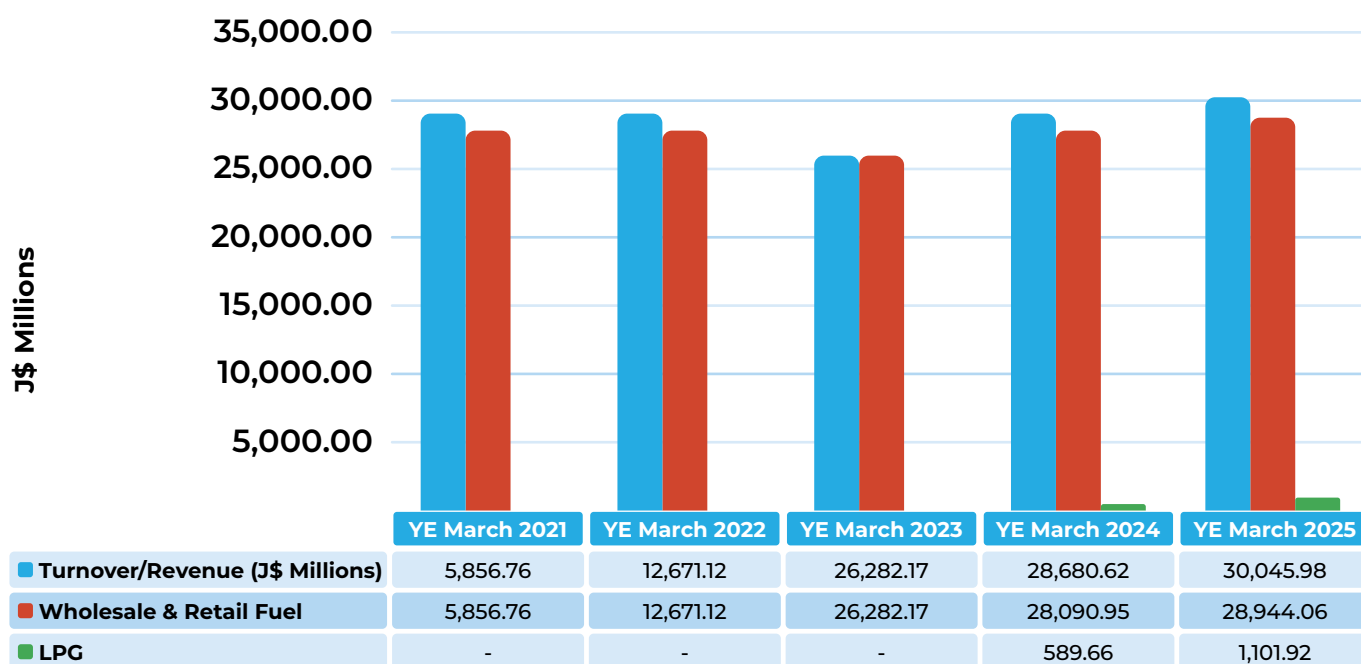
- Support to Waterhouse FC, Strathmore Children's Home, the SFP Pocket Rocket Foundation, and ECG donations to the Heart Foundation of Jamaica.



REVENUES/TURNOVER



TURNOVER BY SEGMENT



The Company, for the year ended March 31, 2025, recorded Turnover/Revenues of J\$30,046.0 million which reflects a 4.8% or J\$1,365.4 million year over year increase. Several factors affect revenue/turnover with the supply price of fuel being a major component. FESCO has no control over the supply price of fuel and, instead, focuses more on quantity of fuel sold and gross profits.

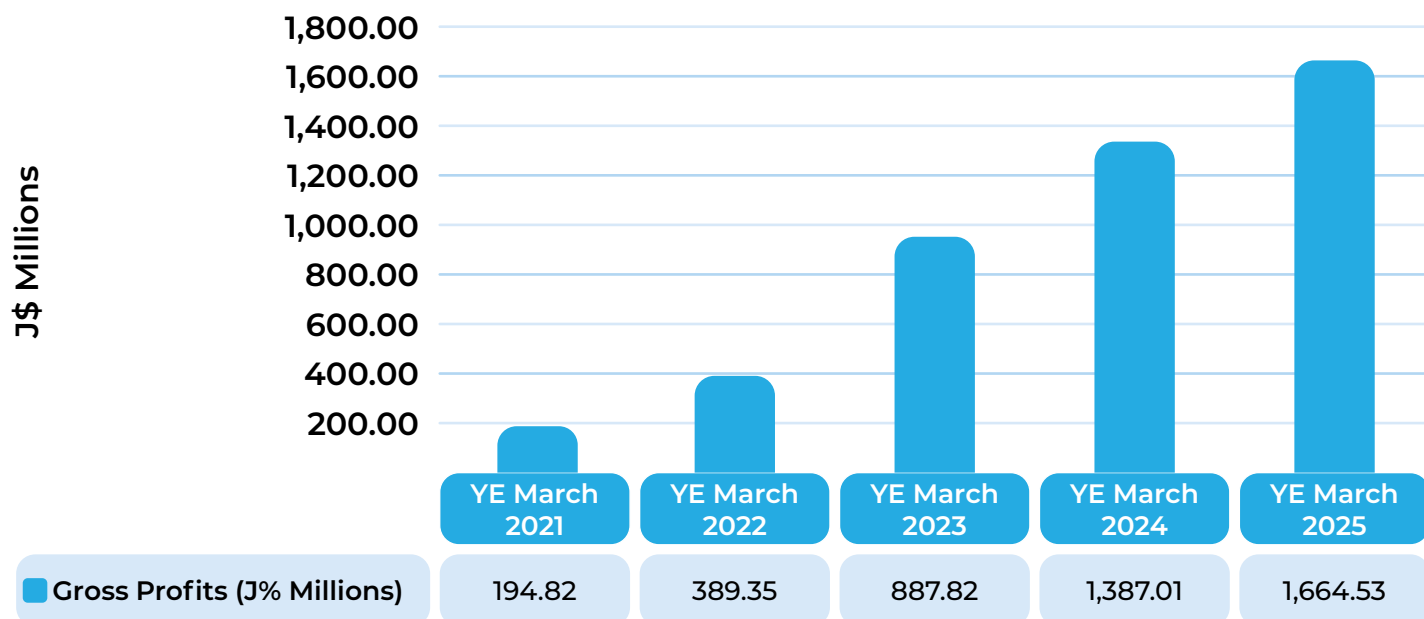
TURNOVER BY SEGMENT (Ct'd)

Petrojam Fuel Prices (Kingston)

	April 1, 2024	June 30, 2024	September 30, 2024	December 31, 2024	March 31, 2025
87	172.39	174.16	166.96	151.78	152.64
90	178.50	182.15	175.99	160.75	160.66
ADO	179.55	176.16	163.40	159.20	156.58
ULSD	185.55	184.67	171.48	166.94	164.94
	Start of Q1	End of Q1	End of Q2	End of Q3	End of Q4
	April 1, 2023	June 30, 2023	September 30, 2023	December 31, 2023	March 31, 2024
87	167.82	166.58	190.58	168.45	172.39
90	172.30	170.11	196.66	174.56	178.50
ADO	191.87	161.72	189.78	170.99	179.55
ULSD	202.72	169.32	197.34	179.68	185.55

Since mid Q2, the prices for all gasoline and diesel fuels for the financial year ended March 31, 2025 were significantly lower than the previous year as illustrated in the above “heat map” table. In fact, prices from August 2024 through to financial year’s end March 2025 were markedly lower fuel prices for the same period in the previous year. Accordingly, the growth in revenue year over year, as the share of market also indicates, reflects significant growth in litres of fuel sold for both transportation fuels and LPG. On a segmented basis, turnover for “Wholesale and retail Fuel” (NON-LPG), which include transportation fuel and lubricants and water, was \$28,944.06 million up 3.0% or J\$853.1 million and turnover for LPG was J\$1,101.9 million up 86.9% or J\$512.3 million for the year ended March 31, 2025 versus the prior year.

GROSS PROFITS



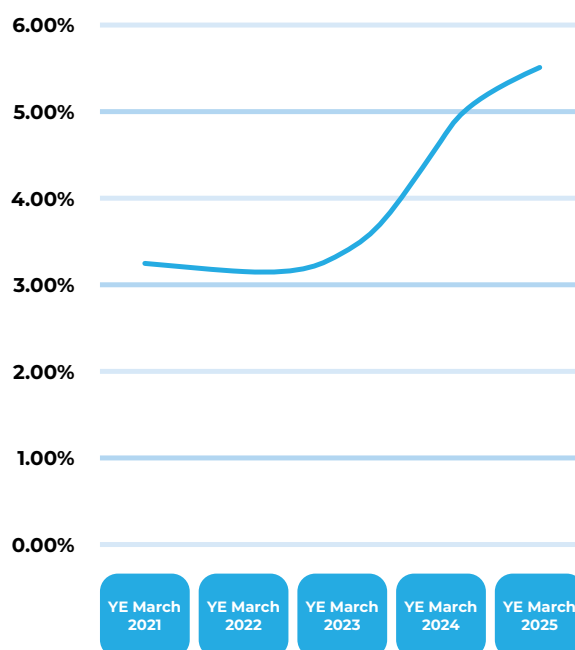
	YE March 2021	YE March 2022	YE March 2023	YE March 2024	YE March 2025
Gross Profits (J\$ Millions)	194.82	389.35	887.82	1,387.01	1,664.53
Gross Profit Margin	3.33%	3.07%	3.38%	4.84%	5.54%

GROSS PROFIT MARGIN

The Company recorded gross profits of J\$1,664.5 million for the year ended March 2025 which reflects an increase of J\$277.5 million or 20.0% compared to J\$1,387.01 million in 2024. Gross profit margin increased from 4.84% for the financial year ended March 31, 2024 to 5.54% for the financial year ended March 31, 2025. Increased LPG sales, increased retail sales and inflation induced price/margin adjustments, in the main, enabled the gross profit margin expansion of approximately 0.7%.

Other Income

Relatively, Other Income increased substantially, up J\$7.14 million from J\$3.84 million to total J\$10.98 million for the year but remains a minor contributor to overall income. Other income comprises the summation of commission, rental income and other income earned.



OPERATING EXPENSES

	Audited 12 Months Year Ended March 31, 2025			Audited 12 Months Year Ended March 31, 2025				
Gross Profits (GP)	1,664,529,137			1,387,005,451				
Expenses	Year Ended March 2025	% of Total Exp	% of GP	Year Ended March 2024	% of Total Exp	% of GP	Growth (\$)	Growth (%)
Accounting Fees	-	0.0%	0.0%	2,140,000	0.3%	0.2%	(2,140,000)	-100%
Advertising and Promotion	23,500,853	2.3%	1.4%	46,701,799	5.9%	3.4%	(23,200,946)	-49.7%
Audit Fees	9,100,000	0.9%	0.5%	8,250,000	1.0%	0.6%	850,000	10.3%
Bank Charges	28,615,620	2.8%	1.7%	26,944,751	3.4%	1.9%	1,670,869	6.2%
Depreciation	228,444,262	22.7%	13.7%	173,554,274	21.9%	12.5%	54,889,988	31.6%
Amortization of right-of-use assets	31,898,876	3.2%	1.9%	10,451,536	1.3%	0.8%	21,447,340	205.2%
Director fees	8,880,000	0.9%	0.5%	12,860,000	1.6%	0.9%	(3,980,000)	-30.9%
Donations	5,675,230	0.6%	0.3%	5,329,332	0.7%	0.4%	345,898	6.5%
Office Expenses	50,072,611	5.0%	3.0%	50,397,912	6.4%	3.6%	(325,301)	-0.6%
Legal & Professional Fees	48,850,303	4.9%	2.9%	34,667,474	4.4%	2.5%	14,182,829	40.9%
Loss on Disposal of PPE	5,850,769	0.6%	0.4%	2,569,200	0.3%	0.2%	3,281,569	127.7%
Motor Vehicle Expenses	57,967,107	5.8%	3.5%	30,295,616	3.8%	2.2%	27,671,491	91.3%
Insurance	22,619,347	2.2%	1.4%	19,026,704	2.4%	1.4%	3,592,643	18.9%
Repairs and Maintenance	8,549,421	0.8%	0.5%	8,458,893	1.1%	0.6%	90,528	1.1%
Security	53,017,681	5.3%	3.2%	40,446,909	5.1%	2.9%	12,570,772	31.1%
Staff Costs	373,328,299	37.1%	22.4%	281,745,270	35.6%	20.3%	91,583,029	32.5%
Utilities	28,546,894	2.8%	1.7%	24,282,403	3.1%	1.8%	4,264,491	17.6%
Other Expenses	21,940,467	2.2%	1.3%	13,051,162	1.6%	0.9%	2,889,305	68.1%
Subtotal	1,006,857,740	100.0%	60.5%	791,173,235	100%	57.0%	215,684,505	27.3%
Impairment Losses	10,222,727		0.6%	4,970,061		0.4%	5,252,666	105.7%
Total Expenses	1,017,080		61.1%	796,143,296		57.4%	220,937,171	27.8%
Total Expenses Excluding Depreciation and Amortization	778,413,478		46.8%	617,618,961		44.5%	160,794,517	26.0%

Operating Expenses of J\$1,017.1 million, for the year, is up J\$220.9 million versus last year or 27.8%.

This expansion of expenses directly reflects expanded:

1. Operating locations including the addition of FESCO Hayes;
2. Asset base which includes increased operating LPG and service station assets;
3. Necessary wage and salary adjustments, plus added managerial positions
4. Operational scope (which now includes increased retailing, manufacturing and delivery);
5. Early stage new business costs including but not limited to:
 - a. business acquisition;
 - b. property acquisition and development costs;
 - c. business integration costs;
 - d. depreciation



OPERATING EXPENSES CT'D

The Company is committed to and has increased its investment in Plant Property and Equipment (PP&E) for both its operating segments. Accordingly, depreciation for the year has increased significantly to total J\$228.4 million, up J\$54.9 million or 31.6%. The Company continues to pursue brand awareness while deploying its resources both effectively and efficiently. The Company expended J\$23.5 million on Advertising for the year, down \$23.2 million or 49.7%.

Staff costs for the year of J\$373.3 million, which is up J\$91.6 million or 32.5% from J\$281.7 million last year, reflects the expansion of our staff complement and is consistent and reflective of our desire to achieve depth and breadth of managerial skills, expanded operations, operating locations and operating scope and remains relatively efficient as it is just 37.1% of overall expenditure (2025: 37.1% vs 2024: 35.6%) and just 22.4% of gross profit (2025: 22.4% vs 2024: 20.3%).

The Company's expanded expenses as it relates to security (up J\$12.6 million or 31.1%), motor vehicles (up \$27.7 million or 91.3%), insurance (up J\$3.6 million or 18.9%), utilities (up \$4.3 million or 17.6%), bank charges (up J\$1.7 million or 6.2%) and other expenses (up J\$8.9 million or 68.1%) reflects the Company's expanded operations (distribution, retail and manufacturing), increased number of operating locations, growing asset base (fixed assets), and adjustments to minimum wages for security personnel.

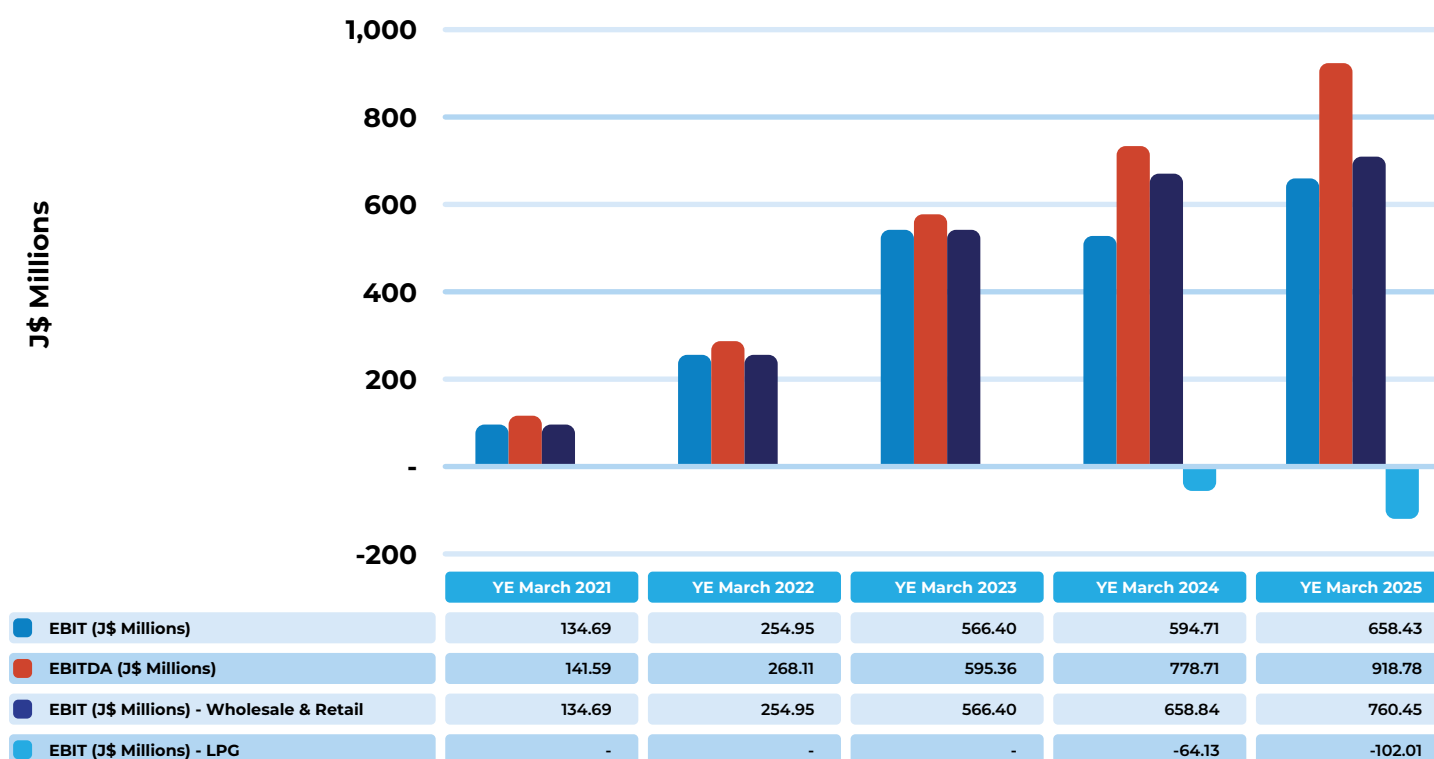
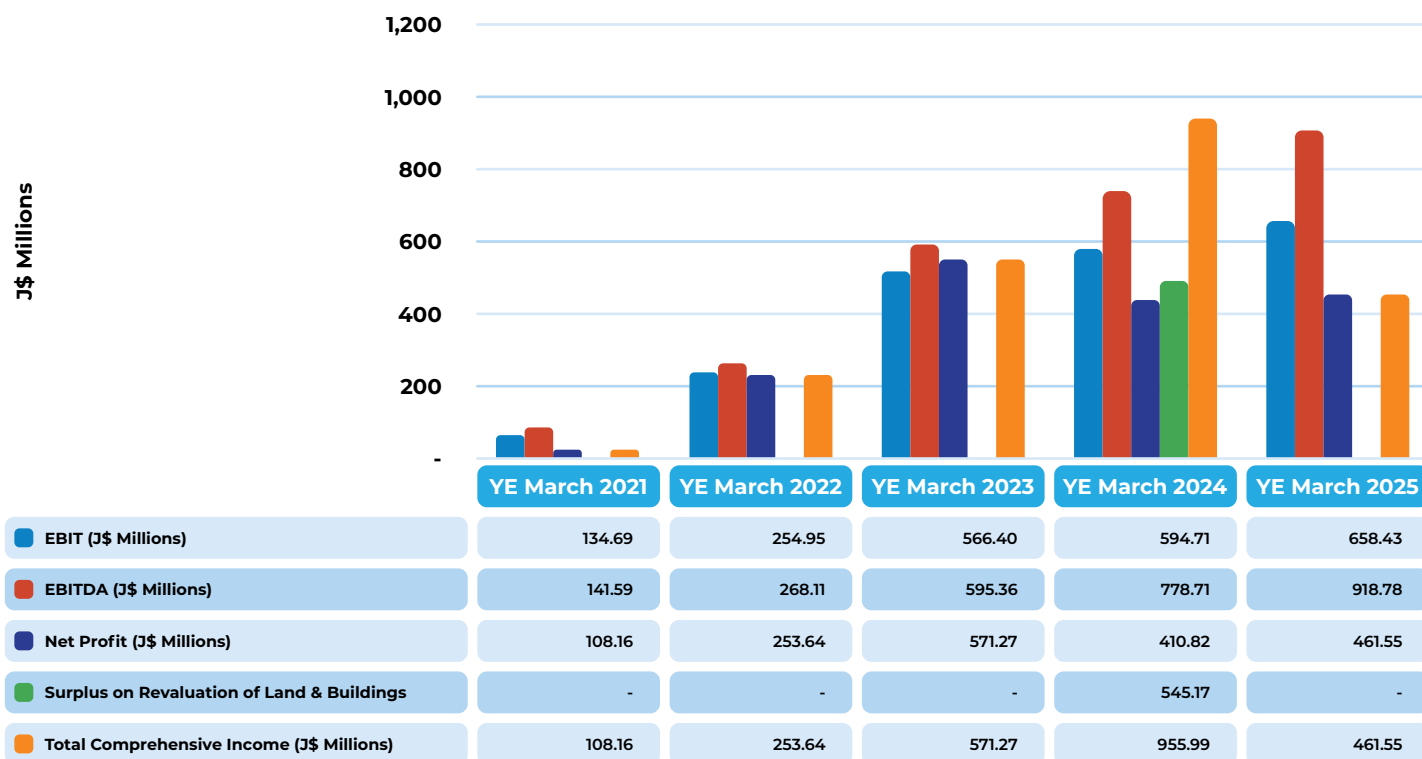
The Company's LPG operation is capital intensive as it relates to its fixed asset requirements to establish and fulfil the business' services and operation. Accordingly, depreciation and interest expense will in the forming period outweigh its medium and long term "weight" relative to gross profit exemplified by depreciation for the year totalling J\$228.4 million versus J\$173.6 million last year. Similarly, interest expenses (net) for the year of J\$177.1 million has increased year over year by J\$155.5 million.

In summary, staff costs, bank charges, advertising, and asset based expenses including but not limited to depreciation, insurance, and security continue to be our main expense items. Our operations continue to be efficient, represented by our total operating expenses being approximately 60.5% of gross profit.

Impairment losses of J\$10.2 million for the year, which represents just 0.034% of Turnover, is up 105.7% from the previous year of J\$5.0 million and is within the Company's internal guidelines for Expected Credit Losses (ECL).

PROFITABILITY

We are pleased to report that the Company has achieved its best year to date as it relates to operating profit (EBIT) (J\$658.4 million, up J\$63.7 million or 10.7 % from J\$594.71 million), earnings before interest, taxes, depreciation and amortization (EBITDA) (J\$918.8 million up 18.0% or J\$140.1 million from J\$778.7 million). The Company achieved net profit of \$461.5 million which is up 12.3% or \$50.7 million YoY. Total Comprehensive income of J\$461.5, is the same as net profit of J\$461.5 million as the Company did not conduct a real estate appraisal for the year.



Revenue and Profitability Summary

- Turnover grew modestly by 4.8%, reaching J\$30.05 billion (FY 2024: J\$28.68 billion). This growth was volume-led, despite lower fuel prices across the board.
- Gross Profit grew significantly by 20.0% to J\$1.66 billion. This reflects improved throughput, enhanced operational efficiency, and greater vertical integration in LPG operations.
- EBITDA rose to J\$918.78 million, reflecting an 18.0% improvement, while EBIT increased by 10.7% to J\$658.43 million. This progression reflects prudent cost control amid rising depreciation due to capital expansion.
- Net Profit amounted to J\$461.55 million, a 12.3% improvement YoY, notwithstanding higher finance charges, significant depreciation charges and a tax charge of J\$19.79 million.

EQUITY & LIQUIDITY

	Audited	Audited	Audited	Audited	Audited		
	2021	2022	2023	2024	2025	Change	Change
Statement of Financial Position							
Non Current Assets	269,686,297	1,140,666,641	2,771,328,826	3,813,022,592	4,309,964,421	13.0%	496,941,829
Current Assets	281,799,824	1,651,312,926	1,055,447,990	1,502,098,290	1,291,842,926	-14.0%	(210,255,364)
Current Liabilities	208,192,721	1,014,653,473	753,495,827	1,347,725,659	1,067,350,355	-20.8%	(280,375,304)
Net Current Assets	73,607,103	636,659,453	301,952,163	154,372,631	224,492,571	45.4%	70,119,940
Equity	318,424,142	770,590,559	1,301,857,312	2,257,847,707	2,719,397,692	20.4%	461,549,985
Non Current Liability	24,869,258	1,006,735,535	1,771,423,677	1,709,547,516	1,815,059,300	6.2%	105,511,784
Long Term Debt	23,302,763	1,005,468,111	1,766,908,066	1,541,369,589	1,558,133,458	1.1%	16,763,869
Ratios Statistics							
Weighted Average # stock issued	681,096,512	2,493,424,658	2,500,000,000	2,500,000,000	2,500,000,000		
EPS	0.15880	0.10172	0.22851	0.16433	0.18462		
Debt/Equity (Static)	0.1151	1.4422	1.5439	0.8273	0.6835		
Net Current Assets (Working Capital)	73,607,103	636,659,453	301,952,163	154,372,631	224,492,571	45.4%	70,119,940
Current Ratio	1.35	1.63	1.40	1.11	1.21		
EBITDA	141,591,861	268,105,615	595,364,363	778,711,909	918,776,345		
ROE - average (Total Comp Income)	41.3%	49.6%	55.1%	53.7%	18.5%		
Effective Tax Rate	23.2%	1.6%	0.6%	6.5%	4.1%		

Book Value or Shareholders' Equity as at March 2025, has increased to the sum J\$2,719.4 million, up from J\$2,257.8 million as at March 31, 2024 which reflects increased profitability, and profit retention.

The Company remains significantly, and sufficiently liquid represented by net current assets of J\$224.5 million (March 2023 J\$154.4 million). As at March 31, 2025, the Company's Debt to Equity (D/E) (long term-static) is 0.68 versus 0.83 from March 31, 2024. The improved ratios (current ratio and D/E) reflect long term debt repayment of both principal and interest, and increased shareholder's equity.

Over the years the Company has sought to, and has invested in real assets and equipment to facilitate its retail operations and to acquire service station and LPG related assets. Plant property and equipment now stands at \$4,009.8 million up from J\$3,564.4 million as at March 2024.

Balance Sheet & Liquidity Summary

- Equity increased to J\$2.72 billion, driven by retained earnings.
- Non-current assets increased to J\$4.31 billion, reflecting capital expenditure in property, plant and equipment.
- Current ratio improved to 1.21x, and net current assets rose by 45.4%.
- Debt-to-equity (static) stood at 0.68x, a reduction from prior year, indicating reduced leverage.

POSITIONED FOR GROWTH

A look ahead

FESCO continues to monitor the moderating inflationary forces within the economy, indicative expectations that interest rates will further reduce in the short to medium term, the near full employment in many sectors of the economy, hurricane Beryl recovery efforts for southern and western parishes, a resilient and expanding tourism product among other factors affecting consumer consumption as well as our allocation of investment capital. The Company must also navigate industry-related margin contractionary forces and consolidation within the industry. The Company remains mindful of opportunities for growth and further investment.

For FY 2026, FESCO's strategic priorities will include:

- Completion and operationalization of FESCO Oval.
- Continued growth in LPG through greater household and commercial penetration.
- Digital transformation to enhance distribution, logistics, and customer engagement.
- The strategic imperative of expanding our b2c channels offering e-commerce capabilities

Finally, the Company will continue to make investments in real assets and equipment to support expanding its service station businesses and network, its industrial client base, and LPG business.



CORPORATE GOVERNANCE REPORT

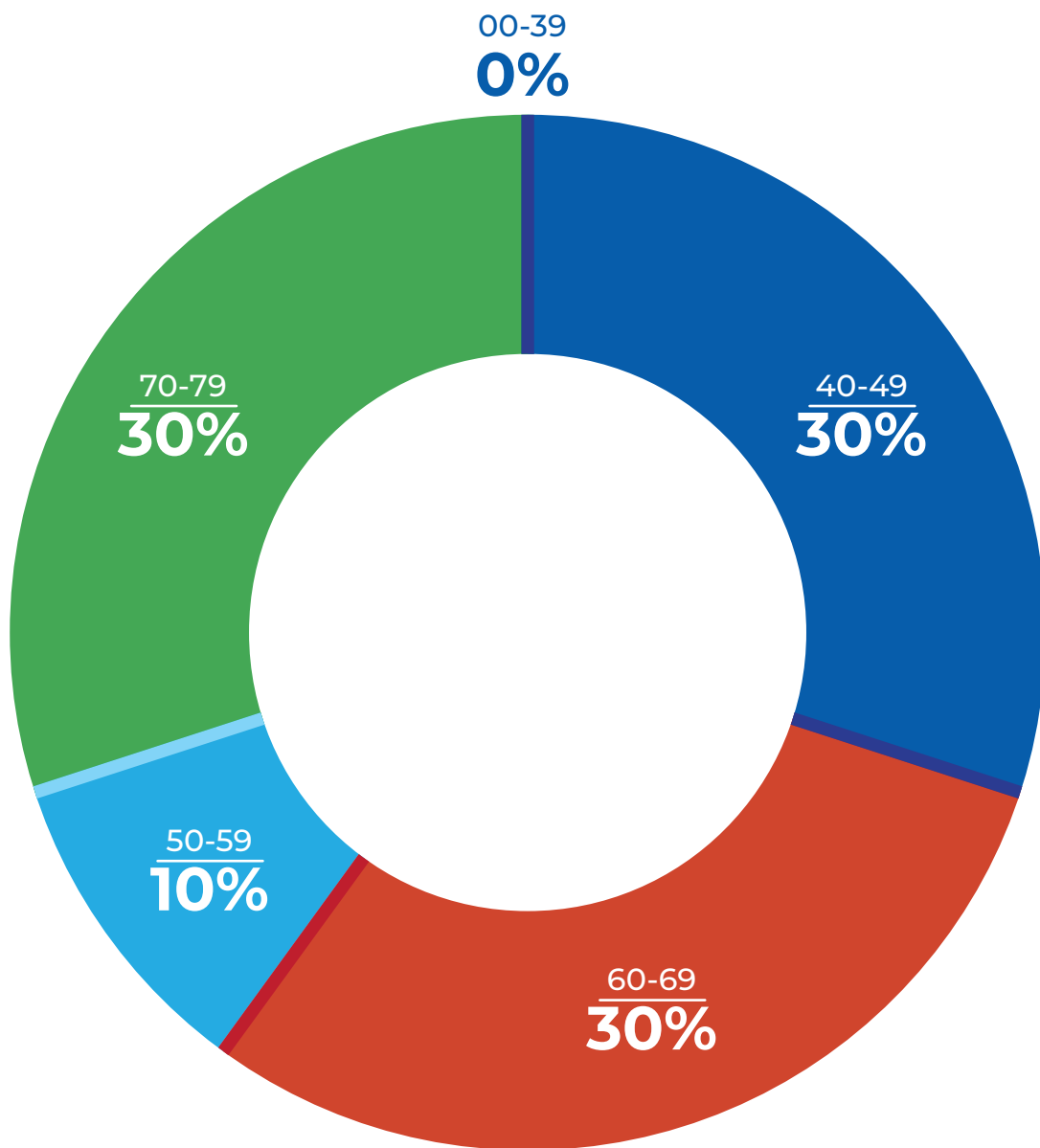
The Board of Directors of Future Energy Source Company Limited (“FESCO” or the “Company”) continues to oversee the sustainability of the Company’s growth and is keen on ensuring that the governance framework remains effective and that the corporate culture represents strong positive values. Through testing and review, FESCO’s processes, systems and practices are being improved for continued promotion of good governance as the business expands and adapts to achieve its strategic goals.

Board Composition & Diversity

The Board of Directors is made up of ten (10) directors, two (2) of whom are female. Five (5) directors are considered in accordance with the Company’s Governance Policy as independent.

Board Composition	Sex	Director Name	Independent	Non Independent	Executive	Expertise
1. Belinda Williams	F	<5 Years	Yes	-	-	Integrated Marketing, Brand & Communications
2. Eaton Parkins	M	<5 Years	Yes	-	-	Accounting, Auditing & Regulatory Reporting
3. Errol McGaw	M	<10 Years	-	Yes	-	Petroleum Industry, Marketing & Finance
4. Gloria Blenman DeClou	F	<5 Years	Yes	-	-	Legal & Corporate Governance
5. Harry Campbell	M	<5 Years	Yes	-	-	Information Technology
6. Hugh Coore	M	<10 Years	-	Yes	-	Petroleum Industry, Stakeholder Engagement & Entrepreneurship
7. Jeremy Barnes	M	<5 Years	-	-	Yes	Petroleum Industry, Finance & Insurance
8. Junior Williams	M	<10 Years	-	Yes	-	Petroleum Industry, Marketing, Market Research, Sales & General Management
9. Lyden “Trevor” Heaven	M	<10 Years	-	Yes	-	Petroleum Industry, Engineering & Stakeholder Engagement
10. Vernon James	M	<5 Years	Yes	-	-	Investment Banking, Insurance & Finance

Age Diveristy of Directors



Director Meetings & Attendance

There were a total of six (6) Board meetings and two (2) round robin resolutions to address time-sensitive matters. The four (4) main committees include the Audit Committee which had seven (7) meetings, the Human Resources and Remuneration Committee which had three (3) meetings, the Corporate Governance Committee which had one (1) meeting and the Executive Committee which had four (4) meetings. The Company's annual general meeting was held on November 22, 2024 at the Jamaica Pegasus Hotel and via the JCSD's e-AGM platform.

DIRECTORS' MEETING ATTENDANCE	Board Total Meetings - 6 No. of Directors - 10	Corporate Governance Committee Total Meetings - 1 No. of Directors - 7	Audit Committee Total Meetings - 7 No. of Directors - 7	Human Resources & Remuneration Committee Total Meetings - 3 No. of Directors - 7	Executive Committee Total Meetings - 4 No. of Directors - 5	AGM Total Meetings - 1 No. of Directors - 10
1. Belinda Williams	6	-	-	3	-	1
2. Eaton Parkins	6 Lead Independent Director	1	7 Committee Chair	3	4	1
3. Errol McGaw	6	-	5	3	4	1
4. Gloria Blenman DeClou	5	1 Committee Chair	7	2	-	1
5. Harry Campbell	6	1	7	-	-	1
6. Hugh Coore	6 Vice Chairman	1	7	3	4	1
7. Jeremy Barnes	6 Managing Director	-	-	-	-	1
8. Junior Williams	6	1	7	-	-	1
9. Lyden "Trevor" Heaven	5 Chairman	0	-	0	4	1
10. Vernon James	6	0	5	3 Committee Chair	4 Committee Chair	1



BOARD COMMITTEE REPORTS

AUDIT COMMITTEE REPORT

Composition

The Audit Committee's membership includes a majority of independent directors, one of whom is the Committee Chair.

Members: Eaton Parkins (Chair), Harry Campbell, Hugh Coore, Gloria DeClou, Vernon James, Errol McGaw and Junior Williams.

Functions

1. Reviewing the quarterly unaudited and the annual audited financial statements and reporting to the Board on any financial reporting issues.
2. Requesting and reviewing Management reports on operational and compliance controls.
3. Reviewing announcements and disclosures in relation to the Company's financial information for clarity and compliance with laws and rules.
4. Ensuring the creation of policies for identification, assessment and management of risks and apprising the Board of identified risks.

2024/2025 Highlights

1. Reviewed and recommended the final quarter unaudited report and the audited financial report for the year April 2023 to March 2024 and the quarterly unaudited financial reports for the year April 2024 to March 2025 for board approval and disclosure.
2. Agreed the newest credit policy for board approval.
3. Reviewed management reports to assess controls in place to ensure compliance with policies and manage risks.
4. Considered the adequacy of management's accounting software and other related systems.



HUMAN RESOURCES & REMUNERATION COMMITTEE REPORT

Composition

The Human Resources & Remuneration Committee's membership includes a majority of independent directors, one of whom is the Committee Chair.

Members: Vernon James (Chair), Lyden Heaven, Belinda Williams, Errol McGaw, Gloria Blenman DeClou, Eaton Parkins, Hugh Coore.

Functions

1. Reviewing from time to time the Company's compensation and incentive structure.
2. Assessing retirement plans and benefit offerings.
3. Reviewing the remuneration arrangements of the directors, officers, and senior managers of the Company and making recommendations to the Board.
4. Ensuring the Company has an effective succession plan.

2024/2025 Highlights

1. Agreed Management's proposed retirement scheme for recommendation for board approval and reviewed other benefits offered by the Company.
2. Considered the Company's need for a human resources software.
3. Reviewed proposed revisions to the organizational structure to ensure alignment with the Company's strategy.
4. Oversaw the Company's culture review and professional development plan for senior management.



CORPORATE GOVERNANCE COMMITTEE REPORT

Composition

The Corporate Governance Committee's membership includes a majority of independent directors, one of whom is the Committee Chair.

Members: Gloria Blenman DeClou (Chair), Junior Williams, Eaton Parkins, Hugh Coore, Vernon James, Lyden Heaven, Harry Campbell.

Functions

1. Reviewing the governance-related policies and practices of FESCO from time-to-time to ensure they continue to satisfy regulatory requirements and reflect current best practices.
2. Reviewing the composition of the board as it relates to the ratio of independent and non-independent directors and making recommendations to the Board in the event of change to a director's independence status.
3. Assessing the effectiveness of the composition of the Board and reviewing the nomination, selection and appointment procedure for directors.
4. Reviewing the performance evaluation of the Board, its committees, and their respective chairpersons.

2024/2025 Highlights

1. Assessed the Board's composition to identify any skills gap to be filled.
2. Reviewed the Board's new director selection procedure.
3. Oversaw the draft of a whistleblower protection policy and made recommendations for its improvement.
4. Reviewed the previous year's responses to the Board's evaluation and made recommendations to the Board for improved governance.



EXECUTIVE COMMITTEE REPORT

Composition

The Executive Committee's membership includes directors nominated by the Board of Directors.

Members: Vernon James (Chair), Hugh Coore, Trevor Heaven, Errol McGaw and Eaton Parkins.

Functions

1. Assessing strategic opportunities and making recommendations to Management and the full Board.
2. Overseeing transactions or potential transactions as delegated by the Board of Directors.
3. Making decisions on matters requiring urgent or short notice action on behalf of the full Board in between board meetings and reporting such decisions at the next meeting of the Board of Directors.

2024/2025 Highlights

1. Considered investment and strategic partnership opportunities.
2. Considered proposed actions for urgent matters and made recommendations to Management.
3. Facilitated the flow of communication and information between Management and the Board concerning strategic matters.



OTHER BOARD COMMITTEES

The Special Projects Committee appointed to support the Board's oversight of Management's development of the LPG business arm met once for the year. The members include: Messrs. Eaton Parkins (Chair), Lyden "Trevor" Heaven, Errol McGaw, Jeremy Barnes, Vernon James and Hugh Coore. All members were present at the meeting except for Lyden Heaven. The Committee welcomed the new General Manager and reviewed management reports in respect of the LPG Division.

Evaluation

The Board in the 3rd and 4th quarters of the financial year reflected on its effectiveness and engagement tools to be employed to aid improvements. From this approach, the Board decided on a company-wide culture evaluation by questionnaire and one and one interviews, which was conducted by an external consultant in the month of February 2025.

Training & Development

A corporate culture workshop was scheduled for June 2025 and a corporate governance and risk management workshop was scheduled for July 2025, each to be conducted by external providers.

SHAREHOLDERS' INFORMATION

	Shareholder	Number of Shares	% of Issued Shares
1	Errol McGaw	351,756,658	14.0703%
2	Trevor Barnes & Arva Barnes	351,712,348	14.0685%
3	Barita Investment Ltd - Long A/C	289,249,888	11.5700%
4	Trevor Heaven Holdings Ltd.	219,768,155	8.7907%
5	Tweetside Holdings	215,862,436	8.6345%
6	Junior Williams	134,738,750	5.3896%
7	Neville Allen	134,330,478	5.3732%
8	Jeremy Barnes	92,995,856	3.7198%
9	Anna Williams-Bacchus	73,671,449	2.9469%
10	Roy Davidson	56,248,235	2.499%
		1,920,334,253	76.8134%

Issued Shares

2,500,000,000

SHAREHOLDINGS OF DIRECTORS, OFFICERS & CONNECTED PARTIES

DIRECTORS	Personal Shareholdings	Connected Parties' Shareholdings	Total	% of Issued Shares
Jeremy Barnes	92,995,856	284,475	93,280,331	3.7312%
Harry Campbell	1,239,510	-	1,239,510	0.0496%
Hugh Coore	39,355,606	244,639,443	283,995,049	11.3598%
Gloria DeClou	270,000	-	270,000	0.0108%
Lyden Heaven	10,094,770	249,531,031	259,625,801	10.3850%
Vernon James	100,000	-	100,000	0.0040%
Errol McGaw	351,756,658	29,525,558	381,282,216	15.2513%
Eaton Parkins	13,603,038	11,867	13,614,905	0.5446%
Belinda Williams	250,000	-	250,000	0.0100%
Junior Williams	134,738,750	28,419,139	163,157,889	6.5263%
COMPANY SECRETARY				% of Issued Shares
Kayola Muirhead	-	808,069	808,069	0.0323%
SENIOR MANAGERS				% of Issued Shares
Omar Morgan	-	-	-	0.0000%
Rowena Nelson	378,063	-	378,063	0.0151%
Kareem Gordon	13,428	-	13,428	0.005%
Stefan Lynshue	-	-	-	0.0000%
Annette Lewis	8,299	-	8,299	0.003%
Leneito Chambers	-	-	-	0.0000%
Howard Cox	-	-	-	0.0000%
Stefan Ebanks	-	-	-	0.0000%

Issued Shares

2,500,000,000

Combined Directors Holdings

2,500,000,000

996,116,536

Combined Connected Party Holdings

467,334,864

Combined Holdings

1,463,451,400

RESTAURANTS | HOTELS | CATERERS | CANTEENS | COOK SHOPS

BUSY Kitchens NEED THE **BEST** **GAS**





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**FUTURE ENERGY SOURCE COMPANY LIMITED
(FESCO)**



AUDITED FINANCIAL STATEMENTS
for the Financial Year Ended March 31, 2025

Future Energy Source Company Limited

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31 March 2025

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Independent Auditors' Report to the Members

Financial Statements

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INDEPENDENT AUDITORS' REPORT

To the Members of
Future Energy Source Company Limited

Report on the audit of the financial statements**Our opinion**

In our opinion, the financial statements give a true and fair view of the financial position of Future Energy Source Company Limited as at 31 March 2025, and of the financial performance and the cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) and comply with the requirements of the Jamaican Companies Act.

What we have audited

Future Energy Source Company Limited financial statements comprise:

- the statement of financial position as at 31 March 2025;
- the statement of comprehensive income for the year then ended;
- the statement of changes in equity for the year then ended;
- the statement of cash flows for the year then ended;
- the notes to the financial statements, which include a summary of material accounting policies.

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 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 Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code). We have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

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INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of
Future Energy Source Company Limited
Page 2

Report on the audit of the financial statements (continued)

Our audit approach

Audit scope

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the 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 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 Company audit scope

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

Our 2025 audit was planned and executed having regard to the fact that the operations of the Company remain largely unchanged from the prior year.

The Company's businesses are organised into two primary segments being wholesale and retail petroleum products and liquefied petroleum gas. These segments maintain their own accounting records and report to the Company through the completion of reporting packages.

In establishing the overall Company's audit strategy and plan, we determined the type of work that was needed to be performed on the components by the engagement team.

Key audit matters

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

INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of
Future Energy Source Company Limited
Page 3

Report on the audit of the financial statements (continued)

Key audit matters (continued)

Key audit matters	How our audit addressed the key audit matters
<p>IFRS 9 Financial Instruments, is complex and requires the Company to recognise expected credit losses ('ECL') on financial assets. The determination of ECL is highly subjective and requires management to make significant judgement and estimates, particularly regarding significant increase in credit risk and forward-looking information.</p> <p>The combination of significant management estimates and judgement increases the risk that management estimates could be materially misstated.</p> <p>See notes 4(a), 5(i) and 11 of the financial statements.</p>	<p>We performed the following procedures:</p> <ul style="list-style-type: none"> ➤ Obtain an understanding of the model used by management for the calculation of expected credit losses on receivables. ➤ Test the completeness and accuracy of the data used in the models to the underlying accounting records on a sample basis. ➤ Involved our financial risk modelling specialists to evaluate the appropriateness of the Company's impairment methodologies, including the criteria used for determining significant increase in credit risk and independently assessed the assumptions and compliance with the new requirement of IFRS 9, Financial Instrument. ➤ Involved our financial risk modelling specialists to evaluate the appropriateness of the economic parameter, including the use of forward-looking information. ➤ Tested the Company's recording and ageing of trade receivables. ➤ Assessed the adequacy of the disclosures of the key assumptions and judgements as well as compliance with IFRS 9. <p>Based on audit procedures performed, no adjustments to the financial statements were deemed necessary.</p>

INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of
Future Energy Source Company Limited
Page 4

Report on the audit of the financial statements (continued)

Key audit matters (continued)

Key audit matter	How the matter was addressed in our audit
<p>Revenue recognition</p> <p>The main activities of the Company comprise retail and wholesale trading activities in petroleum and automotive products. This includes the sale of fuel, lubricants and leasing fuel equipment. It also utilizing its FESCO trademark and allows dealers to use its trademark in exchange for direct compensation.</p> <p>Revenue is posted to the general ledger by means of monthly manual journal entries and a significant volume of numerous small value items are invoiced, therefore we assessed there to be a higher risk of material misstatement associated with the timing and amount of revenue recognised.</p>	<p>Our audit procedures in response to this matter included:</p> <ul style="list-style-type: none"> ➤ Assessed the revenue recognition policy applied by the Company and for compliance with IFRS 15 Revenue from Contract with Customers. ➤ Tested the design and implementation and operating effectiveness of relevant controls such as the review of the monthly sales journal and the daily sales reconciliation. ➤ Evaluated whether sales transactions on either side of the financial position date as well as credit notes issued after the financial position date are recognised in the correct period. ➤ Compared a sample of items to supporting documentation to verify that the sales transactions are recorded appropriately. ➤ Performed a cash to revenue reconciliation by using the cash receipts from the monthly bank statements and the opening and closing receivables for the year. ➤ Performed a cash to revenue reconciliation by using the cash receipts from the monthly bank statements and the opening and closing receivables for the year. ➤ Evaluated to the completeness of the sales listing by agreeing to the general ledger.

INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of
Future Energy Source Company Limited
Page 5

Report on the audit of the financial statements (continued)**Other information**

Management is responsible for the other information. The other information comprises the Annual Report (but does not include the 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 financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

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

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 financial statements

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

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

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

INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of
Future Energy Source Company Limited
Page 6

Report on the audit of the financial statements (continued)

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an 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 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 financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Company to cease to continue as a going concern.

INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of
Future Energy Source Company Limited
Page 7

Report on the audit of the financial statements (continued)***Auditors' responsibilities for the audit of the financial statements (continued)***

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Company to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the 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, related safeguards.

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

INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of
Future Energy Source Company Limited
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Report on other legal and regulatory requirements

As required by the Jamaican Companies Act, we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

In our opinion, proper accounting records have been kept, so far as appears from our examination of those records, and the accompanying financial statements are in agreement therewith and give the information required by the Jamaican Companies Act, in the manner so required.

The engagement partner on the audit resulting in this Independent Auditors' Report is Wayne Strachan.



Chartered Accountants

Kingston, Jamaica


14 July 2025

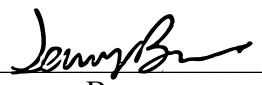
Future Energy Source Company Limited

Statement of Financial Position Year ended 31 March 2025

		2025	2024
	Note	\$	\$
ASSETS			
Non-Current Assets			
Property, plant and equipment	6	4,009,800,093	3,564,428,602
Right-of-use assets	7	188,012,348	135,598,332
Investment securities	8	28,005,050	23,005,050
Finance lease receivables	9	84,146,930	89,990,608
		<u>4,309,964,421</u>	<u>3,813,022,592</u>
Current Assets			
Inventories	10	248,918,373	202,392,785
Trade and other receivables	11	770,361,783	968,976,242
Taxation recoverable		10,249,531	7,774,588
Current portion of finance lease receivables	9	6,242,698	7,219,298
Cash and cash equivalents	12	256,070,541	315,735,377
		<u>1,291,842,926</u>	<u>1,502,098,290</u>
TOTAL ASSETS		<u><u>5,601,807,347</u></u>	<u><u>5,315,120,882</u></u>
EQUITY AND LIABILITIES			
Stockholders' Equity			
Share capital	13	228,327,973	228,327,973
Capital reserves	14	545,173,455	545,173,455
Retained earnings		1,945,896,264	1,484,346,279
		<u>2,719,397,692</u>	<u>2,257,847,707</u>
Non-Current Liabilities			
Long term liabilities	15	1,558,133,458	1,541,369,589
Lease liabilities	7	202,979,893	135,222,204
Deferred tax liabilities	16	53,945,949	32,955,723
		<u>1,815,059,300</u>	<u>1,709,547,516</u>
Current Liabilities			
Trade and other payables	17	758,127,096	998,268,653
Current portion of long term liabilities	15	300,580,637	326,545,402
Current portion of lease liabilities	7	8,642,622	6,655,216
Bank overdraft	18	-	16,256,388
		<u>1,067,350,355</u>	<u>1,347,725,659</u>
TOTAL EQUITY AND LIABILITIES		<u><u>5,601,807,347</u></u>	<u><u>5,315,120,882</u></u>

Approved for issue by the Board of Directors on 14 July 2025 and signed on its behalf by:


Lyden Heaven Director


Jeremy Barnes Director

Future Energy Source Company Limited

Statement of Comprehensive Income Year ended 31 March 2025

	Note	2025	2024
		\$	\$
Turnover	19	30,045,980,887	28,680,616,572
Cost of sales		(28,381,451,750)	(27,293,611,121)
Gross profit		1,664,529,137	1,387,005,451
Other income	20	10,984,537	3,843,944
Operating and administrative expenses	21	(1,006,857,740)	(791,173,235)
Impairment losses on financial assets	4(a)	(10,222,727)	(4,970,061)
Operating profit	22	658,433,207	594,706,099
Finance costs, net	23	(177,096,310)	(155,449,047)
Profit before taxation		481,336,897	439,257,052
Taxation	25	(19,786,912)	(28,440,112)
Net profit for the year		461,549,985	410,816,940
Other comprehensive income			
Items that will not be reclassified to profit or loss:			
Surplus arising on revaluation of land and buildings	14	-	545,173,455
Total comprehensive income		461,549,985	955,990,395
Earnings per ordinary stock unit attributable to stockholders of the company	27	\$0.18	\$0.16

Future Energy Source Company Limited

Statement of Changes in Equity Year ended 31 March 2025

	Share Capital	Capital Reserves	Retained Earnings	Total
	\$	\$	\$	\$
Balances at 1 April 2023	228,327,973	-	1,073,529,339	1,301,857,312
Net profit for the year	-	-	410,816,940	410,816,940
Other comprehensive income				
Surplus arising on revaluation of land and buildings (Note 14)	-	545,173,455	-	545,173,455
Total comprehensive income for year	-	545,173,455	410,816,940	955,990,395
Balances at 31 March 2024	228,327,973	545,173,455	1,484,346,279	2,257,847,707
Net profit for the year, being total comprehensive income	-	-	461,549,985	461,549,985
Balances at 31 March 2025	228,327,973	545,173,455	1,945,896,264	2,719,397,692

Future Energy Source Company Limited

Statement of Cash Flows Year ended 31 March 2025

		2025	2024
	Note	\$	\$
CASH RESOURCES WERE PROVIDED BY/(USED IN):			
Cash Flows from Operating Activities			
Profit before taxation		481,336,897	439,257,052
Adjustments for:			
Depreciation	6	228,444,262	173,554,274
Amortization on right-of-use assets	7	31,898,876	10,451,536
Impairment losses on financial assets	4(a)	10,222,727	4,970,061
Property, plant and equipment transferred to inventories and right of use assets		21,819,211	89,176,034
Foreign exchange gains		(2,376,112)	(285,118)
Lease interest expense		17,324,735	8,042,435
Loss on disposal of property, plant and equipment		5,850,769	2,569,200
Interest income		(16,745,830)	(20,233,035)
Interest expense		178,893,517	178,125,979
		<u>956,669,052</u>	<u>885,628,418</u>
Changes in operating assets and liabilities:			
Increase in inventories		(46,525,588)	(107,506,929)
Decrease/(increase) in receivables		189,438,752	(312,951,576)
(Decrease)/increase in payables		(251,731,646)	487,886,840
Increase in restricted cash and cash equivalents	12	(7,282,467)	(38,222,525)
		<u>840,568,103</u>	<u>914,834,228</u>
Income tax paid		(1,271,629)	(953,200)
Interest received		15,698,810	19,497,980
Interest paid		(184,628,163)	(186,168,414)
Cash provided by operating activities		<u>670,367,121</u>	<u>747,210,594</u>
Cash Flows from Investing Activities			
Purchase of property, plant and equipment	6	(774,227,042)	(550,967,315)
Proceeds from disposal of property, plant and equipment		72,741,309	12,590,000
Finance lease receivable, net		6,820,278	(66,455,825)
Purchase of investment securities		(5,000,000)	(23,005,050)
Cash used in investing activities		<u>(699,665,455)</u>	<u>(627,838,190)</u>
Balance carried forward		<u>(29,298,334)</u>	<u>119,372,404</u>

Future Energy Source Company Limited

Statement of Cash Flows (continued) Year ended 31 March 2025

		2025	2024
	Note	\$	\$
Balance brought forward		(29,298,334)	119,372,404
Cash Flows from Financing Activities			
Long term loans, net		(9,200,896)	(142,046,526)
Lease principal payments		(14,567,797)	(4,172,448)
Dividends paid	17	-	(60,563)
Cash used in financing activities		(23,768,693)	(146,279,537)
Net decrease in cash and cash equivalents		(53,067,027)	(26,907,133)
Net effect of foreign currency translation on cash and cash equivalents		2,376,112	285,118
Cash and cash equivalents at the beginning of the year		177,245,938	203,867,953
CASH AND CASH EQUIVALENTS AT END OF YEAR		126,555,023	177,245,938
Represented by:			
Cash and cash equivalents (Note 12)		126,555,023	193,502,326
Bank overdraft		-	(16,256,388)
		126,555,023	177,245,938

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

1. Identification and Principal Activities

Future Energy Source Company Limited was incorporated under the provisions of the Companies Act on February 4, 2013, and is domiciled in Jamaica with registered office and primary place of business at 7-9 Beechwood Avenue, Kingston 5.

The Company, a petroleum marketer licensed to operate as a petroleum bulk distributor and the owner of the FESCO and FESGAS trademarks, listed on the Junior Market of the Jamaica Stock Exchange on April 23, 2021.

The Company supplies wholesale and retail petroleum products and Liquefied Petroleum Gas (LPG) to customers, including dealer operations. The Company also operates LPG plants located in Bernard Lodge and Naggo Head, St. Catherine. It owns and operates the service station at Beechwood Avenue in Kingston and leases and operates the stations at Kitson Town in St. Catherine and Hayes in Clarendon.

These financial statements are presented in Jamaican dollars, which is the functional currency.

2. Basis of preparation

Basis of measurement and statement of compliance

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

The financial statements comprise the statement of financial position, the statement of comprehensive income, the statement of changes in equity, the statement of cash flows and the notes.

The preparation of financial statements in compliance with IFRS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, contingent assets and contingent liabilities at the end of the reporting period and the total comprehensive income during the reporting period. The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, 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 a higher degree of judgement in complexity or areas where assumptions or estimates are significant to the financial statements are discussed in note 5.

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

2. Basis of preparation (continued)

Basis of measurement and statement of compliance (continued)

Standards, interpretations and amendments to existing standards effective in the current year that are relevant to the Company's operations

The following standards, interpretations and amendments to existing standards which have been published have been adopted by the Company for the first time and are effective for mandatory adoption for the financial year beginning on or after 1 January 2024:

The amendments in Classification of Liabilities as Current or Non-current - Amendments to IAS 1 (effective for annual periods beginning on or after 1 January 2024) affect only the presentation of liabilities in the statement of financial position — not the amount or timing of recognition of any asset, liability, income or expenses, or the information that entities disclose about those items. They:

- clarify that the classification of liabilities as current or non-current should be based on rights that are in existence at the end of the reporting period and align the wording in all affected paragraphs to refer to the "right" to defer settlement by at least twelve months and make explicit that only rights in place "at the end of the reporting period" should affect the classification of a liability;
- clarify that classification is unaffected by expectations about whether an entity will exercise its right to defer settlement of a liability; and
- make clear that settlement refers to the transfer to the counterparty of cash, equity instruments, other assets or services.

Supplier Finance Arrangements (Amendment to IAS 7 and IFRS 7) (effective for annual periods beginning on or after 1 January 2024). These amendments require disclosures to enhance the transparency of supplier finance arrangements and their effects on an entity's liabilities, cash flows and exposure to liquidity risk. The disclosure requirements are the IASB's response to investors' concerns that some companies' supplier finance arrangements are not sufficiently visible, hindering investors' analysis.

Leases on sale and leaseback (Amendments to IFRS 16) (effective for annual periods beginning on or after 1 January 2024). These amendments include requirements for sale and leaseback transactions in IFRS 16 to explain how an entity accounts for a sale and leaseback after the date of the transaction. Sale and leaseback transactions where some or all the lease payments are variable lease payments that do not depend on an index or rate are most likely to be impacted.

The amendments did not result in any material effect on the Company's financial statements.

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

2. Basis of preparation (continued)

Basis of measurement and statement of compliance (continued)

Standards and amendments to published standards that are not yet effective and have not been early adopted by the Company

At the date of authorisation of these financial statements, certain new accounting standards, amendments and interpretation to existing standards have been issued which are not yet effective, and which the Company has not early adopted. The Company has assessed the relevance of all such new standards, interpretations and amendments and has determined that the following may be relevant to its operations. Unless stated otherwise, the impact of the changes is still being assessed by management.

Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9, and IFRS 7) effective for annual periods beginning on or after 1 January 2026 clarify financial assets and financial liabilities are recognized and derecognized at settlement date except for regular way purchases or sales of financial assets and financial liabilities meeting conditions for new exception. The new exception permits companies to elect to derecognize certain financial liabilities settled via electronic payment systems earlier than the settlement date.

IFRS 18 Summary for Financial Statements replaces IAS 1 effective for annual periods beginning on or after 1 January 2027 enhances transparency and comparability in financial reporting by introducing new requirements include: new categories and subtotals in the statement of profit or loss, disclosure of management-defined performance measures (MPMs) and enhanced requirements for grouping information.

Lack of Exchangeability Amendments to IAS 21 (effective for annual periods beginning on or after 1 January 2025. An entity is impacted by the amendments when it has a transaction or an operation in a foreign currency that is not exchangeable into another currency at a measurement date for a specified purpose. A currency is exchangeable when there is an ability to obtain the other currency (with a normal administrative delay), and the transaction would take place through a market or exchange mechanism that creates enforceable rights and obligations. The Company is not impacted by this amendment.

There are no other standards, interpretations or amendments to existing standards that are not yet effective that would be expected to have a material impact on the operations of the Company.

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

3. Material Accounting Policies

(a) Foreign currency translation

Foreign currency transactions are accounted for at the exchange rate prevailing at the dates of the transactions. Assets and liabilities denominated in foreign currencies are translated into Jamaican dollars at the exchange rate prevailing at the date of the statement of financial position, that is, in the case of each currency, the Bank of Jamaica weighted average buying and selling rates at that date. Gains and losses arising from fluctuations in exchange rates are reflected in the statement of comprehensive income.

(b) Property, plant and equipment

Property, plant and equipment are stated at cost/valuation less accumulated depreciation and impairment losses. Depreciation is calculated on a straight-line basis at rates to write off the carrying values of the assets over their expected useful lives. The rates used to write off the cost of assets are as follows:

Furniture, fixtures & equipment	10%
Buildings	2.5%
Signage	10%
Computers, equipment & software	20%
Motor vehicle	10%-20%
Machinery & equipment	3%-15%
Right-of-use assets	over the period of the lease term
Leasehold improvements	over the period of the lease term

Land is not depreciated as it is deemed to have an infinite life. Construction work-in-progress is not depreciated unless the asset is completed, reclassified and ready for use. The asset's residual values and useful lives are revised and adjusted if appropriate, at each reporting date. Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount and are included in the statement of comprehensive income.

Repairs and maintenances are charged to the statement of comprehensive income during the financial period in which they are incurred.

(c) Cash and cash equivalents

Cash and cash equivalents are carried in the statement of financial position at cost. For the purposes of the cash flow statement, cash and cash equivalents comprise cash at bank and in hand, short-term investments and bank overdraft (excluding restricted cash). Short-term investments that are included in cash and cash equivalents comprise highly liquid investments with maturities ranging between one and three months from the date of deposit or acquisition, and which are readily convertible to known amounts of cash without significant risk of change in value and which are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes.

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

3. Material Accounting Policies (continued)

(d) Receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less loss allowance. For trade receivables impairment provisions, the Company applies the simplified approach permitted by IFRS 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables. To measure expected credit losses on a collective basis, trade receivables are grouped based on similar credit risk and ageing.

Under the simplified approach within IFRS 9, the impairment provision is assessed using a provision matrix in the determination of the lifetime expected credit losses. During this process the probability of the non-payment of the trade receivables is assessed. This probability is then multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the trade receivables. For trade receivables, which are reported net, such provisions are recorded in a separate provision account with the loss being recognised in the statement of comprehensive income. On confirmation that the trade receivable will not be collectable, the gross carrying value of the asset is written off against the associated provision.

(e) Inventories

Inventory are stated at the lower of cost and net realizable value, cost being determined on a first in first out basis. Net realizable value is the estimate of the selling price in the ordinary course of the business, less selling expenses.

(f) Share capital

Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new ordinary shares or options are shown in equity as a deduction, net of tax, from the proceeds.

(g) Dividends

Dividends on ordinary shares are recognized in shareholder's equity in the period in which they become legally payable. Interim dividends are due when declared and approved by the directors while shareholders approve final dividends at the Annual General Meeting. Dividends for the year that are declared after the reporting date are disclosed in the subsequent events note.

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

3. Material Accounting Policies (continued)

(h) Income taxes

Where applicable, taxation expense in the statement of comprehensive income comprises current and deferred tax charges.

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

Deferred tax is the tax expected to be paid or recovered on differences between the carrying amounts of assets and liabilities and the corresponding tax bases. Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and their carrying amounts in the financial statements. Currently enacted tax rates are used in the determination of deferred income tax.

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

(i) Payables

Payables, including provisions, are stated at their nominal value. A provision is recognised in the statement of financial position when the Company has a present legal or constructive obligation as a result of a past event, if 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 can be made. If the effect is material, provisions are determined by discounting the expected future cash flows at a rate that reflects current market assessments of the time value of money, and where appropriate, the risks specific to the liability.

(j) Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable, and represents amounts receivable for goods supplied, stated net of General Consumption Tax. The Company recognises revenue when the amount of revenue can be reliably measured; when it is probable that future economic benefits will flow to the entity; and when specific criteria have been met for the Company's activities, which include the operation of wholesale, retail petroleum products and liquefied petroleum gas.

Future Energy Source Company Limited**Notes to the Financial Statements
31 March 2025**

3. Material Accounting Policies (continued)**(k) Borrowings**

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the income statement over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Borrowing costs

General and specific borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation. All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

3. Material Accounting Policies (continued)

(I) Related party transactions

A party is related to the Company, if:

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

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

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

3. Material Accounting Policies (continued)

(m) Financial Instruments

Classification

The Company classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through OCI or through profit or loss), and
- those to be measured at amortised cost.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will either be recorded in profit or loss or OCI. For investments in equity instruments that are not held for trading, this will depend on whether the Company has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income (FVOCI).

The Company reclassifies debt investments when and only when its business model for managing those assets changes.

Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Company commits to purchase or sell the asset. Financial assets are derecognized when the rights to receive cash flows from the financial assets have expired or have been transferred and the Company has transferred substantially all the risks and rewards of ownership.

Measurement

At initial recognition, the Company measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

3. Material Accounting Policies (continued)

(m) Financial Instruments (continued)

Debt instruments

Subsequent measurement of debt instruments depends on the Company's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Company classifies its debt instruments:

- **Amortised cost:** Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains/(losses) together with foreign exchange gains and losses. Impairment losses are presented as separate line item in the statement of profit or loss.
- **FVOCI:** Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognized, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other gains/(losses). Interest income from these financial assets is included in finance income using the effective interest rate method. Foreign exchange gains and losses are presented in other gains/(losses) and impairment expenses are presented as separate line item in the statement of profit or loss.
- **FVPL:** Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in profit or loss and presented net within other gains/(losses) in the period in which it arises.

Impairment

The Company assesses on a forward-looking basis the expected credit loss associated with its debt instruments carried at amortised cost and FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

Future Energy Source Company Limited**Notes to the Financial Statements
31 March 2025**

3. Material Accounting Policies (continued)**(n) Impairment of non-financial assets**

At each statement of financial position date, the Company reviews the carrying amounts of its assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. Impairment losses are recognized as an expense immediately.

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

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

3. Material Accounting Policies (continued)

(o) Right-of-use assets and related lease liabilities

All leases are accounted for by recognising a right-of-use asset and a lease liability except for:

- (i) Leases of low value assets; and
- (ii) Leases with a duration of 12 months or less.

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 Company'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:

- (i) amounts expected to be payable under any residual value guarantee;
- (ii) the exercise price of any purchase option granted in favour of the Company if it is reasonable certain to assess that option;
- (iii) any penalties payable for terminating the lease, if the term of the lease has been estimated on the basis of termination option being exercised.

To determine the incremental borrowing rate, the Company:

- (i) since it does not have recent third-party financing, uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases, and
- (ii) makes adjustments specific to the lease, e.g. term, currency and security.

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

3. Material Accounting Policies (continued)

(o) Right-of-use assets and related lease liabilities (continued)

Right of use assets are initially measured at the amount of the lease liabilities, reduced for any lease incentives received, and increased for:

- (i) lease payments made at or before commencement of the lease;
- (ii) initial direct costs incurred; and
- (iii) the amount of any provision recognised where the Company is contractually required to dismantle, remove or restore the leased asset (typically leasehold dilapidations).

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 if, rarely, this is judged to be shorter than the lease term.

Payments associated with short-term leases and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets are assets valued as US\$5,000 or less when new. The Company has no short-term leases or leases for low valued assets at this time.)

Extension and termination options

Extension and termination options are included in a number of property and equipment leases across the Company. These are used to maximise operational flexibility in terms of managing the assets used in the Company's operations. The majority of extension and termination options held are exercisable only by the Company and not by the respective lessor.

When the Company renegotiates the contractual terms of a lease with the lessor, the accounting depends on the nature of the modification:

- if the renegotiation results in one or more additional assets being leased for an amount commensurate with the standalone price for the additional rights-of-use obtained, the modification is accounted for as a separate lease in accordance with the above policy.
- in all other cases where the renegotiation increases the scope of the lease (whether that is an extension to the lease term, or one or more additional assets being leased), the lease liability is remeasured using the discount rate applicable on the modification date, with the right-of-use asset being adjusted by the same amount.

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

3. Material accounting policies (continued)

(o) Right-of-use assets and related lease liabilities (continued)

- if the renegotiation results in a decrease in the scope of the lease, both the carrying amount of the lease liability and right-of-use asset are reduced by the same proportion to reflect the partial or full termination of the lease with any difference recognised in profit or loss. The lease liability is then further adjusted to ensure its carrying amount reflects the amount of the renegotiated payments over the renegotiated term, with the modified lease payments discounted at the rate applicable on the modification date. The right-of-use asset is adjusted by the same amount.

The carrying value of lease liabilities is similarly revised when the variable element of future lease 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 (revised) lease term.

For contracts that both convey a right to the Company to use an identified asset and require services to be provided to the Company by the lessor, the Company has elected to account for the entire contract as a lease, i.e. it does not allocate any amount of the contractual payments to, and account separately for, any services provided by the supplier as part of the contract.

(p) Segment report

A segment is a distinguishable component of the Company that is engaged either in providing products (business segment), or in providing products within a particular economic environment (geographical segment), which is subject to risks and rewards that are different from those of other segments.

The Company's activities were traditionally limited to the retail and wholesale trading activities in petroleum and automotive products and related products to Jamaican consumers, which was previously deemed to be a single segment. During the prior year the

Company commissioned its LPG plant. The Company has therefore identified the following two (2) operating segments:

- i. Wholesale and retail distribution of fuel
- ii. Distribution of liquefied petroleum gas

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

4. Financial risk management

The Company's activities expose it to a variety of financial risks: market risk (including fair value interest rate risk and cash flow interest rate risk), credit risk, liquidity risk and capital management. The Company's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the Company's financial performance.

The Company's risk management policies are designed to identify and analyse these risks, to set appropriate risk limits and controls, and to monitor the risks and adherence to limits by means of reliable and up-to-date information systems. The Company regularly reviews its risk management policies and systems to reflect changes in markets, products and emerging best practices.

The Board of Directors is ultimately responsible for the establishment and oversight of the Company's risk management framework. The Board provides written principles for overall risk management, as well as policies covering specific areas, such as interest rate risk, credit risk and investment of excess liquidity.

Audit Committee

The Board of Directors has also established an Audit Committee to assist in managing the Company's risk profile. This Committee oversees how management monitors compliance with the Company's risk management policies and reviews the adequacy of the risk management framework. This committee is also assisted by Internal Audit that reports to the Audit Committee after it undertakes regular and ad hoc reviews of risk management controls and procedures.

(a) Credit risk

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Credit risk arises from cash and cash equivalents, deposits with banks and short-term investments at financial institutions, as well as outstanding receivables from credit sales.

Investment securities

The Company limits its exposure to credit risk by investing mainly in highly liquid security, with counterparties that have credit quality and in Government of Jamaica security.

Accordingly, management does not expect any counterparty to fail to meet its obligations.

Cash and bank balances

Cash transactions are limited to high credit quality financial institutions. The Company has policies to limit the amount of credit exposure to any financial institutions.

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

4. Financial risk management (continued)

(a) Credit risk (continued)

Management has established a credit policy under which each new customer is analysed individually for credit worthiness before the Company's standard payment and delivery terms and conditions are offered.

If customers are independently rated, these ratings are used. Otherwise, if there is no independent rating, management assesses the credit quality of the customer, considering its financial position, past experience and other factors. Individual risk limits are set based on internal or external ratings in accordance with limits set by the board. The compliance with credit limits by customers is regularly monitored by management.

Management determines concentrations of credit risk by monitoring the credit-worthiness rating of existing customers and through a monthly review of the trade receivables ageing analysis. In monitoring the customers' credit risk, customers are grouped according to their credit characteristics. Customers that are graded as "high risk" are placed on a restricted customer list, and future credit sales are made only with approval.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

The Company does not hold any collateral as security.

Impairment of financial assets

The Company has two types of financial asset that is subject to the expected credit loss model:

- Trade receivables for sale of petroleum and automotive products and liquified petroleum gas.
- Investment securities

While due from/(to) related parties and cash and cash equivalents are also subject to the impairment requirements of IFRS 9, the identified impairment loss was immaterial.

Trade receivables

The Company applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables. To measure expected credit losses on a collective basis, trade receivables are grouped based on similar credit risk and ageing.

The expected loss rates are based on the payment profiles of sales over a period of 36 months before 31 March 2025 and 31 March 2024 respectively and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Company has identified the GDP, inflation and the unemployment rate of the countries in which it sells its goods and services to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors.

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

4. Financial risk management (continued)

(a) Credit risk (continued)

On that basis, the loss allowance as at 31 March 2025 and 31 March 2024 was determined as follows for trade receivables:

31 March 2025	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
	\$	\$	\$	\$	\$
Expected loss rate	1.11%	15.72%	60.46%	76.04%	38.33%
Gross carrying amount – trade receivables	483,913,501	12,898,298	3,453,541	42,667,154	542,932,494
Loss allowance	5,357,069	2,027,320	2,088,092	32,444,431	41,916,912
31 March 2024	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
	\$	\$	\$	\$	\$
Expected loss rate	2.46%	10.24%	1.20%	39.65%	11.22%
Gross carrying amount – trade receivables	704,919,205	11,527,152	2,002,987	33,182,638	751,631,982
Loss allowance	17,332,556	1,180,038	24,036	13,157,555	31,694,185

The closing loss allowances for trade receivables as at 31 March 2025 and 31 March 2024 reconcile to the opening loss allowances as follows:

	Trade receivables 2025 \$	Trade receivables 2024 \$
Opening expected credit loss allowance	31,694,185	26,724,124
Increase in loss allowance recognised in profit or loss during the year	10,222,727	4,970,061
Closing expected credit loss allowance (Note 11)	41,916,912	31,694,185

Trade receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Company, and a failure to make contractual payments for a period of greater than 90 days past due.

Future Energy Source Company Limited**Notes to the Financial Statements
31 March 2025**

4. Financial risk management (continued)**(a) Credit risk (continued)**

Impairment losses on trade receivables are presented as net impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

As at 31 March 2025, there were \$32,444,431 (2024: \$13,157,555) lifetime expected credit losses of the full value of the receivables.

Other financial assets at amortised cost

Other financial assets at amortised cost include due from/(to) related parties, investment securities and key other receivables.

While the other financial assets at amortised cost are subject to the impairment requirements of IFRS 9, the identified impairment loss was considered immaterial.

At the statement of financial position date, except for trade receivables, there were no significant concentration of expected credit losses on related parties balances and investment securities that were considered material.

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

4. Financial risk management (continued)

(a) Credit risk (continued)

Net impairment losses on financial assets recognised in profit or loss

During the year, the following losses were recognised in profit or loss in relation to impaired financial assets:

	<u>2025</u>	<u>2024</u>
	\$	\$
Impairment losses		
- movement in loss allowance for trade receivables	10,222,727	4,970,061
Net impairment losses on trade receivables	<u>10,222,727</u>	<u>4,970,061</u>

(b) Liquidity risk

Liquidity risk is the risk that the Company is unable to meet its payment obligations associated with its financial liabilities when they fall due. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions quickly at, or close to its fair value.

Liquidity risk management process

The Company's liquidity management process includes:

- (i) Monitoring future cash flows and liquidity on a daily basis;
- (ii) Maintaining marketable and diverse assets that can easily be liquidated as protection against any unforeseen interruption to cash flow;
- (iii) Maintaining a committed line of credit.

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

4. Financial risk management (continued)

(b) Liquidity risk (continued)

Undiscounted cash flows of financial liabilities

The maturity profile of the Company's financial liabilities at year end on contractual undiscounted payments was as follows:

	Within 1 month	1 to 3 months	3 to 12 months	1 to 5 years	Over 5 years	Total	Carrying amount
	\$	\$	\$	\$	\$	\$	\$
	2025						
Long term liabilities	40,720,501	81,217,230	354,977,879	1,609,585,767	-	2,086,501,377	1,858,714,095
Lease liabilities	1,597,019	3,194,038	14,373,173	106,585,232	69,351,311	195,100,773	211,622,515
Trade and other payables	758,127,096	-	-	-	-	758,127,096	758,127,096
	<u>800,444,616</u>	<u>84,411,268</u>	<u>369,351,052</u>	<u>1,716,170,999</u>	<u>69,351,311</u>	<u>3,039,729,246</u>	<u>2,828,463,706</u>
	2024						
Long term liabilities	40,187,396	80,364,587	351,768,272	1,711,587,696	-	2,183,907,951	1,867,914,991
Lease liabilities	1,599,060	3,198,120	14,391,536	95,943,575	76,754,859	191,887,150	141,877,420
Trade and other payables	998,268,653	-	-	-	-	998,268,653	998,268,653
Bank overdraft	16,256,388	-	-	-	-	16,256,388	16,256,388
	<u>1,056,311,497</u>	<u>83,562,707</u>	<u>366,159,808</u>	<u>1,807,531,271</u>	<u>76,754,859</u>	<u>3,390,320,142</u>	<u>3,024,317,452</u>

Assets available to meet all of the liabilities and to cover financial liabilities include cash and cash equivalents.

(c) Market risk

The Company takes on exposure to market risks, which is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risks mainly arise from changes in interest rates (4(c)(i)) and foreign currency risk (4(c)(ii)). The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return. Market risk exposures are measured using sensitivity analysis. There has been no significant change in exposure to market risks or the manner in which the Company manages and measures the risk.

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

4. Financial risk management (continued)

(c) Market risk (continued)

(i) Interest rate risk

Interest rate risk is the risk that the value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Floating rate instruments expose the Company to cash flow interest risk, whereas fixed interest rate instruments expose the Company to fair value interest risk.

The following table summarizes the Company's exposure to interest rate risk. It includes the Company's financial instruments at carrying amounts, categorized by earlier of the contractual re-pricing or maturity dates.

	2025						
	Within 1 month	1 to 3 months	3 to 12 months	1 to 5 years	Over 5 years	Non- interest bearing	Total
	\$	\$	\$	\$	\$	\$	\$
Assets							
Investment securities	-	-	-	28,005,050	-	-	28,005,050
Finance lease receivables	520,225	1,040,450	4,682,023	84,146,930	-	-	90,389,628
Trade and other receivables	-	-	-	-	-	770,361,783	770,361,783
Cash and cash equivalents	-	8,809,129	32,609,477	-	-	214,651,935	256,070,541
Total financial assets	520,225	9,849,579	37,291,500	112,151,980	-	985,013,718	1,144,827,002
Liabilities							
Lease liabilities	720,219	1,440,437	6,481,966	67,391,971	135,587,922	-	211,622,515
Long term liabilities	25,048,386	50,096,773	225,435,478	1,558,133,458	-	-	1,858,714,095
Trade and other payables	-	-	-	-	-	758,127,096	758,127,096
Total financial liabilities	25,768,605	51,537,210	231,917,444	1,625,525,429	135,587,922	758,127,096	2,828,463,706
Total interest re-pricing gap	(25,248,380)	(41,687,631)	(194,625,944)	(1,513,373,449)	(135,587,922)	226,886,622	(1,683,636,704)

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

4. Financial risk management (continued)

(c) Market risk (continued)

(i) Interest rate risk (continued)

	2024					
	Within 1 month	1 to 3 months	3 to 12 months	1 to 5 years	Non-interest bearing	Total
	\$	\$	\$	\$	\$	\$
Assets						
Investment securities	-	-	-	23,005,050	-	23,005,050
Finance lease receivables	601,608	1,804,825	4,812,865	89,990,608	-	97,209,906
Trade and other receivables	-	-	-	-	968,976,242	968,976,242
Cash and cash equivalents	-	32,559,031	32,580,840	-	250,595,506	315,735,377
Total financial assets	601,608	34,363,856	37,393,705	112,995,658	1,219,571,748	1,404,926,575
Liabilities						
Lease liabilities	554,601	1,663,804	4,436,811	135,222,204	-	141,877,420
Long term liabilities	27,212,117	54,424,234	319,454,551	1,466,824,089	-	1,867,914,991
Trade and other payables	-	-	-	-	998,268,653	998,268,653
Bank overdraft	16,256,388	-	-	-	-	16,256,388
Total financial liabilities	44,023,106	56,088,038	323,891,362	1,602,046,293	998,268,653	3,024,317,452
Total interest re- pricing gap	(43,421,498)	(21,724,182)	(286,497,657)	(1,489,050,635)	221,303,095	(1,619,390,877)

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

4. Financial risk management (continued)

(c) Market risk (continued)

(ii) Foreign currency risk

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Company is exposed to foreign exchange risk arising from currency exposure primarily with respect to the US dollar. Foreign exchange risk arises from future commercial transactions and recognised assets and liabilities.

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

Financial assets/(liabilities) denominated in foreign currency are as follows: -

	2025	2024
	\$	\$
Cash and cash equivalents	9,579,386	42,321,237
Trade receivables	535,365	535,365
Trade payables	(16,946,000)	(84,881,829)
Lease liabilities	(167,565,206)	(96,279,995)
Long term loans	(142,160,970)	(80,000,000)
	<u>(316,557,425)</u>	<u>(218,305,222)</u>
	2025	2024
Currency		
USD	\$1,998,973	\$1,411,152
Rate of exchange	<u>JMD158.36</u>	<u>JMD154.70</u>

The following table demonstrates the sensitivity to a reasonably possible change in the following exchange rates of the Company before tax with all other variables held constant.

Currency	Change in exchange rate	2025	2024
		\$	\$
Revaluation	1% (2024 – 1%)	3,165,574	2,183,052
Devaluation	3.5% (2024 – 4%)	<u>(11,079,509)</u>	<u>(8,732,208)</u>

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

4. Financial risk management (continued)

(d) Fair value estimates

Fair value is the amount for which an asset could be exchanged, or liability settled, between knowledgeable, willing parties in an arm's length transaction. Market price is used to determine fair value where an active market (such as a recognized stock exchange) exists as it is the best evidence of the fair value of a financial instrument.

The amount included in the financial statements for cash and cash equivalents, trade and other receivables, trade and other payables reflect their approximate fair values because of the short-term maturity of these instruments. Long term liabilities, finance lease, and lease liabilities approximate amortized costs.

(e) Capital management

The policy of the Board of Directors is to maintain a strong capital base so as to maintain investors, creditors and market confidence and to sustain future development of the business and ensure it continues as a going concern.

The Company considers its capital to be its total equity as reported on the statement of financial position, which currently comprises share capital, capital reserves and retained earnings. The Company's financial objective is to generate a targeted operating surplus in order to strengthen its capital and provide for the future continuity of the Company as a going concern in order to provide returns for its shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

The Directors regularly review the financial position of the Company at meetings and monitor the return on capital and the level of dividends to the ordinary shareholders. They seek to maintain a balance between the higher returns that might be possible with higher levels of borrowings and the advantages and security afforded by a sound capital position.

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

4. Financial risk management (continued)

(e) Capital management (continued)

Consistent with others in the industry, the Company monitors capital based on the gearing ratio. This ratio is calculated as total borrowings divided by capital as defined above. Total borrowings is calculated as current and non-current borrowings, as shown in the statement of financial position, includes bank overdraft but excludes working capital items and non-finance lease liabilities. The management of the Company remains deliberate in the way it funds its growth strategy and given the present economic environment and the general reduction in the cost of capital in the market; management continues to adjust major debts from a bullet repayment structure to that of amortization and lengthening of tenure.

	<u>2025</u>	<u>2024</u>
	\$	\$
Total borrowings	1,858,714,095	1,884,171,379
Equity and total borrowings	4,578,111,787	4,142,019,086
Gearing ratio	<u>40.60%</u>	<u>45.49%</u>

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

5. Critical accounting estimates and judgments in applying accounting policies

The Company makes estimates, assumptions and judgements that affect the reported amounts of, and disclosures relating to, assets, liabilities, income and expenses reported in these financial statements. Amounts and disclosures based on these estimates assumptions and judgements may be different from actual outcomes, and these differences may be reported in the financial statements of the next financial year. Estimates and judgements are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances, and are continually evaluated.

(i) Impairment of financial assets

The loss allowances for financial assets are based on assumptions about risk of default and expected loss rates. The Company uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Company's past history, existing market conditions as well as forward looking estimates at the end of each reporting period. Details of the key assumptions and inputs used are disclosed in the Credit risk note.

(ii) Income taxes

Estimates and judgements are required in determining the provision for income taxes. The tax liability or asset arising from certain transactions or events may be uncertain in the ordinary course of business. In cases of such uncertainty, the Company recognises liabilities for possible additional taxes based on its judgement. Where, on the basis of a subsequent determination, the final tax outcome in relation to such matters is different from the amount that was initially recognised, the difference will impact the current and deferred income tax provisions in the period in which such determination is made.

(iii) Depreciable assets

Estimates of the useful life and the residual value of property, plant and equipment are required in order to apply an adequate rate of transferring the economic benefits embodied in these assets in the relevant periods. The Company applies a variety of methods in an effort to arrive at these estimates from which actual results may vary. Actual variations in estimated useful lives and residual values are reflected in profit or loss through impairment or adjusted depreciation provisions.

Future Energy Source Company Limited**Notes to the Financial Statements
31 March 2025**

5. Critical accounting estimates and judgments in applying accounting policies (continued)**(iv) Valuation of financial instruments**

Fair values of financial assets and financial liabilities that are traded in active markets are based on quoted market prices or dealer price quotations. For all other financial instruments, the Company determines fair values using valuation techniques. Valuation techniques include net present value and discounted cash flow models, comparison to similar instruments for which market observable prices exist and other valuation models. Assumptions and inputs used in valuation techniques include risk-free and benchmark interest rates, credit spreads and other premium used in estimating discount rates.

Considerable judgment is required in interpreting market data to arrive at estimates of fair values. Consequently, the estimates arrived at may be significantly different from the actual price of the instrument in an arm's length transaction.

(v) Leases

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). For leases of warehouses, retail stores and equipment, the following factors are normally the most relevant:

- If there are significant penalties to terminate (or not extend), the Company is typically reasonably certain to extend (or not terminate).
- If any leasehold improvements are expected to have a significant remaining value, the Company is typically reasonably certain to extend (or not terminate).
- Otherwise, the Company considers other factors including historical lease durations and the costs and business disruption required to replace the leased asset.

Most extension options in offices and vehicles leases have not been included in the lease liability, because the Company could replace the assets without significant cost or business disruption.

The lease term is reassessed if an option is actually exercised (or not exercised) or the Company becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs, which affects this assessment, and that is within the control of the lessee.

Future Energy Source Company Limited

Notes to the Financial Statements

31 March 2025

6. Property, plant and equipment

	Land	Buildings	Leasehold improvement	Signage	Furniture, fixtures & equipment	Machinery & equipment	Computer equipment & software	Motor vehicle	Construction work-in-progress	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cost -										
1 April 2023	318,483,372	475,429,966	-	27,657,106	137,008,777	-	7,311,752	-	1,830,591,150	2,796,482,123
Additions	-	4,356,149	19,795,131	17,293,249	50,898,051	109,495,273	2,853,357	50,535,194	295,740,911	550,967,315
Disposal	-	-	-	-	(16,242,000)	-	-	-	-	(16,242,000)
Transfer	153,000,000	22,110,900	-	-	84,527,799	1,556,630,396	66,533,921	137,392,422	(2,020,195,438)	-
Other transfers	-	-	-	-	-	-	-	-	(89,176,034)	(89,176,034)
Revaluation adjustment	185,503,043	323,904,186	-	-	-	-	-	-	-	509,407,229
31 March 2024	656,986,415	825,801,201	19,795,131	44,950,355	256,192,627	1,666,125,669	76,699,030	187,927,616	16,960,589	3,751,438,633
Additions	-	13,508,388	6,097,113	4,324,600	12,066,910	169,957,673	2,275,342	6,349,347	559,647,669	774,227,042
Disposal	-	(79,807)	-	-	(68,581,687)	(1,535,071)	(16,332,412)	(2,102,757)	-	(88,631,734)
Transfer	-	-	-	-	-	6,863,439	262,600	-	(7,126,039)	-
Transfer to Inventory	-	-	-	-	-	(22,299,845)	-	-	-	(22,299,845)
31 March 2025	656,986,415	839,229,782	25,892,244	49,274,955	199,677,850	1,819,111,865	62,904,560	192,174,206	569,482,219	4,414,734,096
Depreciation -										
1 April 2023	-	15,132,399	-	4,958,915	28,284,953	-	1,928,516	-	-	50,304,783
Charge for year	-	20,633,827	1,649,594	3,867,898	20,453,175	100,132,161	12,231,443	14,586,176	-	173,554,274
Relieved on disposal	-	-	-	-	(1,082,800)	-	-	-	-	(1,082,800)
Revaluation adjustment	-	(35,766,226)	-	-	-	-	-	-	-	(35,766,226)
31 March 2024	-	-	1,649,594	8,826,813	47,655,328	100,132,161	14,159,959	14,586,176	-	187,010,031
Charge for year	-	20,783,659	1,760,181	4,760,279	18,397,032	141,356,863	13,053,681	28,332,567	-	228,444,262
Relieved on disposal	-	-	-	-	(5,361,999)	(54,989)	(4,094,783)	(527,885)	-	(10,039,656)
Eliminated upon transfer to inventory	-	-	-	-	-	(480,634)	-	-	-	(480,634)
31 March 2025	-	20,783,659	3,409,775	13,587,092	60,690,361	240,953,401	23,118,857	42,390,858	-	404,934,003
Net Book Value -										
31 March 2025	656,986,415	818,446,123	22,482,469	35,687,863	138,987,489	1,578,158,464	39,785,703	149,783,348	569,482,219	4,009,800,093
31 March 2024	656,986,415	825,801,201	18,145,537	36,123,542	208,537,299	1,565,993,508	62,539,071	173,341,440	16,960,589	3,564,428,602

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

6. Property, plant and equipment (continued)

The properties located at 7-9 Beechwood Avenue, Kingston 5, and the land located at Lot # 459 Spanish Town Road, Kingston 11, Saint Andrew was valued using the income capitalization approach and the sales comparable approach, respectively, as at March 26, 2024, by I.G Powell Valuation & Property Consultants Ltd, Chartered Valuation Surveyor.

The property located at 56 Cookson Avenue, Cookson Pen, Portmore, Saint Catherine was valued at current market value as at March 25, 2024 by E. Maitland Realty, Licensed Real Estate Dealer.

The surplus arising on the valuation was credited to capital reserves. See Note 14.

7. Right-of-use assets and related lease obligations

(i) Amounts recognised in the statement of financial position

The statement of financial position shows the following amounts relating to leases: -

Right-of-use assets

	<u>Property</u>	<u>Total</u>
	\$	\$
1 April 2023	146,049,868	146,049,868
Amortization	<u>(10,451,536)</u>	<u>(10,451,536)</u>
31 March 2024	135,598,332	135,598,332
Addition	84,312,892	84,312,892
Amortization	<u>(31,898,876)</u>	<u>(31,898,876)</u>
31 March 2025	<u>188,012,348</u>	<u>188,012,348</u>

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

7. Right-of-use assets and related lease obligations (continued)

(i) Amounts recognised in the statement of financial position (continued)

Lease liabilities

	2025	2024
	\$	\$
Balance as at beginning of year	141,877,420	-
Addition	84,312,892	146,049,868
Less total payment	(36,131,515)	(11,852,500)
Add interest expense	17,324,735	8,042,435
Foreign exchange	4,238,983	(362,383)
Balance as at end of year	<u>211,622,515</u>	<u>141,877,420</u>
	2025	2024
	\$	\$
Current portion	8,642,622	6,655,216
Non-current portion	<u>202,979,893</u>	<u>135,222,204</u>
Balance as at end of year	<u><u>211,622,515</u></u>	<u><u>141,877,420</u></u>

(ii) Amounts recognised in the statement of comprehensive income

The statement of comprehensive income shows the following amounts relating to leases:

	2025	2024
	\$	\$
Amortization of right-of-use assets (included in administrative expenses)	31,898,876	10,451,536
Interest expense (included in finance costs)	17,324,735	8,042,435
Effect of foreign exchange	<u>4,238,983</u>	<u>(362,383)</u>

(iii) Amounts recognized in the statement of cash flows

	2025	2024
	\$	\$
Total cash outflow for leases	<u><u>36,131,515</u></u>	<u><u>11,852,500</u></u>

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

8. Investment securities

	<u>2025</u>	<u>2024</u>
	\$	\$
Security measured at FVOCI		
Unquoted equity securities:		
Balance at beginning of year	23,005,050	23,005,050
Additions during year	<u>5,000,000</u>	<u>-</u>
Balance at end of year	<u><u>28,005,050</u></u>	<u><u>23,005,050</u></u>

At year end, the fair value of unquoted equity securities could not be measured reliably and are recognised at cost, less impairments.

9. Finance lease receivables

	<u>2025</u>	<u>2024</u>
	\$	\$
Gross investment in finance leases:		
Current portion	8,081,378	14,676,149
Non-current portion	<u>88,455,619</u>	<u>90,390,651</u>
	96,536,997	105,066,800
Less: Unearned finance income	<u>(6,147,369)</u>	<u>(7,856,894)</u>
	<u><u>90,389,628</u></u>	<u><u>97,209,906</u></u>
Represented by: -		
Current portion	6,242,698	7,219,298
Non-current portion	<u>84,146,930</u>	<u>89,990,608</u>
	<u><u>90,389,628</u></u>	<u><u>97,209,906</u></u>

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

9. Finance lease receivables (continued)

	<u>2025</u>	<u>2024</u>
	\$	\$
Balance as at beginning of year	97,209,628	30,754,081
Additions	95,000	71,400,561
Less: Payments	<u>(6,915,000)</u>	<u>(4,944,736)</u>
Balance as at end of year	<u>90,389,628</u>	<u>97,209,906</u>

10. Inventories

	<u>2025</u>	<u>2024</u>
	\$	\$
Parts and equipment	134,824,361	101,200,346
Fuel	33,448,252	42,488,218
Lubricants and other	60,438,227	51,170,096
Goods in transit	<u>20,207,533</u>	<u>7,534,125</u>
	<u>248,918,373</u>	<u>202,392,785</u>

For the years ended 31 March 2025 and 2024, inventories of Nil (2024: Nil) were written off during the year.

11. Trade and other receivables

	<u>2025</u>	<u>2024</u>
	\$	\$
Trade receivables (a)	542,932,494	751,631,982
Prepayments	50,191,157	101,887,530
Interest receivables	1,782,075	735,055
General Consumption Tax recoverable	131,796,290	102,399,181
Other	<u>85,576,679</u>	<u>44,016,679</u>
	812,278,695	1,000,670,427
Less: Impairment losses on financial assets (Note 4(a))	<u>(41,916,912)</u>	<u>(31,694,185)</u>
	<u>770,361,783</u>	<u>968,976,242</u>

- (a) Included in trade receivables are amounts totalling \$163,642,978 (2024: \$263,689,421) due from related parties in the ordinary course of business. The companies are related by way of common shareholders and directors. These balances are trading balances and are in line with the Company's credit terms.

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

12. Cash and cash equivalents

	2025	2024
	\$	\$
Short-term investments		
Barita Investments Limited	8,809,129	8,148,997
NCB Capital Markets Limited	32,609,477	56,990,874
Cornerstone Trust and Merchant	6,493,887	5,013,832
	47,912,493	70,153,703
Cash at bank	208,023,046	245,513,542
Cash in hand	135,002	68,132
	208,158,048	245,581,674
	256,070,541	315,735,377

- i. Short-term investments are held at licensed financial institutions and attract interest at 3-8% (2024: 4-8%) per annum. They all have remaining maturities of less than three months, substantially comprise Reverse Repurchase Agreements or Certificates of Participation, consisting of an interest in, or is collateralised by mainly Government of Jamaica and Bank of Jamaica Securities. These agreements may result in credit exposure in the event that the counterparty to the transaction is unable to fulfill its contractual obligations. The risk is managed primarily by reviews of the financial status of the counterparty.
- ii. Cash at bank comprise savings and non-interest-bearing current and savings accounts at licensed deposit-taken institutions in Jamaica. The rate of interest earned on the Company's savings accounts range from 0.01% to 0.5% (2024: 0.10% to 0.50%) for accounts that are denominated in United States Dollars, and 0.005% (2024:0.05%) for those that are denominated in Jamaican Dollars.
- iii. Cash at bank include an amount of \$129,515,518 (2024: \$122,233,051) which is held as a Debt Service Reserve, under the terms of various borrowing facilities (see Note 15). The amount has been charged as security for the repayment of principal and interest due under the bond, and accordingly, cannot be used for any other purposes.

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

	2025	2024
	\$	\$
Cash and cash equivalents	256,070,541	315,735,377
Less: Restricted cash	(129,515,518)	(122,233,051)
	126,555,023	193,502,326

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

13. Share capital

	<u>2025</u>	<u>2024</u>
	<u>No. of shares</u>	<u>No. of shares</u>
Authorised ordinary shares at no par value	<u>Unlimited</u>	<u>Unlimited</u>
	<u>2025</u>	<u>2024</u>
	<u>\$</u>	<u>\$</u>
Issued and fully paid-		
Share capital at beginning and end of year - 2,500,000,000 ordinary stock units of no par value	<u>228,327,973</u>	<u>228,327,973</u>

14. Capital reserves

	<u>2025</u>	<u>2024</u>
	<u>\$</u>	<u>\$</u>
The movements during the year were as follows:		
Balance at the beginning of the year	545,173,455	-
Surplus on revaluation of land and building (Note 6)	-	545,173,455
Balance at end of year	<u>545,173,455</u>	<u>545,173,455</u>
	<u>2025</u>	<u>2024</u>
	<u>\$</u>	<u>\$</u>
The balance at the end of the year comprises:		
Revaluation reserves	<u>545,173,455</u>	<u>545,173,455</u>

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

15. Long term liabilities

		<u>2025</u>	<u>2024</u>
		\$	\$
J\$1.0B Unsecured Fixed Rate Corporate Bonds	(a)	639,566,666	812,558,333
J\$700M Partially Secured Fixed-to-Fixed Rate Corporate Bond	(b)	-	655,170,377
Cornerstone Trust & Merchant Bank Limited	(c)	-	231,159,531
Fesco Founders Pool Limited	(d)	74,545,500	74,545,500
Bank of Nova Scotia Jamaica Limited	(e)	14,000,000	14,481,250
Bank of Nova Scotia Jamaica Limited	(f)	1,062,986,459	-
Portmore LPG Supplies Limited	(g)	67,615,470	80,000,000
		1,858,714,095	1,867,914,991
Less: Current portion		(300,580,637)	(326,545,402)
		<u>1,558,133,458</u>	<u>1,541,369,589</u>

- (a) The Unsecured Fixed Rate Corporate Bonds, which is denominated in Jamaican dollars, was issued in February 2022 and will mature in February 2027. The bond attracts interest at 7.5% per annum. There is a moratorium on principal repayment for one year following the issue date, after which principal will be repaid in fifteen (15) equal consecutive quarterly instalments of \$43.75M with a balloon payment \$343.75M being due and payable on the maturity date.
- (b) The Partially Secured Fixed-to-Fixed Rate Corporate Bond, which was denominated in Jamaican dollars, was issued in December 2022 and was scheduled to mature in December 2027. The bond attracted interest at 11.75% in the first three years, while the interest for the subsequent two years was to be decided. There was a moratorium on principal repayment for one year following the issue date, after which principal was scheduled to be repaid in 16 quarterly payments of \$30.625M, post moratorium, with a 30% final balloon payment (i.e. J\$210M) at maturity. This bond was repaid during the year.
- (c) This loan, which was denominated in Jamaican dollar and received on July 8, 2022, represents a consolidation of loans for the purchase and construction of the Beechwood Avenue location and was repayable over 102 months. The loan attracted interest at a fixed rate of 6.75% per annum and was repayable in 102 equal monthly instalments of \$3,526,182. This loan was repaid during the year
- (d) This loan was received on March 31, 2023, for the purpose of providing working capital support. The loan comprises of J\$67,000,000 and US\$50,000 and attracts interest of 11.75% and 4% per annum, respectively. Interest is payable annually on the anniversary of the actual date of disbursement. The loan is unsecured and has a tenure of 24 months. During the year, the loan was extended to another 24 months expiring March 31, 2027.

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

15. Long term liabilities (continued)

- (e) This loan amounting to \$16,481,250 represents two drawdowns of \$11,576,700 and \$4,904,550 in September and October 2023 respectively and attracts interest of 8.25% per annum and is repayable over 60 months. Interest and principal on loan is paid monthly.
- (f) This refinancing loan amounting to \$1,066,949,114 represents two drawdowns of \$214,662,600 and \$852,286,513 in December 2024 and attracts interest of 9% per annum and is repayable over 60 months. Interest and principal on loan is paid monthly
- (g) This represents a balance of US\$512,820 owing to Portmore LPG Supplies Limited upon the purchase of the LPG plant. The loan attracts interest at 7% per annum and is repayable over twelve (12) consecutive quarterly payments with maturity on April 28, 2027.

The borrowings are secured as follows: -

- (i) The loan (e) is secured by Bill of Sale over certain motor vehicles.
- (ii) The loan (f) is secured by Demand Debenture stamped in the amount of J\$1,686,013,000.00 creating a fixed charge over the fixed and floating assets of the Borrower supported by the following legal mortgages set out below:
 - First Legal Mortgage over commercial property located at Part of Penwood on Spanish Town Road, known as Lot 459 Spanish Town Road, Kingston 11, registered at Volume 1577 Folio 335 in the name of Future Energy Source Company Limited with a minimum market value of J\$1,100,000,000 to secure a principal amount of J\$706,012,542.00.
 - First Legal Mortgage over commercial property located at 7-9 Beechwood Avenue, Kingston, registered at Volume 1532 Folio 239 in the name of Future Energy Source Company Limited to secure a principal amount of J\$860,000,000.00.
 - First Legal Mortgage over commercial property located at 56 Cookson Avenue, St. Catherine, registered at Volume 1261 Folio 316 in the name of Future Energy Source Company Limited. The property has an appraised value of J\$175,111,000.00 as of May 9, 2024, assigned by E. Maitland Realty to secure a principal amount of J\$80,000,000.00

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

16. Deferred income taxes

Deferred income taxes are calculated in full on all temporary differences under the liability method using a tax rate of 25%. Assets and liabilities recognised on the statement of financial position are as follows:

	<u>2025</u>	<u>2024</u>
	\$	\$
Deferred income tax liabilities	(53,945,949)	(32,955,723)
Balance at end of year	<u>(53,945,949)</u>	<u>(32,955,723)</u>

The movement on the net deferred income tax balance is as follows:

	<u>2025</u>	<u>2024</u>
	\$	\$
Balance at beginning of year	(32,955,723)	(4,515,611)
Deferred income charged to the statement of comprehensive income (Note 25)	<u>(20,990,226)</u>	<u>(28,440,112)</u>
Balance at end of year	<u>(53,945,949)</u>	<u>(32,955,723)</u>

Deferred income tax liabilities are attributable to the following items:

	<u>2025</u>	<u>2024</u>
	\$	\$
Deferred income liabilities:		
Property, plant and equipment	(59,848,492)	(34,525,496)
Rights-of-use asset, net	<u>5,902,543</u>	<u>1,569,773</u>
Net liabilities at end of year	<u>(53,945,949)</u>	<u>(32,955,723)</u>

The amounts shown in the statement of financial position include the following:

	<u>2025</u>	<u>2024</u>
	\$	\$
Deferred tax liabilities to be settled:		
- after more than 12 months	(53,945,949)	(32,955,723)
- within 12 months	<u>-</u>	<u>-</u>
	<u>(53,945,949)</u>	<u>(32,955,723)</u>

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

17. Trade and other payables

	<u>2025</u>	<u>2024</u>
	\$	\$
Trade payables	680,532,992	953,987,936
Accruals	62,478,090	40,736,793
Interest payable	14,087,680	2,497,591
Dividend payable	1,028,334	1,046,333
	<u>758,127,096</u>	<u>998,268,653</u>

18. Bank overdraft

	<u>2025</u>	<u>2024</u>
	\$	\$
National Commercial Bank Jamaica Limited	<u>-</u>	<u>16,256,388</u>

The Company has approved overdraft limits totalling \$20,000,000 with National Commercial Bank Jamaica Limited. The rate of interest applicable to these overdraft accounts is 13% per annum.

19. Turnover

Turnover represents the invoiced value of goods and services, net of discounts and General Consumption Tax.

20. Other income

	<u>2025</u>	<u>2024</u>
	\$	\$
Rental income	2,299,269	-
Commission	5,900,963	3,843,944
Other income	2,784,305	-
	<u>10,984,537</u>	<u>3,843,944</u>

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

21. Expenses by nature

	2025	2024
	\$	\$
Operating and administrative expenses:		
Accounting fee	-	2,140,000
Advertising and promotion	23,500,853	46,701,799
Amortization of right-of-use assets	31,898,876	10,451,536
Audit fee	9,100,000	8,250,000
Bank charges	28,615,620	26,944,751
Depreciation	228,444,262	173,554,274
Directors' fees	8,880,000	12,860,000
Donations	5,675,230	5,329,332
Insurance	22,619,347	19,026,704
Legal and professional fees	48,850,303	34,667,474
Loss on disposal of property, plant and equipment	5,850,769	2,569,200
Motor vehicle expenses	57,967,107	30,295,616
Office expenses	50,072,611	50,397,912
Repairs and maintenance	8,549,421	8,458,893
Security	53,017,681	40,446,909
Staff costs (Note 24)	373,328,299	281,745,270
Utilities	28,546,894	24,282,403
Other expenses	21,940,467	13,051,162
	<u>1,006,857,740</u>	<u>791,173,235</u>
Impairment losses on financial assets	10,222,727	4,970,061
Cost of inventories recognised as expense	28,381,451,750	27,293,611,121
Finance costs, net (Note 23)	177,096,310	155,449,047
	<u><u>29,575,628,527</u></u>	<u><u>28,245,203,464</u></u>

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

22. Operating profit

In arriving at the operating profit, the following have been charged:

	2025	2024
	\$	\$
Auditors' remuneration	9,100,000	8,250,000
Depreciation	228,444,262	173,554,274
Amortization of right-of-use assets	31,898,876	10,451,536
Directors' emoluments		
Fees	8,880,000	12,860,000
Management remuneration (included in staff costs)	26,565,280	22,572,271
Loss on disposal of property, plant and equipment	5,850,769	2,569,200
Impairment losses on financial assets	10,222,727	4,970,061
Staff costs (Note 24)	<u>373,328,299</u>	<u>281,745,270</u>

23. Finance costs, net

	2025	2024
	\$	\$
Foreign exchange gain, net	(2,376,112)	(285,118)
Interest income	<u>(16,745,830)</u>	<u>(20,233,035)</u>
	(19,121,942)	(20,518,153)
Lease interest expense	17,324,735	8,042,435
Interest expense	<u>178,893,517</u>	<u>167,924,765</u>
	<u>177,096,310</u>	<u>155,449,047</u>

24. Staff costs

	2025	2024
	\$	\$
Salaries and wages	308,068,042	229,249,121
Statutory contributions	38,078,063	26,485,089
Staff welfare	26,643,744	18,618,985
Casual labour	<u>538,450</u>	<u>7,392,075</u>
	<u>373,328,299</u>	<u>281,745,270</u>
Number of persons employed at the end of the year:		
Full time	<u>157</u>	<u>131</u>

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

25. Taxation

- (a) Taxation is computed on the operating profit for the year adjusted for taxation purposes and comprises:

	<u>2025</u>	<u>2024</u>
	\$	\$
Income tax-prior year	(1,203,314)	-
Deferred income taxes (Note 16)	<u>20,990,226</u>	<u>28,440,112</u>
	<u>19,786,912</u>	<u>28,440,112</u>

- (b) The taxation charge in the statement of comprehensive income account differs from the theoretical amount that would arise using the income tax rate of 25%, as follows:

	<u>2025</u>	<u>2024</u>
	\$	\$
Profit before taxation	<u>481,336,897</u>	<u>439,257,052</u>
Tax calculated at a tax rate of 25%	120,334,224	109,814,263
Adjusted for the effects of:		
Expenses not allowable for tax purposes	1,464,670	1,052,507
Remission of income tax	(111,270,684)	(82,204,562)
Deferred tax not recognized	10,462,016	(222,096)
Prior year over accrual	<u>(1,203,314)</u>	<u>-</u>
	<u>19,786,912</u>	<u>28,440,112</u>

Deferred tax not recognized relates to accrued vacation leave, interest receivable and payable, unrealized foreign exchange gain and provision for ECL.

- (c) The Company's shares were listed on the Junior Market of the Jamaica Stock Exchange (JSE) on April 23, 2021. Consequently, the Company is eligible for remission of income taxes for a period of ten years, provided the following conditions are met:

- (i) The Company's shares remain listed for at least 15 years and is not suspended from the JSE for any breaches of its rules.
- (ii) The subscribed participating voting share capital of the Company does not exceed \$500 million.

The remission will apply in the following proportions:

- (a) Years 1 to 5 (April 23, 2021 – April 22, 2026) – 100%
- (b) Years 6 to 10 (April 23, 2026 – April 22, 2031) – 50%

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

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

26. Related party transactions

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

Related party transactions and balances are recognised and disclosed below for the following:

- (a) Enterprises over which a substantial interest in the voting power is owned by key management personnel, including directors and officers and close members of families; or
- (b) Enterprises over which such a person, in (a) above, is able to exercise significant influence. This includes enterprises owned by directors or major shareholders of the reporting enterprise and enterprises that have a member of key management in common with the Company.

	<u>2025</u>	<u>2024</u>
	\$	\$
At the statement of financial position date: -		
Due from related parties-Trade receivables (Note 11):		
Coore's Limited	72,744,972	125,112,065
Mackville Car Rentals Limited	57,248,996	61,137,039
Alwil Company Limited	4,540,010	4,923,641
Petromac Servicentre Limited	16,376,848	37,635,994
T.M.&T. Associates Limited	12,732,152	34,880,682
	<u>163,642,978</u>	<u>263,689,421</u>
Due to related party-long term loan (Note 15)		
Fesco Founders Pool Limited	(74,545,500)	(74,545,500)
	<u>89,097,478</u>	<u>189,143,921</u>
Charged/(credited) to statement of comprehensive income: -		
Directors' fees	8,880,000	12,860,000
Management remuneration	26,565,280	22,572,271
Sales to related parties	<u>(10,424,922,275)</u>	<u>(10,740,709,777)</u>

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

27. Earnings per stock unit

	<u>2025</u>	<u>2024</u>
	\$	\$
Net profit attributable to stockholders of the Company	<u>461,549,985</u>	<u>410,816,940</u>
Weighted average number of stock	<u>2,500,000,000</u>	<u>2,500,000,000</u>
Basic earnings per stock (\$ per stock)	<u>\$0.18</u>	<u>\$0.16</u>

Earnings per stock unit (“EPS”) is computed by dividing the net profit attributable to stockholders of \$461,549,985; (2024: \$410,816,940) by the weighted average number of ordinary stock units in issue during the year, numbering 2,500,000,000 (2024: 2,500,000,000).

28. Contingent liabilities and commitments

In the normal course of business, the Company is subject to various claims, disputes and legal proceedings, which occur as part of the normal course of business. Provision is made for such matters when, in the opinion of management and its legal advisors, it is probable that a payment will be made by the Company and the amount can be reasonably estimated. In respect of claims asserted against the Company, which, according to the principles outlined above, have not been provided for, management is of the opinion that as at 31 March 2025, there were no significant legal claims threatened against the Company.

For the year ended 31 March 2025, management reported that the Company had capital commitments of \$100 Million (2024 - \$75 Million).

Future Energy Source Company Limited

Notes to the Financial Statements 31 March 2025

29. Segment financial reporting

Management determines the operating segments based on the reports reviewed by the Managing Director that are used to make strategic decisions.

The Company operates two (2) segments which are exposed to similar risks as they operate wholesale and retail petroleum products and Liquefied Petroleum Gas (LPG). The principal divisions are:

- (i) Wholesale and retail distribution of petroleum products, including gasoline, diesel, ultra-low sulfur, asphalt and heavy fuel oil to customers.
- (ii) Liquefied Petroleum Gas – Distribution of Liquefied Petroleum Gas (LPG) to customers.

	2025		
	Wholesale and Retail Fuel	LPG	Total
	\$	\$	\$
Revenue from external customers	28,944,064,422	1,101,916,465	30,045,980,887
Operating profit/(loss)	760,445,332	(102,012,125)	658,433,207
Assets	3,664,812,606	1,936,994,741	5,601,807,347
Liabilities	2,827,527,977	54,881,678	2,882,409,655
Capital expenditure	154,861,144	93,077,882	247,939,026
Depreciation	59,074,374	169,369,888	228,444,262
Finance costs, net	115,859,891	61,236,419	177,096,310

	2024		
	Wholesale and Retail Fuel	LPG	Total
	\$	\$	\$
Revenue from external customers	28,090,951,752	589,664,820	28,680,616,572
Operating profit/(loss)	658,836,891	(64,130,792)	594,706,099
Assets	3,749,127,374	1,565,993,508	5,315,120,882
Liabilities	1,247,647,296	1,809,625,879	3,057,273,175
Capital expenditure	661,149,735	270,812,867	931,962,602
Depreciation	73,422,113	100,132,161	173,554,274
Finance costs, net	109,649,111	45,799,936	155,449,047

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