COMMONWEALTH
BREWERY LIMITED
THE BAHAMAS
Part of the HEINEKEN Company

2019 ANNUAL REPORT


MUNK

CONTENTS

AUDITED FINANCIAL STATEMENTS

INTRODUCTION

Commonwealth Brewery Limited (CBL) remains a leader in the beverage industry in The Bahamas. The Company's full suite of locally-crafted brews and international brands has made it a premier choice in the beer, wines and spirits categories over the years. While CBL's dominance in the market has been its strength, it has also made the company increasingly vulnerable to competition and more susceptible to external challenges.

As with all companies of its size and longevity, CBL must now position itself to respond to the demands of a changing marketplace, a more discerning customer and, of course, shareholders who continue to exercise faith in the Company's long -term profitability.

CBL started this repositioning with a new Managing Director in 2018 and continued into 2019 with new top talent throughout the Company. Talent, along with a strategic approach to digitization will open the door to limitless possibilities for a Company committed to redefining the customer experience. CBL has a strong reputation for bringing Bahamians together, and 2019 witnessed many such signature events and campaigns. None, however, that garnered the acclaim of the *Who Are We!* campaign that solidified KALIK as the beer of The Bahamas. This title carries significant weight and pride within the CBL organization. The Company doubled its financial and in-kind commitment to the Junkanoo community in 2019, with an extended commitment for successive years.

While CBL will always support the country's most important cultural festival, its community outreach and support continues to evolve. HEINEKEN International's commitment to its *Brewing a Better World* program has guided our efforts to make sure what and how we produce does not harm our environment.

Beyond this, CBL continues to provide financial support to The Bahamas National Trust to help fund its environmental conservation efforts locally.

CBL will continue to be a community leader in The Bahamas. As a company whose brands reach more than 70% of the population, we remain fully committed to giving back. CBL has made significant charitable donations during the year, despite being impacted by the most catastrophic hurricane to hit The Bahamas. CBL's ability to recover after Dorian and still meet most of its financial targets is a testament to the hardworking teams across the operation. Undoubtedly, the very nature of business dictates that challenges will come. CBL believes that how it responds to these challenges - through teamwork and determination - is what will define its legacy and its future.

FINANCIAL HIGHLIGHTS

BSD '000	2019	2018	2017	2016	2015	2014	2013	2012
Volume ('000 hectoliters)	188	190	191	188	199	196	196	199
Revenue	134,140	134,239	133,093	117,779	123,523	124,157	119,124	118,468
Result from operating activities	11,092	6,489	18,918	17,173	11,810	18,171	19,145	19,297
Earnings per share (cts)	0.35	0.21	0.63	0.57	0.39	0.61	0.64	0.64
Assets	110,011	104,791	88,603	81,127	68,652	74,254	70,163	73,280
Long-term liabilities	4,529	nil	6,000	nil	nil	nil	nil	nil
Dividends	nil	nil	18,600	17,100	18,300	18,300	19,200	17,400
Capital expenditure	6,809	6,738	6,821	3,821	2,173	2,758	1,721	2,445
Employees (FTE)	452	472	455	426	413	402	385	381

CHAIRMAN'S MESSAGE

JULIAN FRANCIS

DEAR SHAREHOLDERS,

As I have during the past few years, I will endeavour to place the performance of our business this last year as clearly as possible within the context of The Bahamas' commercial and economic environment, and the broader regional and global circumstances, which of course are the ultimate drivers of this outcome.

THE GLOBAL ECONOMY

Disappointing earlier expectations of some 3%, global growth in 2019 fell to its lowest level in 10 years of approximately 2.3%, reflecting protracted trade disputes, most notably between the United States and China. But hesitation within Europe as the result of the slow and difficult process of bringing conclusion to the Brexit negotiations also negatively impacted growth figures. Global political and policy uncertainties have engendered declines in international investor confidence, and hence investments, with similar instability and weakness in international commodity prices - gold being one of only few exceptions.

THE UNITED STATES

The United States economy suffered a 23% contraction in its growth rate during 2019, averaging 2.3% compared to almost 3% in 2018. This decline, which until the third quarter had not been widely expected, reflected mainly reductions in business spending linked to uncertainly regarding the outlook for global trade and economic growth.

THE BAHAMAS

Despite the worsening circumstance in The Bahamas' principal market – the United States – and notwithstanding the acute devastation visited on the northern Bahamas in September, by hurricane Dorian, the country experienced in 2019 its largest level ever of tourist arrivals. According to the Bahamas Ministry of Tourism, 7.2 million persons visited The Bahamas last year, including 1.8 million stop-overs, of which 1.4 million were from the United States.

Despite the improving performance of the tourism sector, unemployment was 10.4%, marginally higher than 10% in 2018.

Overall, real growth across the economy in 2019 is estimated to have been approximately 1.8% - essentially unchanged from 2018.

CBL'S OPERATING RESULTS

Careful analysis will show that there is a close correlation between the performance potential of the alcoholic beverage sector and that of the underlying economy; this past year provides strong indication of this relationship.

Top line revenue and net revenue were almost flat in 2019, compared to 2018, reflecting a weak and uncertain domestic consumer market, further inhibited by the significant interruption to the Grand Bahama and Abaco economies for most of the last four months of the year.

Noteworthy, however, is that CBL management—principally through the cost realignment plan announced at the end of 2018—was able to contain expenses within or close to comparable levels as 2018.

THE OUTLOOK FOR 2020

As these comments are being prepared, it is already evident that 2020 will be perhaps the most difficult year for the economy and its business and industrial sectors for many decades. While I am confident that our business is well able, and certainly determined, to face the global economic disruptions occasioned by the Coronavirus pandemic, it is already evident that small, open economies such as that of The Bahamas, exposed as they are to global vibrations and lacking the facilities available to more developed nations, will be the most severely impacted by these developments. Our economy's business sector will, therefore, for the most part, experience a difficult period.

In all of this, Commonwealth Brewery Limited remains fully committed to playing its part in ensuring the stability, recovery and early return to growth of The Bahamas' economy.

As always, I wish to thank our loyal employees, business partners and you, our esteemed shareholders for your continuing support.

Julian W. Francis
Chairman

JULIAN W. FRANCIS | **CHAIRMAN**

MANAGING DIRECTOR'S REPORT

On January 1, 2019, Commonwealth Brewery Limited completed the formal merger with Burns House Limited simplifying our legal, organizational and financial structure. This move is a part of our focused transformation to become 'The Bahamas' most connected Company": connected to our customers, our community and, of course, our colleagues in The Bahamas and the around the world.

Our efforts were deliberately focused on improving profitability and operational efficiency. We recognized that of tantamount importance was also creating a dynamic enterprise focused on developing a top-to-bottom team of talented individuals. However, despite all the momentum we'd built in the first half of the year, we could not have foreshadowed the significant impact of Hurricane Dorian in September 2019. Nonetheless, Dorian didn't derail our focus. Instead, the storm only reinforced our PEOPLE as top of our agenda.

OUR PEOPLE

Our efforts to transform the Company meant that we required a shift in the Company's leadership. We introduced Antionette Turnquest as Human Resources Director at the end of the first quarter. Antionette's wealth of experience as a senior Human Resources Executive across several industries will help us modernize and improve our HR functions, especially as we integrate a new cloud-based HR system, MyHR, for a more intuitive and engaging employee management experience.

Also joining the Company's Senior Leadership Team is Meike Dijkstra, Marketing & Partnership Director. Meike is a talented leader who brings experience from within the HEINEKEN network in both country operations as well as managing a Global Brand. So far, Meike and her team have delivered "award winning" campaigns for our KALIK brand, including; *Share da Wybe, Radler, So Refreshing* and *Who are We*.

The last addition to the team during the year was Friso Lefeber, Supply Chain Director. Friso is a HEINEKEN Caribbean veteran with successful experiences in both Haiti and Surinam. His wealth of knowledge will help improve customer service while driving efficiencies within the Supply Chain area.

With a strong leadership team we are confident in our ability to work closely with our teams to drive the agenda of the Company. Our keen focus on leadership was only one part of the equation. We also needed to capitalize on new ways of working while remaining competitive.


JÜRGEN MULDER

In the first quarter of the year we restructured our Retail Operations in both New Providence and Grand Bahama, creating a leaner Company that can also respond to increasing market competition in the beer category. The February 2019 restructuring resulted in the redundancies of seventy-three (73) employees. Though difficult in terms of job losses, our goal was to ensure that each employee made redundant was fairly compensated for their time with the Company. These employees received severance packages in accordance with labour laws, were retained on CBL's group insurance plan for some time and were also invited to apply for reengagement with the Company in different capacities.

At CBL, the number one pillar when it comes to our people is their safety. We made significant progress with regard to safety in the fiscal year with both our Brewery and Bottle Recycling Centre celebrating significant safety milestones. The Brewery had more than 365 consecutive days without an accident and the Bottle Recycling Centre had approximately three years without a reported accident. However, in the midst of this success, we had one fatality when a contracted Security Guard lost his life in a senseless act of violence while on duty at our John F. Kennedy Drive Warehouse in June of 2019. We also had four serious accidents during the year, but continue to work aggressively to reduce that number to zero.

OUR OPERATIONS & INVESTMENTS

The Leadership changes we outlined above also supported operational changes within the Company. In the first quarter of the year, CBL implemented a new commercial structure to drive efficiencies while improving customer service. By creating a separate Marketing Division, it allowed us to focus on capitalizing on sales output in the Commercial tranche while also developing strong marketing initiatives across brands to support brand visibility within our market.

A few months later we launched our new enterprise resource planning system, "BASE". BASE went live on April 1, 2019 with the first order invoiced and delivered in the same day. BASE leverages the integration of Burns House Limited and Commonwealth Brewery Limited and utilizes a single database billing and inventory. BASE has further integration possibilities, as we look to expand usage of the tool to our Retail Operations.

Along with key operational changes, CBL also made significant investments driven by safety, overall efficiency, digital technology and hurricane recovery. The Brewery received much of our investment dollars for 2019. First, we completed outstanding repairs to the roof and office building caused by a prior storm. Secondly, we added a new depalletizer for our packaging line.

HURRICANE DORIAN

Dorian left a devastating and lasting impact on The Bahamas, and Commonwealth Brewery Limited is no exception. We are happy to share that we experienced no loss of life at CBL, and all 58 impacted employees on Abaco and Grand Bahama were physically unharmed. However, most of them experienced significant losses. As a company, we have lost both warehouses in Grand Bahama and Abaco and four of our 700 Wines & Spirits retail stores. Moving forward, we immediately transitioned to servicing our Grand Bahama Trade Accounts from our Retail Division/ Cash N' Carry and are keen on reestablishing our footprint in Abaco as conditions improve and it is operationally feasible to do so. Based on the destruction caused by this storm, we know this will take time. In fact, as a company, we extended our support to our employees and the impacted communities in the aftermath of Dorian. We've dedicated an entire section of our report detailing our response to the killer storm that will be etched in our thoughts for a long time to come.

OUR RESULTS

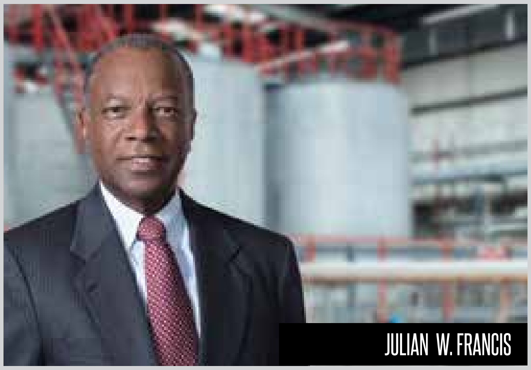
Despite the impact of Hurricane Dorian, we were able to deliver flat gross revenue ($134 million). Our excise duties increased by $920,000, mainly driven by changes in mix. Operating expenses also increased by $860,000. The main drivers were write offs, costs related to Hurricane Dorian and severance payments for the Commerce and Retail restructurings. Operating Profit increased by $4.6 million to $11.1 million. However, our operating profit is inflated by $2.7 million as a result of the insurance settlement related to Hurricane Dorian. These funds will be directed to future efforts to rebuild our business in Grand Bahama and Abaco. In summary, we were able to increase our normalized operating profit by 29% with slightly lower net revenue.

Looking ahead, we will continue modernizing the Company, driving efficiencies and improving customer service. Together we can build a Company intrinsically focused on and driven by our core principles: "To bring people together and be a part of all of life's most memorable moments."

JÜRGEN MULDER | **MANAGING DIRECTOR**

COMMONWEALTH BREWERY LIMITED

DIRECTORS



JULIAN W. FRANCIS

JULIAN W. FRANCIS

CHAIRMAN

Mr. Francis is a former Governor of the Central Bank of The Bahamas and brings a wealth of knowledge and experience to the Board. He was previously the Chairman of The Bahamas Telecommunications Company Limited (BTC) and has held other chairmanships and posts in both governmental and private organisations. He holds Bachelor's (with special honours) and Master's degrees in Finance from New York University.

JÜRGEN MULDER

JÜRGEN MULDER

MANAGING DIRECTOR

Mr. Mulder is the Managing Director of Commonwealth Brewery Ltd. He began his career in the Netherlands more than 20 years ago at DSM Food Specialties and has served in Heineken's Global Procurement Team as Procurement Director for Heineken Mexico and the Americas region. Jürgen holds a BA in Technical Business Administration from The Hague University of Applied Sciences, a European Master Logistician's degree from TIAS School for Business and Society and an Executive MBA from the IMD Business School.

RON HEPBURN

RON HEPBURN

DIRECTOR & CORPORATE SECRETARY

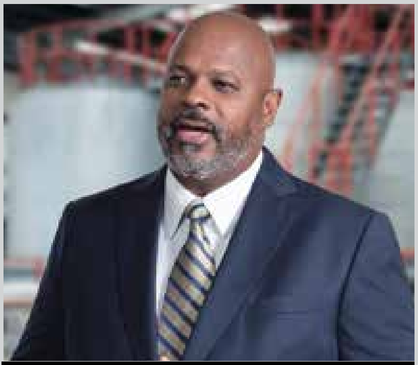
Mr. Hepburn began his post university career at PricewaterhouseCoopers Bahamas in the Assurance Practice. Five years later he started with Commonwealth Brewery Limited (CBL) in 2010 and is currently the Retail Director of the Company. Prior to his most recent role in the commercial function at CBL, Mr. Hepburn has served in multiple capacities and disciplines within the Company namely: Supply Chain, Sales, and Finance. He is a licensed Chartered Accountant and holds a degree in Commerce from Saint Mary's University in Halifax, Nova Scotia.

YOLANDA TALAMO

YOLANDA TALAMO

DIRECTOR

Yolanda Talamo is the Regional Director of Human Resources for Heineken Americas. Ms. Talamo served as Senior Vice president of Human Resources for the Latin America region in SAB Miller (South African Breweries) where she laboured for 4.5 years until she moved to Heineken. She has ample experience in all the areas of the people agenda and holds a Psychology degree with a specialization in the area of Organizational and Industrial Psychology.



ED FIELDS

ED FIELDS

DIRECTOR

Ed Fields is the Director of Business Development for Nassau Cruise Port Ltd. and has vast knowledge of and experience in the Public Relations, Financial Services, Insurance and Hospitality industries. Mr. Fields has more than 20 years' experience as Senior Vice-President of Public Affairs and Retail Services with Atlantis Resort and is currently engaged with the Resort in the capacity as Government Affairs Consultant. Mr. Fields is also the Managing Director of Nassau Downtown Partnership. A passionate and well-known Bahamian businessman, he also hosts a popular radio show, *Ed Fields Live*.

Mr. Fields received his Master's Degree in Public Administration with a Minor in Finance & Banking from University of Georgia and received his Bachelor of Arts Degree in Government Studies from St. John's University in Minnesota.

CHARLOTTE BINDST

CHARLOTTE BINDST

DIRECTOR

Charlotte Binst is Financial Director of Heineken Americas, a position she's held since August 2019. Ms. Binst has worked for more than 15 years in positions of high responsibility in strategy and finance with large international companies. She began her career in 1999 in mergers & acquisitions and asset management. Before joining Heineken in 2016, Ms. Binst held key positions in top companies including British American Tobacco and Kingfisher, Europe's largest interior design retailer.

NICOLA VIRGILL-ROLLE

NICOLA VIRGILL-ROLLE

DIRECTOR

Dr. Nicola Virgill-Rolle is the Director of the National Insurance Board. She has held executive positions at the Office of the Prime Minister, leading work for several national developmental projects. Dr. Rolle holds an AA Degree in Accounting from the College of The Bahamas; BA in Economics from Vassar College; MSc Degree in the Political Economy of Development from the University of London; and a PhD in Public Policy from George Mason University's School of Public Policy.

COMMONWEALTH BREWERY LIMITED

THE BAHAMAS

Part of the HEINEKEN Company

FROM LEFT TO RIGHT:
RICARDO RICHARDS DE LA GARZA
COMMERCIAL DIRECTOR
RON HEPBURN
RETAIL DIRECTOR
MEIKE DIJKSTRA
MARKETING DIRECTOR
JÜRGEN MULDER
MANAGING DIRECTOR
ANTIONETTE TURNQUEST
HUMAN RESOURCES DIRECTOR
MUSTAPHA GAMMAR
FINANCE DIRECTOR
FRISO LEFEBER
SUPPLY CHAIN DIRECTOR

COMMONWEALTH BREWERY LIMITED

EXECUTIVE MANAGEMENT TEAM

JÜRGEN MULDER
MANAGING DIRECTOR

MUSTAPHA GAMMAR
FINANCE DIRECTOR

FRISO LEFEBER
SUPPLY CHAIN DIRECTOR

RON HEPBURN
RETAIL DIRECTOR

MEIKE DIJKSTRA
MARKETING DIRECTOR

ANTIONETTE TURNQUEST
HUMAN RESOURCES DIRECTOR

RICARDO RICHARDS DE LA GARZA
COMMERCIAL DIRECTOR

MANAGEMENT DISCUSSION & ANALYSIS

This Management Discussion and Analysis (MD&A) should be read in conjunction with the Audited Consolidated Financial Statements for the year ended December 31st, 2019 and its related notes. The Consolidated Financial Statements have been prepared in accordance with International Financial Reporting Standards and are expressed in Bahamian dollars. This MD&A is dated, 30th April 2020. The MD&A might, from time to time, contain forward-looking statements. Readers should be cautious in interpreting these statements. Forward-looking statements involve numerous assumptions. Changes in these assumptions could cause actual results to differ materially from the expectations in those statements.

FINANCIAL PERFORMANCE

REVENUE

Commonwealth Brewery Limited (CBL)'s revenue remained flat at the end of the year in comparison to the previous period however; the Company experienced an exceptional performance during the fourth quarter with revenue increasing by $8.8M or 38%. This increase was driven by effective marketing campaigns and promotions despite the negative impact of Hurricane Dorian on the islands of Abaco and Grand Bahama. These initiatives, and the fact that the Company rapidly recovered using the retails stores in Grand Bahama, helped to reverse the negative trend experienced in the previous quarters. We are cautiously optimistic that this trend will continue in the near future.

OPERATING EXPENSES

Total Operating Expenses remained flat as well, which is in line with the movement in revenue. The impact to the business after Hurricane Dorian resulted in an increase to Operating Expenses that was considered outside of normal operations. The Company had written more than $1.3M of stock damages that occurred on the impacted islands. Other Income has increased significantly due to the settlement of insurance relating to stock loss and property damage caused by the storm.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

The cash management strategy used by the Company during financial year 2019 was to improve the reliance on financing activities. At the end of 2018, the Company had $8.3 million of dividend payments outstanding and two external financing commitments totalling $15.9 million. The Company settled the outstanding dividend payments as well as $8.1M of the external debt, and used cash generated from regular operating activities to manage the Company's day-to-day working capital needs. A net increase of $2.7M in Trade Receivables was attributed to the increase in economic activity during the last month of the year, as the trade customers prepared for the holiday season. In particular, the hotel sector and off-trade accounts had utilize their credit terms afforded to them. CBL offers credit terms to trade customers that are considered financially stable and beneficial to the Company's route- to-market strategy. Each account is assessed on an individual basis for credit worthiness at each financial period and an expected credit loss is determined for any portion of the balance that is considered uncollectible, in accordance with IFRS 9. Effective 1st January 2019, CBL has adopted the new requirements prescribed under IFRS 16 – Leases- as promulgated by the International Accounting Standards Board. This new standard has changed the Company's lease accounting procedures, which has resulted in the recognition of a $6.3M posting to Assets and $6.4M increase to liabilities, termed Right-of-use- asset- and- Lease-Liability. The standard requires the Company to recognize an asset and corresponding liability based on the obligations, consideration and terms of each contractual lease where the benefits extend over multiple accounting periods. The impact and changes to the accounting policy are outlined in Note 2 of the Consolidated Financial Statements. The Company's liabilities, excluding the lease liabilities, relate to the adoption of IFRS 16, decreased substantially due to the previously-mentioned settlement of outstanding dividends and pay down of external debt.

CAPITAL RESOURCES

At December 31st, 2019, Commonwealth Brewery Limited had no material commitment of capital resources in place. The Company generates sufficient cash from operations and financing activities for its own needs.

The dividend policy of Commonwealth Brewery Limited is to distribute 100% of its Net Income when excess cash is available. The frequency and pay-out ratio for any dividend remains at the discretion of the Board of Directors and is subject to the approval at the Annual General Meeting of shareholders.

OFF BALANCE SHEET ARRANGEMENTS

As of December 31st, 2019, the Company had no off-balance sheet arrangements with any parties. The majority of commitments relate to lease contracts for commercial real estate, most of which are short-term with duration of one to five years. The main contingent liabilities are related to customs bond guarantees and standby letters of credit. As of December 31, 2019 the Group was contingently liable to the Bahamas Department of Inland Revenue for its assessment of intra-company stock transfers between its subsidies in 2016 ($596,003) and 2017 ($560,403). The Company has secured a bank guarantee pending the outcome of arbitration, and the matter remains unresolved.

TRANSACTIONS WITH RELATED PARTIES

Commonwealth Brewery Limited has in place a number of transactions and agreements with other entities of the Heineken Group. These transactions and agreements relate to the secondment of senior employees, purchasing of raw and packaging materials, supply chain consultancy, transport of products, bottling, trademark licensing, IT services and management fee, dividends and borrowings. The amounts related to these transactions are specified in Note 15 of the Consolidated Financial Statements.

SIGNIFICANT ACCOUNTING ESTIMATES AND POLICIES

Notes 2 and 3 of the Consolidated Financial Statements detail the Significant Accounting Polices of Commonwealth Brewery Limited. The Company must make assumptions about matters that are highly uncertain, and that different estimates are likely to be made from one period to the next. Despite such uncertainty, management believes that differences between estimates will not materially impact financial results.

Note 8 of the Consolidated Financial Statements details the assumption used to test impairment on Goodwill annually. The Company carries net $4,487,242 in Goodwill, resulting from the acquisition of 100% ownership interest in Butler & Sands Company Limited in the year 2000. Goodwill, by nature, is subject to the risk of impairment if key assumptions like the projected sales volume of acquired wine and spirits brands change. However, using reasonable expectations, only a limited change in key assumptions would occur, which would not cause a material impact on results.

2019 HIGHLIGHTS

FEBRUARY 2019
NEW KALIK LIGHT BEER

An exciting year for the beer brand started with the launch of "WYBE"- the rollout of the new and improved KALIK Light. The new KALIK Light is the result of conversations with Bahamian beer drinkers to determine what they wanted in a light beer. The result was the creation of a world-class brew made by our local brewing team and meant to satisfy the needs of light beer drinkers. The new KALIK Light is definitely lighter, more refreshing, and an easier-to-drink brew.

Along with the new brew came a revamped packaging featuring the colors of the Bahamian flag and the Blue Marlin that appeals to both locals and tourists looking for an authentically Bahamian experience. Overall, the new KALIK Light demonstrates KALIK's continued commitment to build a brand that evolves to and amplifies the beat of the Bahamian spirit.

APRIL 2019
HEINEKEN DRINK RESPONSIBLY

A part of the Enjoy Heineken Responsibly (HER), the Company's global brand-led approach to promote responsible consumption, CBL recently held its first forum on the topic in April, 2019. In partnership with The University of The Bahamas (UB), the forum focused on the deadly results of drinking and driving. Directed at UB students, its intent was also to formulate workable strategies to encourage alternatives to drinking and driving.

Pictured are panelists from the "When You Drive, Never Drink" forum hosted by HEINEKEN in partnership with UB. From left to right are Glen Miller, UB Campus Police; Adrian Wildgoose, HEINEKEN Brand Manager for CBL; Dwayne Bethell, RBPF Director of UB Alumni Association and Phyllis Symonette, UB Student

Pictured are CBL employees, Rotary members, Rotaract and other volunteers after successfully cleaning up the beach and surrounding areas in the historic community of Adelaide

Pictured is David Knowles (left), CBL Wines Ambassador and Luis Ortega (right), Gallo Wines Director of Caribbean & Latin America during the Barefoot Beach Clean-up

JUNE 2019
BAREFOOT BEACH CLEAN-UP

CBL's environmental stewardship continues to expand through its partnerships with non-governmental organizations like the Rotary Club of Nassau, who it partnered with for the second annual Barefoot Beach Clean-up in summer 2019. The event was sponsored by popular wine brand, Barefoot, exclusively distributed in The Bahamas by CBL. The wine maker's commitment to environmental sustainability is the catalyst for major coastal clean-up campaigns in the region and The Bahamas is one of the main beneficiaries.

The 2019 beach clean-up campaign focused on the picturesque shoreline in the historic Adelaide community. More than 130 Rotarians and CBL employee volunteers joined the clean-up effort. For the Company, the Barefoot Clean-up campaign is one of the many initiatives that drive the *Brewing a Better World* environmental commitment championed by HEINEKEN.

CBL employees, (left to right) Karen Peterson, Kenneth Poitier, David Knowles, Alescio Fowler, Tonya Rolle and Evelt Fleurimond load a large truck with garbage bags filled with trash collected during the Barefoot Beach Clean-up

SEPTEMBER 2019
HURRICANE DORIAN

Although the hurricane seasons of 2018 and early 2019 were relatively quiet for The Bahamas, the reprieve quickly ended when the strongest, deadliest and most catastrophic storm in recent history made landfall in Abaco, Bahamas on September 1, 2019. Hurricane Dorian is estimated to have caused more than $3 billion dollars in direct damage, wiping out residential and commercial properties in Abaco and Grand Bahama.

Like many local businesses, CBL lost considerable assets in Abaco, with all of its 700 Wines and Spirits storefronts destroyed and shuttered for the foreseeable future. In Grand Bahama, the impact was also substantial, with the complete loss of CBL's warehouse on the island and the destruction of three 700 Wines and Spirits storefronts. While Dorian had a tremendous impact on CBL's assets, the Company also focused on the people, especially the more than 50 employees in Abaco and Grand Bahama who experienced the storm's cataclysmic wrath.

CBL's approach to Dorian was both direct and simple: people first. The Company sprang into action hours after the storm to ensure the safety of its team members on the two impacted islands. Thankfully, no CBL employee or their immediate families were killed or severely injured in the storm. However, many employees, especially in Abaco, would find themselves homeless and in a dire situation. CBL's immediate plan was to help evacuate team members out of Abaco and the Company assisted with short term accommodations in New Providence. However, the need was so much greater. CBL used the global reach of its parent company, HEINEKEN, to join with team members in The Bahamas to raise money and provide supplies to help employees in Grand Bahama and Abaco who experienced the worst of Dorian's fury.

While the Company was firmly committed to helping its own team to recover and rebuilt, it was also aware of its deeps roots in the local community and its responsibility as a corporate citizen. There was still significant need. Within days of the storm's passing, CBL donated $10,000 to the Bahamas Red Cross to assist in the overall relief effort, along with pallets of water and Vitamalt. The Company also provided support and assistance to other non-governmental organizations championing various relief efforts.

The response to Dorian's impact showed CBL's commitment to its employees and to the Bahamian people, who continue to be proud patrons and partners. While it will always extend its charitable arm to the community, CBL was also one of the first companies to reopen its doors in Grand Bahama. Before the end of the year, the Company had already made a commitment to not only reopen, but also expand its storefront on the island. CBL remains committed to helping spark economic growth on that island through a resurgence of commercial activity.

NOVEMBER 2019
HENNESSY ARTISTRY

Hennessy Artistry has been a staple for the brand over the past four years. The production of the event has always been of such high quality that our patrons know to expect a great atmosphere. The success factor of the event was primarily based on the energy of the selected performing artists: Dexta Daps, Alkaline and Spice and the complimetary Hennessy cocktails.

DECEMBER 2019
WINE & ART FESTIVAL

CBL continues to collaborate with The Bahamas National Trust on this signature event, showcasing an amazing assortment of wine from our portfolio. Visitors to our booth at the event have the opportunity to enjoy their old favourites and discover new ones.This event, themed, 'A Walk through the Vineyard,' saw our 50 different wines nicely paired with 30 local artists. The wine sampling this year began at Noon, followed by the always popular "Champagne Garden," and finished in the evening with the "HEINEKEN Beer Garden".

WHO ARE WE!

2019 was a banner year for KALIK. Not only was year-over-year volume up, but the brand also unveiled a highly successful marketing campaign at a time when The Bahamas was reeling from the devastating impact of Hurricane Dorian. After months of planning, *Who Are We!* was launched on November 4. *Who Are We!* is the reigniting of the passion between KALIK- the official Beer of The Bahamas- and the cultural community from which its name is derived. The campaign captivated the nation by celebrating the very roots of KALIK's heritage; Junkanoo.

The Who Are We! campaign reignited the deep connection between KALIK and the cultural community that gave it its name. Derived from the actual sound a cowbell makes in the hands of a costumed dancer on Boxing Day and New Year's Day, KALIK is truly "The Beer of The Bahamas." The campaign captivated the nation by celebrating the very roots of that heritage: Junkanoo!

From its inception, KALIK has been intrinsically linked to the Junkanoo community in The Bahamas and the two have enjoyed a mutually-beneficial and lasting relationship. But to captivate a nation required a focus on not only Junkanoo itself but the people who make it what it is! In The Bahamas, most Bahamians align themselves with one of the major Junkanoo groups that compete for top prize in the Boxing and New Year's Day Junkanoo parades. As passionate as U.S. cities are about their particular sports team, so too are Bahamians about their favourite Junkanoo group.

Wherever you are in The Bahamas the retort to the famous chant, "Who Are We" would be the name of that person's favorite Junkanoo group.

The *Who Are We!* campaign celebrated all the Junkanoo groups in The Bahamas: One Family, Roots, Saxons and Valley Boys were each featured on the face of their own limited-edition 16oz KALIK cans across the nation. On KALIK bottle labels, the Company featured the "Big Four" as well as the three other major groups, Genesis, Music Makers and Prodigal Sons. The result was astounding. Combining the country's favourite cultural pastime with its favourite beer in a marketing campaign drove record sales in the last quarter of the year.

Boosting the brand's profile was key, but it was also important to celebrate the partnership with the Junkanoo community and the cultural art form itself. A 47-minute *Who Are We!* documentary was produced, offering a candid look into the Junkanoo world and featuring some of its most prolific characters. The documentary premiered at Fusion Superplex with Junkanooers, including Prime Minister the Rt. Hon. Dr. Hubert Minnis, joining in the celebration. In fact, the documentary continues to air as a part of a continuing education program for students. The campaign culminated with a sensational showing of the Kaliker's Junkanoo group at the 2020 New Year's Day Junkanoo Parade.

KALIK Beer launches *Who Are We!* campaign featuring limited edition Junkanoo cans. Pictured (l to r) Jared Cartwright KALIK Brand Representative; Toby Austin, Chairman of The Saxons; Christina Fernander, Chairman of One Family; Brian Adderley, Chairman of The Valley Boys; Chairman and Roschard Martin, Chairman of Roots Junkanoo and Waylon McHardy, KALIK Senior Brand Manager.

CONSOLIDATED FINANCIAL STATEMENTS

COMMONWEALTH BREWERY LIMITED

YEAR ENDED DECEMBER 31ST, 2018

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and Management Consultants
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INDEPENDENT AUDITORS' REPORT

To the Shareholders of Commonwealth Brewery Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Commonwealth Brewery Limited (the Company) and its subsidiaries collectively, (the Group), which comprise the consolidated statement of financial position as at December 31, 2019, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at December 31, 2019, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs).

Basis for Opinion

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

Key Audit Matters

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

Key Audit Matter	Summary of the Key Audit Matter	How the scope of our audit responded to the Key Audit Matter
Impairment of Goodwill	As at December 31, 2019 the Group carried goodwill of $4,487,242 in the consolidated statement of financial position and is subject to an annual impairment test, the details of which are set out in note 8. Management's annual impairment assessment is considered to be a matter of key significance because the assessment process is complex and relies on significant estimates and assumptions. Management determines assumptions in respect of future market and economic conditions such as economic growth, expected inflation rates, demographic developments, expected market share, revenue and margin development. The details on the accounting for goodwill and disclosure requirements under IAS 36 Impairment of assets are included in notes 3 and 8 to the consolidated financial statements.	In evaluating the impairment of goodwill, we reviewed the value in use calculations prepared by management. We performed various procedures, including the following: • We assessed the Group's design and implementation of controls relating to the preparation of the cash flow forecasts. • We tested key inputs into the cash flow forecast against historical performance and in comparison to the management's strategic plans. • We compared the growth rates used to historical data regarding economic growth rates. • We involved a fair value specialist at Heineken level to assist with the testing of the weighted average cost of capital (discount rate) and inflation rate used by management in the goodwill impairment testing. • We performed sensitivity analyses on the growth rates and discount rates to evaluate the extent of impact on the value in use and the appropriateness of management's disclosures.
Adoption of IFRS 16 Leases	During the current fiscal year, the Group adopted IFRS 16. The adoption of this standard requires management to make significant judgments in establishing the underlying key assumptions. The adoption of this standard requires management to consider specific assumptions applied to determine the discount rates for each lease, underlying lease data, and a model to calculate the transitional and ongoing impact on the consolidated financial statements and related disclosures.	In evaluating the adoption of IFRS 16, we performed various procedures, including the following: • Assessed the design and implementation of key controls related to determining the impact of IFRS 16 on the Group; • Assessed the appropriateness of the discount rates applied in determining lease liabilities; • Verified the accuracy of the underlying lease data by agreeing a representative sample of leases to original contract or other supporting information, and checked the integrity and mechanical accuracy of the IFRS 16 calculations for each lease sampled through recalculation of the expected IFRS 16 adjustment; • Considered the completeness of lease agreements by comparing current year lease agreements with the prior year lease agreements. We also tested addition and termination of lease agreements during current year through substantive test of details. • Assessed the disclosures within the consolidated financial statements in light of the requirements of IFRS 16.

Other Information

Management and those charged with governance are responsible for the Other Information. The Other Information comprises all the information in the Group's 2019 Annual Report other than the consolidated financial statements and our auditors' report thereon ("the Other Information"). The Annual Report is expected to be made available to us after the date of this auditors' report. Our opinion on the consolidated financial statements does not cover the Other Information and we do not express any form of assurance conclusion thereon. In connection with our audit of the consolidated financial statements, our responsibility is to read the Other Information and, in doing so, consider whether the Other Information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of the Other Information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

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

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

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

Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

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

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

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, 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 consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditors' report is S. Tshombe Godet.

Deloitte & Touche

Nassau Bahamas
April 30, 2020

COMMONWEALTH BREWERY LIMITED

Consolidated Statement of Financial Position

As at December 31, 2019, with corresponding figures for 2018
(Expressed in Bahamian dollars)

	Note(s)		2019	2018
Assets				
Current assets:				
Cash and cash equivalents	4	$	5,979,119	9,090,464
Trade receivables, net	5		6,866,047	4,108,750
Prepaid expenses and other assets	6		5,575,456	3,620,446
Inventories	7		28,748,459	34,160,888
Total current assets			47,169,081	50,980,548
Non-current assets:				
Right of use asset	2		6,290,324	-
Property, plant and equipment	9		49,744,732	49,170,094
Goodwill	8		4,487,242	4,487,242
Other intangible assets	10		2,319,731	153,431
Total non-current assets			62,842,029	53,810,767
Total assets	25	$	110,011,110	104,791,315
Liabilities and equity				
Current liabilities:				
Accounts payable and accrued expenses	11	$	28,909,306	23,974,037
Short-term lease liability	2		1,854,766	-
Dividends payable	20		-	8,325,000
Loans and borrowings	12		7,836,255	15,999,993
Total current liabilities			38,600,327	48,299,030
Non-current liabilities:				
Long-term lease liability	2		4,529,834	-
Total liabilities	25		43,130,161	48,299,030
Equity:				
Share capital	13		150,000	150,000
Share premium			12,377,952	12,377,952
Contributed surplus			16,351,369	16,351,369
Revaluation surplus	9		12,473,768	12,473,768
Retained earnings			25,527,860	15,139,196
Total equity			66,880,949	56,492,285
Total liabilities and equity		$	110,011,110	104,791,315

See accompanying notes to consolidated financial statements.

These consolidated financial statements were approved for issue on behalf of the Board of Directors on 27 April, 2020 by:

Director Director

COMMONWEALTH BREWERY LIMITED

Consolidated Statement of Profit or Loss and Other Comprehensive Income

Year ended December 31, 2019, with corresponding figures for 2018
(Expressed in Bahamian dollars)

	Note(s)		2019	2018
Income:				
Revenue	25	$	134,140,917	134,238,674
Excise duties			(13,483,368)	(12,564,318)
Net Revenue			120,657,549	121,674,356
Operating expenses:				
Raw materials, consumables and services	17		86,612,833	89,977,980
Personnel costs	18		23,692,557	22,402,276
Depreciation	9		5,466,274	2,655,251
Amortisation	10		161,957	38,419
Total operating expenses			115,933,621	115,073,927
Other income/ (expense), net	16		6,368,392	(111,916)
Results from operating activities			11,092,320	6,488,514
Finance expenses			736,615	171,103
Total comprehensive income	19, 25	$	10,355,705	6,317,411
Basic and diluted earnings per share	19	$	0.35	0.21

See accompanying notes to consolidated financial statements.

COMMONWEALTH BREWERY LIMITED

Consolidated Statement of Changes in Equity

Year ended December 31, 2019, with corresponding figures for 2018
(Expressed in Bahamian dollars)

		Share capital	Share premium	Contributed surplus	Revaluation surplus	Retained earnings	Total equity
Balance at December 31, 2017	$	150,000	12,377,952	16,351,369	12,473,768	19,892,411	61,245,500
Comprehensive income		–	–	–	–	6,317,411	6,317,411
Share based compensation		–	–	–	–	29,374	29,374
Transactions with owners, recorded directly in equity							
Dividends declared $0.37 per share (note 20)		–	–	–	–	(11,100,000)	(11,100,000
Balance at December 31, 2018		150,000	12,377,952	16,351,369	12,473,768	15,139,196	56,492,285
Comprehensive income		–	–	–	–	10,355,705	10,355,705
Share based compensation		–	–	–	–	32,959	32,959
Balance at December 31, 2019	$	150,000	12,377,952	16,351,369	12,473,768	25,527,860	66,880,949

See accompanying notes to consolidated financial statements.

COMMONWEALTH BREWERY LIMITED

Consolidated Statement of Cash Flows

Year ended December 31, 2019, with corresponding figures for 2018
(Expressed in Bahamian dollars)

	Note(s)		2019	2018
Cash flows from operating activities				
Net income		$	10,355,705	6,317,411
Adjustments for:				
Depreciation	9		5,466,274	2,655,251
Amortisation	10		161,957	38,419
Impairment loss recognized on trade receivables			385,446	177,004
Reversal of impairment on trade receivables			-	(38,419)
(Gain)/Loss on disposal of property, plant and equipment	16		(1,038,898)	186,680
Finance expense			736,615	171,103
Net cash from operations before changes in working capital			16,067,099	9,507,450
Changes in non-cash working capital	21		5,352,155	2,217,180
Net cash from operating activities			21,419,254	11,724,629
Cash flows from financing activities				
Dividends paid	20		(8,325,000)	(8,400,000)
Proceeds from loans and borrowings	12		-	10,000,000
Repayment of loans and borrowings			(8,163,738)	-
Interest paid			(736,615)	(141,633)
Net cash (used in) from financing activities			(17,225,353)	1,458,367
Cash flows from investing activities				
Additions to property, plant and equipment	9		(4,481,845)	(6,738,062)
Additions to intangible assets			(2,328,257)	-
Repayment of lease liabilities			(1,612,627)	-
Proceeds from sale of property, plant and equipment			1,117,483	28,100
Net cash used in investing activities			(7,305,246)	(6,709,962)
Net (decrease)/increase in cash and cash equivalents			(3,111,345)	6,473,034
Cash and cash equivalents, beginning of year			9,090,464	2,617,430
Cash and cash equivalents, end of year	4	$	5,979,119	9,090,464

See accompanying notes to consolidated financial statements.

1. General information

Commonwealth Brewery Limited ("CBL" or "the Company") was incorporated under the laws of The Commonwealth of The Bahamas on November 17, 1983 and commenced trading in March 1987. The consolidated financial statements of the Company comprise the Company and its subsidiaries (together referred to as "the Group" and individually as "Group entities"). Details of the principal subsidiaries are set out in note 23 to the consolidated financial statements.

The principal activity of the Group is the production of alcoholic and non-alcoholic beverages, liquor importation, distribution and sales.

The Group's registered office is located at Clifton Pier, Nassau, Bahamas.

The Group is a subsidiary of Heineken International B.V. ("Heineken" or "the Parent"). Heineken is incorporated under the laws of The Netherlands and its corporate office is located at Tweede Weteringplantsoen 21, 1017 ZD, P. O. Box 28, 1000 AA Amsterdam, The Netherlands. The ultimate parent of CBL is Heineken N.V. located at the same address. 75% of shares of the Group are owned by Heineken and remaining 25% are owned by the Bahamian public.

2. New and revised international financial reporting standards (IFRSs)

2.1 Amendments to IFRS that are mandatorily effective for the current year

(a) IFRS 16 Leases

In the current year, the Group has applied IFRS 16 (as issued by the IASB in January 2016) that is effective for annual periods that begin on or after 1 January 2019.

IFRS 16 introduces new or amended requirements with respect to lease accounting. It introduces significant changes to lessee accounting by removing the distinction between operating and finance lease and requiring the recognition of a Right-of-use (ROU) asset and a lease liability at commencement for all leases, except for short-term leases and leases of low value assets. In contrast to lessee accounting, the requirements for the lessor accounting have remained largely unchanged. The impact of the adoption of IFRS 16 on the Group's consolidated financial statements is described below.

The Group has implemented IFRS 16 as at 1 January 2019 by applying the modified retrospective method, meaning that 2018 comparative numbers are not restated. The Group has 64 operating leases mainly relating to stores, offices, warehouses, cars and (forklift) trucks.

(i) Impact of new definition of a lease

The Group has made use of the practical expedient available on transition to IFRS 16 not to reassess whether a contract is or contain a lease. Accordingly, the definition of a lease in accordance with IAS 17 and IFRIC 4 will continue to be applied to those contracts entered or modified before 1 January 2019.

2. New and revised international financial reporting standards (IFRSs) *(continued)*

2.1 Amendments to IFRS that are mandatorily effective for the current year

(a) IFRS 16 Leases

(i) Impact of new definition of a lease

The change in definition of a lease mainly relates to the concept of control. IFRS 16 determines whether a contract contains a lease on the basis of whether the customer has the right to control the use of an identified asset for a period of time in exchange for consideration. This is in contrast to the focus on 'risk and rewards' in IAS 17 and IFRIC 4.

The Group applies the definition of a lease and related guidance set out in IFRS 16 to all contracts entered into or changed on or after 1 January 2019.

IFRS 16 changes how the Group accounts for leases previously classified as operating leases under IAS 17, which were off balance sheet.

Applying IFRS 16, for all leases (with the exception of low value assets and short term leases), the Group:

- Recognises right-of-use assets and lease liabilities in the consolidation statement of financial position, initially measured at the present value of the future lease payments;

- Recognises depreciation of right-of-use assets and interest on lease liabilities in profit or loss;

- Separates the total amount of cash paid into a principal portion (presented within financing activities) and interest (presented within financing activities) in the statement of cash flows.

Under IFRS 16, right-of-use assets are tested for impairment in accordance with IAS 36.

For short-term leases (lease term of 12 months or less) and leases of low-value assets, the Group has opted to recognise a lease expense on a straight-line basis as permitted by IFRS 16.

The application of IFRS 16 to leases previously classified as operating leases under IAS 17 resulted in the recognition of right-of-use assets of $6,290,324, short term lease liabilities of $1,854,766 and long term lease liabilities of $4,529,834. These leases range from 12 months to 120 months at a discount rate of 6.38%. It also resulted in a decrease in raw materials, consumables and services of $1,637,652 and an increase in depreciation of $1,637,652 and interest expense of $242,040.

(Expressed in Bahamian dollars)

2. New and revised international financial reporting standards (IFRSs) *(continued)*

2.1 Amendments to IFRS that are mandatorily effective for the current year

(a) IFRS 16 Leases

(a) *Impact of new definition of a lease*

Right of use (ROU) assets		2019	2018
Real estate	$	5,340,487	-
Motor vehicles		949,837	-
Carrying amount ROU assets	$	6,290,324	-

Depreciation of ROU assets		2019	2018
Real estate	$	1,265,368	-
Motor vehicles		372,283	-
Carrying amount ROU assets	$	1,637,651	-

The application of IFRS 16 has an impact on the consolidation statement of cash flows of the Group.

Under IFRS 16, the Group has presented:

- Short-term lease payments, payments for leases of low-value assets and variable lease payments not included in the measurement of the lease liability as part of operating activities;
- Cash paid for the interest portion of a lease liability as either operating activities or financing activities, as permitted by IAS 7 (the Group has opted to include interest paid as part of financing activities); and
- Cash payments for principal portion for a lease liability, as part of financing activities.

Under IAS 17, all lease payments on operating leases were presented as a part of cash flows from operating activities. Consequently, the net cash generated by operating activities has increased by $1,612,627 being the lease payments, and net cash used in financing activities has increased by the same amount.

(b) Other new standards and amendments

In the current year, the Company has applied amendments to following IFRS Standards and Interpretations issued by the IASB that are effective for an annual period that begins on or after January 1, 2019. Their adoption has not had any material impact on the disclosures or on the amounts reported in these consolidated financial statements.

(Expressed in Bahamian dollars)

2. New and revised international financial reporting standards (IFRSs) *(continued)*

2.1 Amendments to IFRS that are mandatorily effective for the current year

(b) Other new standards and amendments

IFRS 9	Amendments to IFRS 9 - Prepayment Features with Negative Compensation	January 1 2019
IAS 28	Amendments to IAS 28 - Long-term Interests in Associates and Joint Ventures	January 1 2019
IAS 19	Amendments to IAS 19 Employee Benefits - Plan Amendment, Curtailment or Settlement	January 1 2019
Annual Improvements to IFRS Standards 2015–2017 Cycle	Amendments to IFRS 3 Business Combinations, IFRS 11 Joint Arrangements, IAS 12 Income Taxes and	January 1 2019

2.2 New and revised IFRSs in issue but not yet effective

The following standards, amendments and interpretations are only effective for accounting periods, beginning on or after the date mentioned against each of them. Management has not assessed whether the relevant adoption of these standards and interpretations in future periods will have a material impact on the consolidated financial statements of the Company.

IFRS 17	Insurance Contracts – New standard	January 1 2022
IFRS 10	IFRS 10 Consolidated Financial Statements	(*)
IAS 28	IAS 28 (amendments) - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	(*)
Amendments to IFRS 3	Definition of a business	January 1 2020
Amendments to IAS 1 and IAS 8	Definition of material	January 1 2020
Conceptual Framework	Amendments to References to the Conceptual Framework in IFRS Standards	January 1 2020

(*) The IASB decided in September 2014 to defer the effective date indefinitely; nevertheless, the amendments are available for earlier adoption.

3. Significant accounting policies

Following is a summary of the significant accounting policies which have been applied consistently by the Group in preparing these consolidated financial statements.

(a) ***Statement of compliance***

These consolidated financial statements are prepared in accordance with International Financial Reporting Standards ("IFRS").

(b) ***Basis of preparation***

These consolidated financial statements are prepared under the historical cost convention, except for land and buildings included in property, plant and equipment, which are carried at revalued amounts.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of IFRS 2, leasing transactions that are within the scope of IFRS 16, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in IAS 2 or value in use in IAS 36.

In addition, for financial reporting purposes, fair value measurement are categorised into Level 1, 2, 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability

3. Significant accounting policies *(continued)*

(c) *Basis of consolidation*

Subsidiaries are entities controlled by the Group. The Group controls an entity when it has power over the entity, is exposed to, or has right to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases. Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with those adopted by the Group. All intragroup assets and liabilities, equity, income and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

Non-controlling interests in subsidiaries are identified separately from the Group's equity therein. The carrying amount of non-controlling interests is the amount of these interests at initial recognition plus the non-controlling interest's share of subsequent changes in equity.

Total comprehensive income is attributed to non-controlling interests even if it results in the non-controlling interests having a deficit balance.

When the Group loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related non-controlling interest and other components of equity. Any resulting gain or loss is recognised in the consolidated statement of profit or loss and other comprehensive income. Any interest retained in the former subsidiary is measured at fair value when control is lost.

Changes in the Group's interests in subsidiaries that do not result in a loss of control are accounted for as equity transactions. The carrying amounts of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Group.

(d) *Functional and presentation currency*

These consolidated financial statements are presented in Bahamian dollars, the Group's functional and reporting currency. The Bahamian dollar is the currency of the country where the Group entities are domiciled and is the prime operating currency.

Transactions in foreign currencies are translated into Bahamian dollars at exchange rates prevailing on the transaction dates. Monetary assets and liabilities denominated in such currencies at the year-end date are translated at the rates prevailing at that date.

Any differences arising on translation are recognised as exchange gains/losses within other income in the consolidated statement of profit or loss and other comprehensive income.

3. Significant accounting policies *(continued)*

(e) *Use of estimates and judgements*

The preparation of consolidated financial statements in conformity with IFRS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Information about critical judgements in applying accounting policies and estimates that have the most significant effect on the amounts recognised in the consolidated financial statements is included in the following notes:

Note 3(l)	Impairment
Note 3(p)	Provisions
Note 7	Inventories
Note 8	Goodwill and intangible assets
Note 9	Property, plant and equipment
Note 2	Lease Liability
Note 10	Other Intangible assets
Note 14	Commitments and contingencies
Note 24	Financial instruments and associated risks

(f) *Financial instruments*

Classification

Financial instruments include financial assets and financial liabilities. Financial assets that are classified as loans and receivables include cash held with banks and trade and other receivables. Financial liabilities that are not at fair value through profit or loss include accounts payable and accrued expenses.

Recognition

The Group recognises financial instruments initially at the trade date, which is the date when it becomes a party to the contractual provisions of the instruments.

Measurement

Financial instruments are measured initially at fair value plus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability. Transaction costs on financial assets and financial liabilities at fair value through profit or loss are expensed immediately, while on other financial instruments they are amortised.

Subsequent to initial recognition, financial assets and financial liabilities not at fair value through profit or loss are carried at amortised cost using the effective interest method, less in the case of financial assets, impairment losses, if any.

3. Significant accounting policies *(continued)*

(f) *Financial instruments (continued)*

Derecognition

The Group derecognises a financial asset when the contractual rights for cash flows from the financial asset expire or it transfers the right to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial assets are transferred.

The Group derecognises a financial liability when the obligation specified in the contract is discharged, cancelled or expired.

(g) *Cash and cash equivalents*

Cash and cash equivalents comprise cash on hand and cash held with banks.

(h) *Trade receivable*

Trade receivable are stated at amortised cost net of an allowance for doubtful debts. The Group always measures the loss allowance for trade receivables at an amount equal to lifetime Expected Credit Losses. The Expected Credit Losses on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

The Group writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

(i) *Inventories*

Inventories are stated at the lower of cost and net realisable value. Cost is determined using the weighted average method and includes expenditure incurred in acquiring the inventories, production costs and other costs incurred in bringing them to their existing location and condition. In the case of finished goods and work-in-progress, cost includes an allocation of those production overhead costs based on normal operating capacity, that relate to bringing the inventories to their present location and condition.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

Provision for obsolescence is established when management determines the net realisable value of the inventories to be less than cost.

3. Significant accounting policies *(continued)*

(j) *Property, plant and equipment*

Items of property, plant and equipment are carried at cost less accumulated depreciation and impairment losses, except land and buildings, which are carried at revalued amounts.

The directors review the carrying value annually. Whenever the directors determine that the carrying value differs materially from the fair value, an independent valuation is obtained and the land and buildings are revalued.

The surplus on revaluation is recorded in other comprehensive income, in the revaluation surplus account, and is transferred to retained earnings when the revalued asset is derecognised. When an item of property, plant and equipment is revalued, accumulated depreciation is eliminated against the gross carrying amount of the asset.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour and any other costs directly attributable to bringing the asset to a working condition for its intended use.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in the consolidated statement of profit or loss and other comprehensive income as incurred.

Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and are recognised on a net basis within other income in the consolidated statement of profit or loss and other comprehensive income.

Depreciation is calculated on the depreciable amount, which is the cost of an asset, or other amounts substituted for cost, less its residual value.

Depreciation is recognised in the consolidated statement of profit or loss and other comprehensive income on a straight-line basis over the estimated useful lives of the items of property, plant and equipment, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset.

Leasehold improvements are depreciated over the shorter of the lease term and their useful lives. No depreciation is charged on land and capital work in progress.

The estimated useful lives of property, plant and equipment are as follows:

Buildings	15 to 40 years
Plant and machinery	5 to 30 years
Furniture, fixtures and equipment	3 to 25 years
Vehicles and transportation equipment	5 years

3. **Significant accounting policies** *(continued)*

(j) ***Property, plant and equipment*** *(continued)*

Depreciation methods, useful lives and residual values are reviewed at each reporting date and are adjusted, if necessary.

(k) ***Goodwill and intangible assets***

Goodwill

Goodwill is carried at cost less accumulated amortisation and impairment losses, if any. Goodwill arose on the acquisition of the Group's 100% ownership interest in Butler & Sands Company Limited and its subsidiaries in the year 2000 represents the excess of the cost of acquisition over the net fair value of the identifiable assets and liabilities of Butler & Sands Company Limited and its subsidiaries recognised at the date of acquisition less accumulated amortisation thereon to December 31, 2004, at which time amortisation ceased and goodwill was deemed to have an indefinite useful life. Thereafter, goodwill is tested for impairment annually.

Computer software

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. The computer software is carried at cost less accumulated amortisation and any accumulated impairment losses.

Amortisation is computed on the straight-line method over an estimated useful life of up to five years.

(l) ***Impairment***

Non-financial assets

The carrying amounts of the Group's non-financial assets other than inventories are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. The recoverable amount of goodwill is estimated each year at the same time. An impairment loss is recognised if the carrying amount of the asset or its related cash generating unit ("CGU") exceeds its estimated recoverable amount. The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs to sell. Value in use represents the present value of estimated future cash flows expected arise from the continuing use of an asset and from its disposal at the end of its useful life.

Impairment losses are recognised in the consolidated statement of profit or loss and other comprehensive income except for revalued assets where the impairment loss is first applied to the revaluation surplus and any excess is recognised in the consolidated statement of profit or loss and other comprehensive income. An impairment loss recognised in respect of a CGU is allocated first to reduce the carrying amount of any goodwill associated with the CGU and then to reduce the carrying amount of other assets in the CGU on a pro-rata basis.

3. Significant accounting policies *(continued)*

(l) ***Impairment*** *(continued)*

Non-financial assets (continued)

An impairment loss in respect of goodwill is not reversed. In respect of other assets, impairment losses recognised in prior periods are assessed at each reporting date for any indication that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount.

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined net of depreciation or amortisation, if no impairment loss had been recognised except for assets normally carried at revalued amounts.

(m) ***Related parties***

A related party is a person or entity that is related to the entity that is preparing its financial statements ("reporting entity").

(a) A person or a close member of that person's family is related to a reporting entity if that person:

(i) Has control or joint control over the reporting entity;

(ii) Has significant influence over the reporting entity; or

(iii) Is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

(b) An entity is related to a reporting entity if any of the following conditions applies:

(i) The entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
(ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
(iii) Both entities are joint ventures of the same third party.
(iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
(v) The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity.
(vi) The entity is controlled, or jointly controlled by a person identified in (a).
(vii) A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
(viii) A related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party, regardless of whether a price is charged.

3. Significant accounting policies *(continued)*

(n) *Leases*

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise:

(i) Fixed lease payments (including in-substance fixed payments), less any lease incentives receivable;

(ii) Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;

(iii) The amount expected to be payable by the lessee under residual value guarantees;

(iv) The exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and

(v) Payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented as a separate line in the consolidated statement of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

(i) The lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

(ii) The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using an unchanged discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).

3. Significant accounting policies *(continued)*

(n) ***Leases*** *(continued)*

(iii) A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The Group did not make any such adjustments during the periods presented.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Group incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under IAS 37. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfer's ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line in the consolidated statement of financial position.

The Group applies IAS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the 'Property, Plant and Equipment' policy.

Variable rents that do not depend on an index or rate are not included in the measurement the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in the line "Other expenses" in profit or loss.

(o) ***Share capital***

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

(p) ***Provisions***

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

3. Significant accounting policies *(continued)*

(p) ***Provisions*** *(continued)*

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows. When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

(q) ***Foreign currencies***

Transactions in foreign currencies are translated into Bahamian dollars at exchange rates prevailing on the transaction dates. Monetary assets and liabilities denominated in such currencies at the year-end date are translated at the rates prevailing at that date.

Any differences arising on translation are recognised as exchange gains/losses within other income in the consolidated statement of profit or loss and other comprehensive income.

(r) ***Revenue recognition***

Products sold

The majority of the Group's revenue is generated by the sale and delivery of products to customers. The product portfolio of the Group mainly consists of beer, soft drinks, spirits and tobacco.

Products are own-produced finished goods from the Group's brewing activities, but also contain purchased goods for resale from the Group's wholesale and retail activities. The Group's customer group can be split between on-trade customers like restaurants and bars and off-trade customers like retailers and wholesalers. Revenue is recognised when control over products has transferred its performance obligation has been fulfilled to the customer. For the majority of the sales, control is transferred either at delivery of the products or upon pickup by the customer from the Group's premises.

Revenue recognized is based on the price specified in the contract, net of returns, discounts, sales taxes and excise taxed collected on behalf of third parties.

Services

Revenue from services, which is included in miscellaneous income, is recognised in the consolidated statement of profit or loss and other comprehensive income when the services are rendered.

3. Significant accounting policies *(continued)*

Customer loyalty programme

The Group operates a loyalty programme through which retail customers accumulate points on purchases of qualified goods that entitle them to discounts on future purchases. These points provide a discount to customers that they would not receive without purchasing the goods (i.e. a material right). The promise to provide the discount to the customer is therefore a separate performance obligation.

The transaction price is allocated between the product, and the points on a relative stand-alone selling price basis. The stand-alone selling price per point is estimated based on the discount to be given when the points are redeemed by the customer. A contract liability is recognised for revenue relating to the loyalty points at the time of the initial sales transaction. Revenue from the loyalty points is recognised when the points are redeemed by the customer. Revenue for points that are not expected to be redeemed is recognised in proportion to the pattern of rights exercised by customers. Loyalty points earned during the period expire by February of the subsequent period.

(s) ***Employee benefits***

Defined contribution plans

A defined contribution plan is a pension plan under which the Group pays fixed contributions to the fund. The Group has no legal or constructive obligation to pay further contributions. Contributions to the Group's defined contribution pension plans are recognised as an employee benefit expense in the consolidated statement of profit or loss and other comprehensive income in the periods during which services are rendered by employees.

Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term benefits if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employees and the obligation can be estimated reliably.

(t) ***Finance income***

Finance income is accrued on a daily basis using the effective interest rate method.

(u) ***Earnings per share***

Earnings per share are based on consolidated net income divided by the weighted average number of ordinary shares outstanding during the year.

(v) ***Dividends***

Dividends are recognised as a liability in the period in which they are declared.

(Expressed in Bahamian dollars)

3. Significant accounting policies *(continued)*

(w) *Operating segments*

Business segments are components of an enterprise about which separate financial information is available that is evaluated regularly by management in deciding how to allocate resources and in assessing performance.

Generally, financial information is required to be reported on the basis that is used internally for evaluating segment performance and deciding how to allocate resources to segments.

For management purposes, the Group is currently organised into two business segments: (i) Wholesale and (ii) Retail. These divisions are the basis on which the Group reports its operating segment information.

(x) *Value Added Tax (VAT)*

On 1 January 2015, the Bahamas Government implemented a consumer VAT. Output VAT related to the sale of goods is payable to the Government upon delivery of goods and property rights to customers. Input VAT related to goods and services purchased is generally recoverable against output VAT. It is presented net on the Consolidated Statement of Financial Position as it is off set and settled on a net basis.

(y) *Share based payment plan (LTIP)*

HEINEKEN's share-based compensation plans are equity-settled share rights granted to the Executive Board and senior management. The grant date fair value is calculated by deducting expected foregone dividends from the grant date during the performance period share price. The costs of the share plans are adjusted for expected performance and forfeiture and spread evenly over the service period.

Share-based compensation expenses are recorded in the profit or loss, with a corresponding adjustment to equity.

4. Cash and cash equivalents

		2019	2018
Cash on hand	$	103,420	103,321
Cash held with banks, (net)		5,875,699	8,987,143
Cash and cash equivalents	$	5,979,119	9,090,464

The Group has an unsecured overdraft facility of $3,000,000 for the operating account. As the Bank has the ability to offset with all accounts within the relationship, the balance is presented net of the used facility.

(Expressed in Bahamian dollars)

5. Trade receivables, net

Aging analysis of trade receivables, gross, as at December 31, 2019:

2019	Not past due	0-30 days	31-180 days	> 180 days	Total
Trade receivables, gross	2,844,948	2,729,276	999,688	1,286,525	7,860,437
Allowance for doubtful debts	-	(66,595)	(93,631)	(834,164)	(994,390)
Trade receivables, net	2,844,948	2,662,681	906,057	452,361	6,866,047

2018	Not past due	0-30 days	31-120 days	> 120 days	Total
Trade receivables, gross	2,401,157	668,881	842,229	805,427	4,717,694
Allowance for doubtful debts	-	(138)	(31,801)	(577,005)	(608,944)
Trade receivables, net	2,401,157	668,743	810,428	228,422	4,108,750

Movement in the allowance for doubtful debts:

		2019	2018
Balance at beginning of the year	$	608,944	470,358
Increase in allowance		385,446	177,005
Amounts written off as uncollectible		-	(34,419)
Balance at end of the year	$	994,390	608,944

Maximum exposure to credit risk for trade receivables at December 31, by geographic region:

		2019	2018
The Bahamas	$	7,020,131	4,653,216
Caribbean		69,209	-
Europe		384,154	-
Americas		386,943	64,478
Trade receivables, gross	$	7,860,437	5,113,088

6. Prepaid expenses and other assets

		2019	2018
Other receivables	$	4,613,971	2,205,764
Prepaid expenses		963,033	1,408,587
Staff loans		3,643	11,286
		5,580,647	3,625,637
Allowance for doubtful debts		(5,191)	(5,191)
	$	5,575,456	3,620,446

(Expressed in Bahamian dollars)

6. Prepaid expenses and other assets *(continued)*

Movement in the allowance for doubtful debts created for other receivables is as follows:

		2019	2018
Balance at beginning of the year	$	5,191	497,143
Reversal of allowance		-	(491,952)
Balance at end of the year	$	5,191	5,191

7. Inventories

		2019	2018
Goods bought for resale	$	21,446,251	27,017,420
Raw materials and packaging		5,310,032	4,363,829
Finished goods		1,036,052	1,156,845
Work-in-progress		216,532	220,015
Spare parts		957,588	1,022,939
Other stock items		223,182	387,768
		29,189,637	34,168,816
Provision for obsolescence		(441,178)	(7,928)
	$	28,748,459	34,160,888

Movement in the provision for obsolescence:

		2019	2018
Balance at beginning of the year	$	7,928	4,042
Increase in provision		433,250	3,886
Balance at end of the year	$	441,178	7,928

As outlined in note 17, the cost of inventories recognized as an expense during the year was $61,845,347 (2018: $63,191,442).

(Expressed in Bahamian dollars)

8. Goodwill

Goodwill comprises the following:

		2019	2018
Balance at beginning and end of the year	$	4,487,242	4,487,242

Goodwill is tested for impairment annually. The recoverable amount of the Cash Generating Unit ("CGU") which includes the goodwill is based on a value in use calculation. The value in use has been determined by discounting the future cash flows generated from the continuing use of the CGU.

The key assumptions used for the value in use calculations are as follows:

- Cash flows are projected based on actual operating results and the annual plan. Cash flows for a further five year period are projected using expected annual growth rates.
- Cash flows after the first five years were projected using growth rate, based on internal sources, in order to calculate the terminal recoverable amount.
- Weighted average cost of capital ("WACC") is applied in determining the recoverable amount of the CGU.

The WACC and expected growth rate are as follows:

	2019	2018
WACC	9.00%	8.60%
Expected growth rate	0.39%	0.99%

The values assigned to the key assumptions represent management's assessment of future trends in the wine & spirits industry and are based on both external and internal sources (historical data). The directors believe that any reasonable possible change in key assumptions on which recoverable amounts are based will not lead to a materially different outcome. Based on the value in use calculation management has determined that there has not been any impairment in the carrying amount of goodwill as at 31 December, 2019 and 2018.

Sensitivity Analysis

The Group has conducted an analysis of the sensitivity of the impairment test to changes in the key assumptions used to determine the recoverable amount for each of the group of CGU to which goodwill is allocated. The directors believe that any reasonably possible change in the key assumptions on which the recoverable amount is based would not cause the aggregate carrying amount to exceed the aggregate recoverable amount of the related CGU.

(Expressed in Bahamian dollars)

9. Property, plant and equipment *(continued)*

		Land	Buildings	Leasehold improvements	Plant and machinery	Furniture, fixtures and equipment	Vehicle and transportation equipment	Capital work in progress	Total
Cost/revalued amount:									
Balance at December 31, 2017	$	6,690,449	23,135,143	2,305,306	37,520,440	12,895,728	1,982,152	5,973,943	90,503,161
Additions		-	-	-	-	-	-	6,738,062	6,738,062
Transfers		-	4,082,254	17,652	1,075,967	1,859,975	196,467	(7,232,315)	-
Write offs		-	-	-	-	(48,272)	(89,295)	(184,259)	(321,826)
Balance at December 31, 2018		6,690,449	27,217,397	2,322,958	38,596,407	14,707,431	2,089,324	5,295,431	96,919,397
Additions		-	154,564	-	1,035,644	1,404,894	31,246	1,855,498	4,481,846
Transfers		-	(2,111,950)	(2,322,958)	458,537	6,851,973	282	(2,875,883)	-
Write offs		-	(30,380)	-	-	(222,070)	(79,797)	(18,021)	(350,268)
Balance at December 31, 2019	$	6,690,449	25,229,631	-	40,090,588	22,742,228	2,041,054	4,257,025	101,050,975
Accumulated depreciation:									
Balance at December 31, 2017	$	-	2,182,849	1,470,875	28,032,865	11,382,764	1,470,806	-	45,201,098
Depreciation		-	725,139	263,019	1,047,662	495,560	123,871	-	2,655,251
Write offs		-	-	-	-	(48,272)	(58,774)	-	(107,046)
Balance at December 31, 2018		-	2,907,988	1,733,894	29,861,939	11,718,042	1,527,440	-	47,749,303
Depreciation		-	974,692	-	1,323,910	1,282,154	247,867	-	3,828,623
Transfers		-	(1,809,734)	(1,733,894)	(193)	3,543,821	-	-	-
Write offs		-	(2,579)	-	-	(147,820)	(121,284)	-	(271,683)
Balance at December 31, 2019	$	-	2,070,367	-	31,185,656	16,396,197	1,654,023	-	51,306,243
Net book value:-									
December 31, 2019	$	6,690,449	23,159,264	-	8,904,932	6,346,031	387,031	4,257,025	49,744,732
December 31, 2018	$	6,690,449	24,309,409	589,064	8,734,468	2,989,389	561,884	5,295,431	49,170,094

(Expressed in Bahamian dollars)

9. Property, plant and equipment *(continued)*

Depreciation		2019	2018
Depreciation of PPE	$	3,828,623	2,655,251
Depreciation of ROU assets		1,637,651	-
Depreciation	$	5,466,274	2,655,251

The properties revaluation reserve arises on the revaluation of land and buildings. When revalued land or buildings are sold, the portion of the properties revaluation reserve that relates to that asset is transferred directly to retained earnings. Items of other comprehensive income included in the properties revaluation reserve will not be reclassified subsequently to profit or loss. The directors do not intend to make any distribution from the properties revaluation reserve per Group policy.

The Group's land and buildings are stated at their revalued amounts, being the fair value at the date of revaluation, less any subsequent accumulated depreciation. The latest revaluation of land and buildings were performed on 24 November, 2016 by a qualified independent appraiser, using the income approach, for one property and the cost basis for the other. This resulted in a surplus of $5,377,514.

The fair value of land and buildings are included in Level 3 at the end of the reporting period. There were no transfers between the hierarchy Levels during the year. The gain of $ nil (2018: $nil) from the revaluation of land and buildings were recognized in other comprehensive income.

There are no capital commitments on work in progress projects.

Had there been no revaluation, the carrying value of land would have been $2,073,764 (2018: $2,073,764) and of buildings would have been $9,801,518 (2017: $8,953,618).

10. Other intangible assets

Intangible assets consist of computer software as follows:

		2019	2018
Cost:			
Balance at January 1	$	3,611,079	3,611,079
Additions		2,328,257	-
Balance at December 31	$	5,939,336	3,611,079
Accumulated amortisation:			
Balance at January 1	$	3,457,648	3,419,227
Amortisation		161,957	38,419
Balance at December 31	$	3,619,605	3,457,648
Net book value:	$	2,319,731	153,431

(Expressed in Bahamian dollars)

11. Accounts payable and accrued expenses

Accounts payable and accrued expenses comprise the following:

		2019	2018
Accounts payable - third parties	$	18,225,499	10,483,789
Accounts payable - related parties		5,897,278	7,986,841
Accrued expenses		4,786,529	5,503,407
	$	28,909,306	23,974,037

12. Loans and borrowings

The Group has one principal bank loan:

(a) An unsecured loan of $8,175,000. The loan was advanced on 19 November 2019 and is due for repayment in full 19 December 2020. The bank loan carries an effective interest rate at 3.6% per annum.

(b) Amounts repayable to related parties of the Group carry interest of 2.62% per annum charged on the outstanding loan balance. As at 31 December amounts repayable amount to $nil (2018: $5,999,993).

13. Share capital

Authorised, issued and fully paid share capital at December 31, 2019 and 2018:

	No. of shares		Amount
Ordinary shares of $0.005 each	30,000,000	$	150,000

14. Commitments and contingencies

Other commitments and contingencies

At 31 December, 2019 the Group was contingently liable under customs bond guarantees of $1,867,000 (2018: $867,000). These facilities are under joint and several liability of the Group in favor of each other.

As at 31 December, 2019 the Group was contingently liable to the Department of Inland Revenue on their assessment of intra-company stock transfers between its subsidiaries for Business Licence purposes. The Group was assessed $560,403 (2017) and $596,003 (2016) and a Bank Guarantee was issued pending the outcome of arbitration. The matter is still pending as of the date of issuance.

Pending Litigation

Legal proceedings are pending against the Group in the ordinary course of business. Management considers that the aggregate liability resulting from these proceedings will not be material.

(Expressed in Bahamian dollars)

14. Commitments and contingencies *(continued)*

Corporate Credit Cards

At 31 December 2019 the Group was had Corporate Credit Card issued to the Management Team of $95,000 in collective credit.

15. Balances and transactions with related parties

For the purpose of this note, affiliates include other Heineken group entities and directors. Additional related party transactions are disclosed in other notes to the consolidated financial statements.

		2019	2018
Balances with the Parent			
Trade receivables, net (note 5)	$	188,704	3,288
Prepaid expenses and other assets (note 6)		8,428	5,216
Accounts payable and accrued expenses (note 11)		5,157,798	6,083,880
Loans and borrowings (note 12)		-	5,999,993
Dividends payable		-	8,325,000
Transactions with the Parent			
Know-how fee (note 17)		468,466	519,952
IT related and other fee (note 17)		2,381,481	642,776
Royalties (note 17)		327,106	134,419
Dividends paid (note 20)		8,325,000	5,625,000
Group interest Loans		110,630	171,546
Balances with affiliates			
Accounts payable and accrued expenses (note 11)		652,700	1,391,616
Royalties		86,781	-
Transactions with affiliates			
Purchases of inventories (notes 7 and 17)		-	631,254
IT related and other fee (note 17)		140,165	240,094
Supply chain fee (note 17)		325,452	306,531
Directors' fee (note 17)		42,000	42,000

Know-how fee

Effective May 18, 2010, the Group entered into an agreement with the Parent to pay 0.4% per annum of revenue to Heineken as a know-how fee. Related payments are made and/or accrued for in the normal course of business.

(Expressed in Bahamian dollars)

15. Balances and transactions with related parties *(continued)*

Royalties

Royalties are calculated as a percentage of revenue and are payable to the Parent based on the relevant agreement. Related payments are made and/or accrued for in the normal course of business.

Purchase of inventories, IT related fee and supply chain fee

The Group sources certain inventories from its affiliates. IT related fee, supply chain fee and other fee are charged by Heineken and other Heineken group entities as incurred and are included in other expenses (see note 17). Related payments are made and/or accrued for in the normal course of business.

Compensation of key management personnel

During the year, key management personnel received compensation amounting to $1,359,594 (2018: $1,276,327), comprising short-term employee benefits of $865,785 (2018: $1,024,875), and post-employment benefits of $111,384 (2018: $39,023).

Included in key management costs are costs relating to a Long Term Incentive Plan. This is a share based plan which provides senior employees with Heineken N.V. shares based on the performance of the Heineken Group as a whole. The amount recognised amounted to $173,545 (2018: $174,163).

16. Other income (expense), net

		2019	2018
Miscellaneous income	$	438,672	232,563
Insurance recovery		5,183,957	349,759
Exchange loss		(293,135)	(507,558)
Gain/(Loss) on disposal of property, plant and equipment		1,038,898	(186,680)
	$	6,368,392	(111,916)

The Group incurred losses due to inventory destruction, property damage and lost sales due to the impact of a hurricane that hit The Bahamas in September 2019. These losses were covered under the Group's comprehensive insurance plan and resulted in recoveries of stock and property damage/disposals of $6,127,153 for the period ending December 31, 2019. These amounts are recognized in Other income as it is considered an extraordinary event.

(Expressed in Bahamian dollars)

17. Raw materials, consumables and services

		2019	2018
Cost of inventories (including related import duties)	$	61,845,347	63,191,442
Distribution and marketing expenses		4,648,009	4,777,866
Other expenses		4,192,392	5,246,773
Occupancy expenses (note 14)		2,562,762	4,098,385
Utilities		2,477,118	2,566,182
Duties and other taxes		2,031,274	1,871,112
Royalties		1,820,110	1,475,933
Repairs and maintenance		1,653,938	2,345,723
IT expenses		1,565,395	1,059,800
Security services		1,098,211	1,283,112
Insurance		931,120	873,407
Bank charges		930,885	491,289
Know-how fee (note 15)		468,466	519,952
Bad debt expense/(recovery)		387,806	177,004
	$	86,612,833	89,977,980

18. Employee pension plans

In 1997, the Group commenced a defined contribution pension plan. In accordance with the terms of the plan both employer and employees are required to contribute 5% (2018: 5%) of the participants' earnings to the plan. Employees are permitted to make additional contributions in order to increase their retirement benefits. The Group's contribution net of forfeitures to the plan included in personnel costs was $380,308 (2018: $498,835).

Employees are eligible to become participants of the plan upon the completion of a probationary period, provided they have attained the age of 18 years. The plan is mandatory for all employees who joined the Group after 1 January 1997 and optional for those who joined prior to 1 January, 1997.

19. Basic and diluted earnings per share

The calculation of basic and diluted earnings per share is based on the consolidated net income divided by the weighted average number of ordinary shares outstanding during the year.

		2019	2018
Net income	$	10,355,705	6,317,411
Weighted average number of shares		30,000,000	30,000,000
Basic and diluted earnings per share	$	0.35	0.21

(Expressed in Bahamian dollars)

20. Dividends

Dividends declared by the Group amounted to $nil (2018: $11,100,000). Dividends declared are based on basic earnings per share rounded to two decimal places.

21. Changes in non-cash working capital

		2019	2018
(Increase)/decrease in trade receivables, gross	$	(2,757,297)	395,395
Decrease in prepaid expenses and other assets		(1,955,010)	208,345
(Increase) in inventories, net		4,979,178	(6,627,971)
Increase in accounts payable and accrued expenses		5,085,284	8,241,411
	$	5,352,155	2,217,180

22. Share-based payments

HEINEKEN has a performance-based Long-term incentive plan (LTIP) for the Executive Board and senior management. Under this LTIP, share rights are conditionally awarded to participants on an annual basis. The vesting of these rights is subject to the performance of Heineken N.V. on specific internal performance conditions and continued service over a three calendar year period by the employee.

The performance conditions for LTIP are Organic Net Revenue growth, Organic EBIT beia growth, Earnings Per Share beia growth and Free Operating Cash Flow for LTIP 2016-2018. As per LTIP 2017-2019 Organic EBIT beia growth changed into Organic Operating Profit beia growth.

At target performance, 100% of the awarded share rights vest. At threshold performance, 50% of the awarded share rights vest and at maximum performance, 175% of the awarded share rights vest for the Executive Board as well as senior managers. As from LTIP 2018-2020 the maximum performance is set at 200% for all senior managers.

(Expressed in Bahamian dollars)

22. Share-based payments *(continued)*

The grant date, fair market value (FMV) at grant date, service period and vesting date for the aforementioned plans are visualised below:

Ownership of the vested LTIP 2016-2018 shares will transfer to the Executive Board members shortly after publication of the annual results in 2019 and to senior management on 1 April 2020. The number of outstanding share rights and the movement over the year under the LTIP of senior management and Executive Board are as follows:

	Number of share rights	
	2019	2018
Outstanding as at 1 January	4,313	5,127
Granted during the year	1,599	1,818
Forfeited during the year	-	(1,863)
Vested previous year	(1,247)	(1,443)
Performance adjustment	682	(219)
Transfers	(1,380)	893
Outstanding as at 31 December	3,966	4,313

As HEINEKEN will withhold the payroll tax related to vesting on behalf of the individual employees, the number of Heineken N.V. shares to be received will be an after-tax number. The share rights are not dividend-bearing during the performance period.

23. Principal subsidiary and other significant operating subsidiaries

The following significant operating subsidiaries, all of which are incorporated in The Bahamas, are owned by the Group. These subsidiaries currently hold real-estate contracts.

	Percentage (%) Owned	
	2019	2018
Todhunter-Mitchell Distillers Limited	100	100

On 6 December 2018, pursuant to the Companies Act 1992 that the articles of Merger between Burns House Limited and Commonwealth Brewery Limited have been merged with the surviving company being Commonwealth Brewery Limited.

24. Financial instruments and associated risks

The Board of Directors has established a risk management framework whose primary objective is to protect the Group from events that hinder the sustainable achievement of the Group's performance objectives.

There are a number of risks inherent in the drinks industry that the Board has identified and manages on an ongoing basis. Among these risks, the more significant are market, credit and liquidity. In accordance with IFRS 7, Financial Instruments, the Group presents qualitative information about its exposure to risk and the objectives, policies and processes for measuring and managing these risks. Further quantitative disclosures are included throughout this note.

(a) Market risk

Market risk is the risk that future changes in market conditions such as foreign exchange rates and interest rates will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

(i) Currency risk

The Group is party to financial instruments or enters into transactions denominated in currencies other than its functional currency. Consequently, the Group is exposed to risks that the exchange rate of its currency relative to other foreign currencies may change in a manner that has an adverse effect on the value of that portion of the Group's assets or liabilities denominated in currencies other than the Bahamian dollar. Raw materials, packaging and finished products are purchased principally from Europe and are payable in Euros. The Group does not hedge against movements in foreign currency exchange rates.

(Expressed in Bahamian dollars)

24. Financial instruments and associated risks *(continued)*

The Group's total net liability exposure to fluctuations in foreign currency exchange rates (B$ vs. Euro) at 31 December, 2019 was $1,622,028 (2018: $7,475,496).

The average exchange rate between the B$ and the Euro was B$1 = Euro 0.85 (2018: B$1 = Euro 0.85). The spot rate at December 31, 2019 was B$1 = Euro 0.87 (2018: B$1 = Euro 0.87).

Sensitivity analysis

A 10 percent strengthening of the B$ against the Euro at 31 December 2019 would have increased equity and net income by approximately $808,513 (2018: $678,683). This analysis assumes that all other variables, in particular interest rates, remain constant. A 10 percent weakening of the B$ against the Euro at December 31, 2019 would have had the equal but opposite effect on equity and net income of the amounts shown above, on the basis that all other variables remain constant.

(ii) Interest rate risk

Interest rate risk refers to the risk of loss due to adverse movements in interest rates. The Group's interest rate risk arises from borrowings and its banking facilities. The Group manages its exposure to fluctuations in interest rates by linking its cost of borrowing to prevailing domestic or international interest rates.

(b) Credit risk

Credit risk is the risk that a counter party to a financial instrument will fail to discharge an obligation or commitment that it has entered into with the Group.

The Group's maximum exposure to credit risk is as follows:

		2019	2018
Cash held with banks (note 4)	$	5,875,699	8,987,143
Trade receivables, net (note 5)		6,866,047	4,108,750
Other receivables, net (note 6)		4,613,971	2,205,764
Staff loans (note 6)		3,644	11,286
	$	17,359,361	15,312,943

Management actively monitors the aging of receivables and establishes an allowance as circumstances warrant. The Group does not anticipate any losses in excess of the allowance for doubtful accounts as a result of this exposure.

Cash at bank amounting to $5,875,699 (2018: $8,987,143) was deposited with regulated financial institutions. Accordingly management considers this to bear minimal credit risk.

The Group does not have a significant concentration of credit risk as it transacts and deals with various customers and counterparties.

(Expressed in Bahamian dollars)

24. Financial instruments and associated risks *(continued)*

(c) Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities and other commitments when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

The Group currently has two outstanding Loans and borrowings as of the balance sheet date (Note 12). These currently comprise of short term borrowings due within 12 months of the balance sheet date with the option to extend. Contractual cash flows for accounts payable and accrued expenses are equal to carrying amounts and are due within 12 months or less.

25. Segment information

The Group has adopted IFRS 8, Operating Segments. IFRS 8 requires operating segments to be identified on the basis of internal reports about components of the Group that are regularly reviewed by the chief operating decision maker in order to allocate resources to the segments and to assess their performance. This standard has been applied to all years presented in the consolidated financial statements. Information regarding the Group's reportable segments is presented below.

The Group's revenue from operations by reportable segment is as follows:

Segment revenue

		2019	2018
Wholesale	$	91,744,231	91,435,913
Retail		42,396,686	42,802,761
	$	134,140,917	134,238,674

The Group's net income by reportable segment is as follows:

		2019	2018
Retail	$	2,745,982	3,255,614
Wholesale		7,609,723	3,061,797
	$	10,355,705	6,317,411

(Expressed in Bahamian dollars)

25. Segment information *(continued)*

The Group's assets by reportable segment are as follows:

		2019	2018
Wholesale	$	63,924,581	87,552,119
Retail		27,831,267	8,148,732
Total segment assets		91,755,848	95,700,851
Unallocated		18,255,262	9,090,464
Total assets	$	110,011,110	104,791,315

For the purposes of monitoring segment performance and allocating resources between segments, the only assets allocated by segment are trade and other receivables, inventories and property, plant & equipment.

The Group's liabilities by reportable segment are as follows:

		2019	2018
Wholesale	$	38,066,028	47,946,223
Retail		5,064,132	352,807
	$	43,130,160	48,299,030

The Group's additions to property, plant and equipment by reportable segment are as follows:

		2019	2018
Wholesale	$	4,450,600	5,632,699
Retail		31,245	1,105,363
	$	4,481,845	6,738,062

The Group's revenue from external customers by geographical location from operations from its major products and services are as follows:

		2019	2018
Bahamas	$	133,623,349	133,450,571
United States		517,568	788,103
	$	134,140,917	134,238,674

Included in revenues arising from direct sales from the Group's wholesale segment to its customers is $12,060,691 (2018: $11,869,995) which arose from sales to the Group's top five customers.

26. Fair values of financial instruments

The carrying values of financial assets and liabilities are considered to approximate their fair values due to the following reasons:

(a) immediate or short-term maturity; and/or
(b) interest rates approximate current market rates

The fair values of cash and cash equivalents, trade and other receivables, accounts payable and accrued expenses are not considered to be materially different from their carrying values due to their short-term nature.

27. Capital management

The Group is not subject to externally imposed capital requirements except that under The Companies Act 1992, the Group may not declare and pay a dividend if there are reasonable grounds for believing that:

(a) the Group is unable or would, after the payment of dividends be unable to meet its liabilities as they become due; or
(b) the realisable assets of the Group will be less than the sum of its total liabilities and outstanding share capital.

There were no changes in the Group's approach to capital management during the year.

With effect from 1 January 2011 the Group's policy is to distribute 100% of consolidated net income as dividends subject to the provisions of the The Companies' Act 1992 as outlined above. The frequency of the payout is at the discretion of the Board of Directors and is subject to approval at the annual shareholders' meeting.

28. Subsequent event

Management has determined there were no subsequent events requiring adjustment in the consolidated financial statements except for the rapidly evolving outbreak of COVID-19 which adversely contributes to significant volatility in financial markets. Many countries have reacted by instituting quarantines and restrictions on travel. The rapid development and fluidity of this situation precludes any prediction as to the ultimate adverse impact of COVID-19. Nevertheless, the Group continues to closely monitor the situation with regards to the degree of uncertainty and risk on financial performance in 2020.

HISTORIC MILESTONES

1983	November 1983 - HEINEKEN NV and Associated Bahamas Distillers and Brewers (ABDAB) become Commonwealth Brewery Limited (CBL).
1984	October 1984 - The Government of The Bahamas approved brewery operations on the island of New Providence. November 1984 - Prime Minister and Minister of Finance Lynden O. Pindling gave exclusive license to brew beer in The Bahamas under the Spirits and Beer Manufacture Act, replacing "Goldstar Brewery" as the sole brewer in The Bahamas.
1985	1985 - Construction of the country's first brewery began at Clifton Pier.
1987	1987 - CBL began operations producing HEINEKEN and GUINNESS; HEINEKEN was first off the conveyor belt for mass distribution and consumption.
1988	1988 - KALIK beer brand launched to wide acclaim. The supplier-distributor partnership between CBL and Burns House Limited (BHL) strengthened as production increased. BHL was established in 1953 by ABDAB.
1990	1990 - ABDAB increased its holding in CBL from 10% to 30% in exchange for a 30% interest in BHL with an option to increase that stake to 40%, which they later exercised.
1994	1994 - BHL merged its operations with its parent company's subsidiary, Bethell Robertson & Company Limited.
2000	2000 - BHL acquired main competitor Butler & Sands Company Limited adding new product lines, operational efficiencies and expanded distribution channels.
2010	2010 - HEINEKEN International became the sole owner of CBL and BHL after purchasing all interests. Legal restructuring was completed July 2010 and CBL became 100% owner of BHL.
2011	2011 - CBL opened its Initial Public Offering, floating 25% of its shares. When it closed on April 15, the company had 3,000 shareholders. Some 15.1% of the shares are held by Bahamian nationals or other bona fide investors and 9.9% by the National Insurance Board.
2015	2015 - CBL graduated its first two employees to the wider HEINEKEN community creating new opportunities for advancement and exporting Bahamian talent.
2016	2016 - CBL marked the first significant branding makeover of its retail stores with the launch of 700 Wines & Spirits.
2018	2018 - CBL merged its operations with BHL resulting in one single entity, Commonwealth Brewery Limited.

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