LUCELEC

ST. LUCIA ELECTRICITY SERVICES LIMITED

The Power of Caring

Adapting
ANNUAL REPORT
2022

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Corporate INFORMATION

Vision
To be the energy that powers our nation's success

Mission
We deliver efficient energy services that are safe, reliable, and environmentally responsible. We meet the expectations of our customers, shareholders and employees and we are a catalyst for social and economic development in Saint Lucia.

Core Values
Accountability, Excellence, Caring, and Ethics

Registered Office
LUCELEC Building
Sans Souci, John Compton Highway
Castries , Saint Lucia
Telephone Number: 758-457-4400
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Website: www.lucelec.com

Attorneys-At-Law
McNamara & Company
20 Micoud Street
Castries, Saint Lucia

Auditor
BDO Saint Lucia
Mercury Court, Choc
Castries, Saint Lucia

Bankers
CIBC FirstCaribbean International Bank
Bridge Street
P.O. Box 335/336
Castries, Saint Lucia

Bank of Saint Lucia Limited
Bridge Street
P.O. Box 1862
Castries, Saint Lucia

Theme STATEMENT

Adapting

Adapting. It's not just changing. It's adjusting **suitably**, first to survive and then to **thrive**, in a new or different environment. It captures LUCELEC's 2022 journey succinctly.

Transitioning out of a seemingly perpetual COVID-19 dominated era; resurging global demand for goods and services combined with a Russia-Ukraine war to trigger rising oil prices and new waves of supply chain challenges and inflation. Internally, the roll out of LUCELEC's new Strategic Business Plan focused on driving Saint Lucia's sustainable energy goals in support of economic development. These were only some of the challenges to which we had to adapt.

We adapted our cost structures where possible. We adapted our supply and inventory processes. We further adapted and expanded the online options available to customers for doing business with us. We adapted to new strategy governance protocols to ensure we're taking the appropriate actions to drive our strategic vision. We adapted our internal and external stakeholder engagement approaches and channels.

We continue to adapt. For it is only by adapting - adjusting **suitably** - that we can build the required **resilience** in **our people** and **infrastructure** to survive and **thrive** in a rapidly and constantly changing, global and local, climate and business environment.

VITAL STATISTICS

261
Number of Employees

373.7M
Unit Sales (kWh)

EC$ 400.4M
Annual Revenues

71,484
Number of Customers

61.88
Maximum Demand (MW)

88.4
Available Generation (MW)

3
Solar (MW)

50
Frequency (Hz)

66
Transmission Voltage (kV)

11
Distribution Voltage (kV)

240
Customer Supply Voltage Single Phase

415
Customer Supply Voltage (V) 3 Phase

LUCELEC 2022
CORPORATE PERFORMANCE[1]

Indices	Measure of Success	Target	Performance
O1: Increase long-term shareholder value.	Profit After Tax/ Net Income	$31.5M	$42.57M
	Improved Working Capital	Current Ratio of 1.50	1.61
S5: High quality, competitive offerings to manage my energy needs.	Stakeholder (Customer) Satisfaction Score	89.0%	86.5%
	SAIDI (System Average Interruption Duration Index)	6.03 hours	8.43 hours
	SAIFI (System Average Interruption Frequency Index)	5.98	6.08
	Fuel Efficiency	4.30 kWh/litre	4.26 kWh/litre
P3: Identify and realize process efficiency opportunities. **P4: Collaborate with the ecosystem on accelerating growth.** **P7: Build & execute a pipeline of diversification opportunities.**	2035 SBP Execution (Energy Solutions & Efficiency)	Achieve a score of 67.5 on the Energy Solutions & Efficiency 2022 Initiative Implementation Scorecard	25
	Total Cost/kWh Sold	$0.286	$0.261
	System Losses	6.30%	5.74%
	All Injury/Illness Frequency Rate	0.40	0.35
E1: Build a culture of innovation and accountability, hungry for building a sustainable future. **E2: Proactively engage employees in our transformation.**	Employee Engagement Levels (Implementation)	Implement 90% of Employee Engagement Plan by End of Year	83%
	Employee Engagement Levels (Survey)	Achieve 80% on results of survey to assess Employee Engagement Levels	77.2%
	2035 SBP Execution (Enablers)	Achieve a score of 32.5 on the Enablers 2022 Initiative Implementation Scorecard	37.5

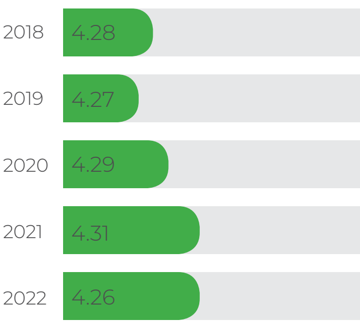
[1] Note the results here are for St. Lucia Electricity Services Limited (LUCELEC) **only** and not for the Group.

LUCELEC 2023
CORPORATE TARGETS

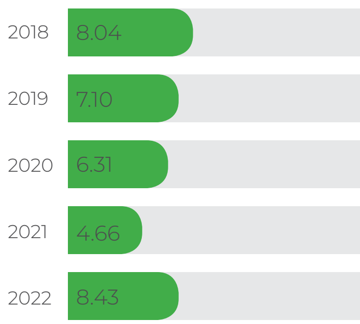
Indices	Measure of Success	Target
O1: Increase long-term shareholder value.	Profit After Tax/Net Income	$29.4M
	Improved Working Capital	Current Ratio of 1.90
S5: High quality, competitive offerings to manage my energy needs.	Stakeholder (Customer) Satisfaction Score	88.0%
	SAIDI (System Average Interruption Duration Index)	6.39 hours
	SAIFI (System Average Interruption Frequency Index)	6.40
	Fuel Efficiency	4.28 kWh/litre
P3: Identify & realize process efficiency opportunities. **P4: Collaborate with the ecosystem on accelerating growth.** **P7: Build & execute a pipeline of diversification opportunities.**	2035 SBP Execution (Energy Solutions & Efficiency)	Achieve a score of 65 on the Energy Solutions & Efficiency 2023 Initiative Implementation Scorecard.
	Total Cost/kWh Sold	$0.292
	System Losses	5.82%
	All Injury/Illness Frequency Rate	0.40
E1: Build a culture of innovation and accountability, hungry for building sustainable future. **E2: Proactively engage employees in our transformation.**	Employee Engagement Levels (Implementation)	Implement 90% of Employee Engagement Plan by End of Year
	Employee Engagement Levels (Survey)	Achieve 80% on results of survey to assess Employee Engagement Levels.
	2035 SBP Execution (Enablers)	Achieve a score of 30 on the Enablers 2023 Initiative Implementation Scorecard

5-Year Operational &
FINANCIAL PERFORMANCE AT A GLANCE
(GRAPHS & CHARTS)

Fuel Efficiency
(kWhs/Litre)

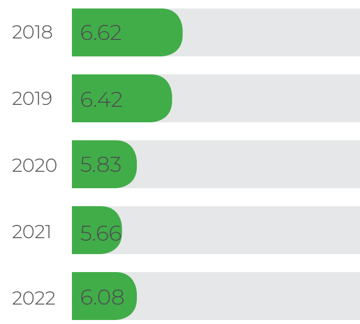


SAIDI - System Average Interruption Duration Index
(Hrs)



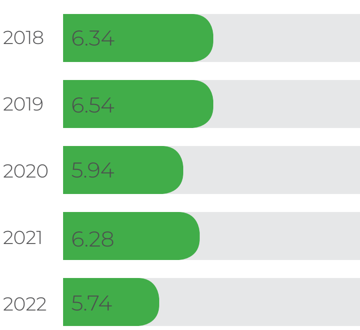
SAIFI- System Average Interruption Frequency Duration

Lower is Better

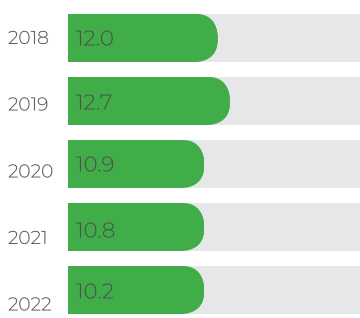


System Losses
(%)

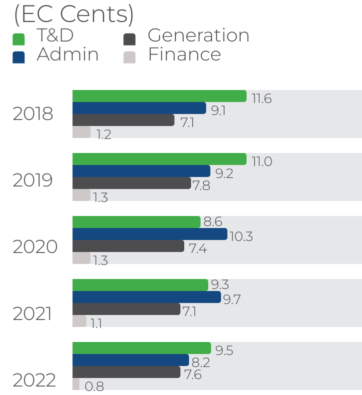
Lower is Better



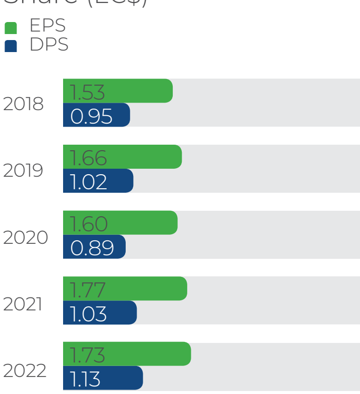
Return on Equity
(%)



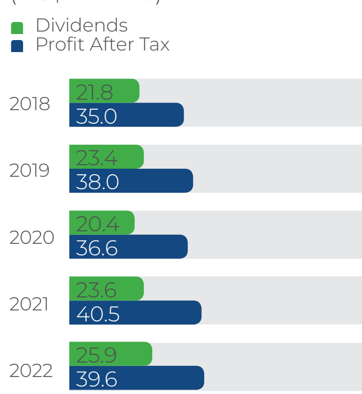
Cost Per Unit
(EC Cents)



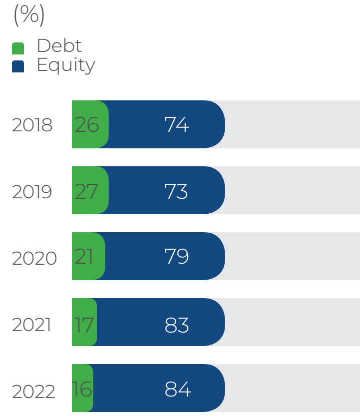
Earnings & Dividends Per Share (EC$)



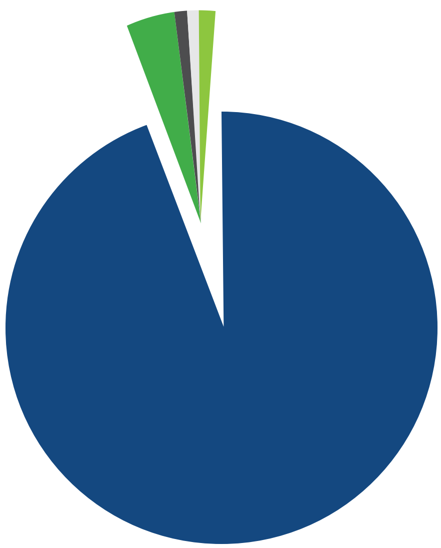
Dividends/Profit After Tax
(EC$Millions)



Debt/Equity Ratio
(%)



2022 Financial
HIGHLIGHTS
(WITH 2021 COMPARISONS)



Where the LUCELEC Dollar Came From	2022	2021
	%	%
Sale of Electricity	94.4	98.6
Borrowings	3.7	0.0
Consumer contributions and deposits	1.0	0.7
Investment income	0.1	0.2
Sundry income	0.8	0.5
	100.0	100.0

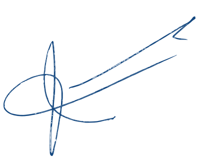
How the LUCELEC Dollar was spent	2022	2021
	%	%
Payroll costs	7.5	10.6
Fuel and lubricants	61.6	50.6
Purchase of fixed assets	7.9	7.2
Debt servicing	5.5	7.7
Dividends	6.7	8.2
Payments to Government	5.6	4.1
Operations	5.2	11.5
	100.0	100.0

LUCELEC 2022
RESULTS

3	Solar (MW)
197	Distr. Generation (# of systems)
1.67	Distributed Generation (MW)
86.5%	Customer Satisfaction Index
78%	Employee Engagement Index
4.28	Fuel Efficiency (kWh/litre)
1,297.44	MWh Sold / FTE
0.35	All Injury Frequency Rate
8.43	SAIDI (Hours)
6.08	SAIFI
5.74%	System Losses
EC$ 0.261	Total Operating Cost/kWh Sold
77.86	Miles of Transmission (66 kV) Lines
2,930.55	Miles of Distribution (11kV) Lines
61.88	Maximum Demand (MW)

MESSAGE

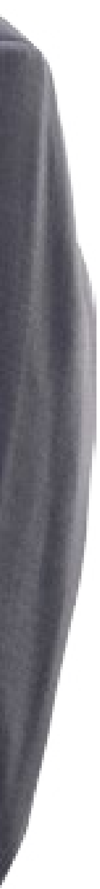
By the time you receive this Annual Report, 2023 will already be well underway. Still, I avail myself of the opportunity to wish our valued customers, fellow directors, management and staff, best wishes for the remainder of 2023 and beyond.



JOHN JOSEPH

CHAIRMAN

In recent times, the term resilience has been dominating national, regional, and global discourse. Saint Lucia and other Caribbean governments had already embraced the notion of resilience to natural disasters and energy price shocks, when the COVID-19 pandemic shook the world at its core. Now, with the spill-over effects of the Russia-Ukraine conflict - which shows little sign of abating anytime soon - the region now regards resilience as an IMPERATIVE for sustainable development.



Resilience, in a business context is about the ability to absorb and to quickly recover from external shocks to achieve the same or a better state to that which existed before the shock. Resilience reflects the essence of "Adapting" which is the theme of this Annual Report. The Report details how LUCELEC has been endeavouring to adapt to the plethora of external shocks that continue to affect Saint Lucia and the rest of the world.

Industry Overview - International

In 2022, the COVID-19 pandemic receded as the main external shock, to be replaced by the Russia-Ukraine war. In addition to deepening and extending COVID-19 related era supply chain disruptions, the War has delayed and weakened global economic recovery and has forced governments to divert already anaemic revenue streams to cushion the effects of rising energy prices and accompanying inflationary pressures on their citizens, societies, and economies.

Given that Russia is the world's second biggest producer of crude oil, it was inevitable that its war with Ukraine and European and U.S. sanctions on its oil and coal - coupled with its sharp and sudden cut-back of natural gas supplies to its neighbours, would have placed a stranglehold on global energy trade. Oil prices surged to US$85.88 soon after the start of the war to end about US$2.00 lower at the end of February, 2023.[2]

A strong concern for the highly tourism-dependent economies of the Caribbean has been over the dampening effect of the war on travel and tourism. While tourism has in the past proven to be quite resilient, demand for travel, at least during the winter months and mainly from European markets, is expected to decline as prospective European travellers are forced to pay more for natural gas. According to the International Atomic Energy Agency (IAEA, 2022), prices for spot purchases of natural gas have reached levels never seen before, regularly exceeding the equivalent of US$250 for a barrel of oil. The net result is that while Governments and their citizens are reeling from the multiple-whammy effects of the War, energy producers report trillion-dollar windfalls over their 2021 income.

[2] www.oilprice.com price shown is for Brent crude

While Governments have had to allocate massive sums to cushion the impact of rising oil, gas and food prices on their citizens, power companies in non-oil producing countries have had to find creative ways of reducing their operating costs and accelerating the implementation of their renewable energy development plans.

There are mixed assessments of what the global energy future will look like. Global energy demand has risen almost in lock step with GDP since the Industrial Revolution in the 18th Century. However, the IAEA is reporting that according to a World Energy Outlook (WEO) scenario based on prevailing policy settings, global energy demand for each fossil fuel will reach a peak or a plateau. The expectation is that as countries ramp up their renewable energy development projects and the manufacture of electric vehicles surges, oil demand will level-off in the mid-2030s before ebbing slightly by 2050.

Industry Overview - Local

Saint Lucia achieved a slight economic rebound in 2022 with the Eastern Caribbean Central Bank (ECCB) forecasting a 12.1% GDP growth for the year, driven by strong performances in tourism and higher output in the agriculture and manufacturing sectors. The construction sector experienced a revival of sorts with the resumption of home construction, and the commencement of various public sector projects, including the reconstruction of the Millennium Highway. In tourism, the Sandals hotel chain has announced refurbishment and expansion plans for two of its properties, one of which is nearing completion, while a major hotel project in the southwest of the island is slated to start in 2023. In 2022, the Government launched the Renewable Energy Sector Development Project through which exploration drilling activities at four sites in Soufriere will seek to confirm the existence and quality of geothermal energy.

In its Article IV Consultation Report for Saint Lucia, released in November 2022, the International Monetary Fund (IMF) noted "… significant challenges ahead as the public balance sheet remains under pressure, with a sizeable fiscal deficit, high rollover needs, and a sharp increase in public debt, as well as the looming threat of natural disasters."

Against this backdrop, the IMF has emphasised the need for the Government to "...address fiscal and financial constraints to public and private investment to foster a sustainable and inclusive recovery."

Challenges

The Board of Directors is ever mindful of the national clamour for an accelerated transition to renewable energy (RE), both as a means of building the country's resilience to energy price shocks and as a response to climate change. The Board is disappointed that despite the Company's best efforts, it has not been able to advance the implementation of its RE development plans. The key challenge here has been LUCELEC's inability to acquire suitable sites from private landowners, in a land market that is becoming increasingly speculative. The resolution of this longstanding challenge is beyond the capacity of LUCELEC acting alone. A vigorous and sustained effort is required from key public sector agencies, notably, the Department of Infrastructure and the Development Control Authority (DCA).

Other perennial challenges that are outside of LUCELEC's control and to which it endeavours to adapt include supply chain disruptions and volatile fuel prices. These are inter-related challenges, as rising fuel prices have a knock-on effect, not only on energy generation costs but also on manufacturing and shipping costs. Fuel price volatility remains a strong concern, despite the

positive effect of our hedging strategy and the impact of the 3MW solar farm in La Tourney. LUCELEC will continue to identify and evaluate emerging hedging options for its utility and effectiveness.

Company Performance

Given the daunting global scenario cited earlier, LUCELEC's performance in 2022 can best be described as "highly encouraging." Of the 13 performance targets approved by the Board for 2022, the Company achieved or exceeded six (6) of these targets. Importantly, LUCELEC performed *"better than target"* for: Profit After Tax, Working Capital Ratio, Total Cost per Kilowatt Hour Sold (Total Cost/ kWhs Sold), System Losses, All Injury/Illness Frequency Rate (AIFR), and 2035 Strategic Business Plan Execution (Enablers).

Other performance indicators in 2022 include the following:

5.9% more electricity sold

The Company sold 5.9% more electricity in 2022 than in 2021 due to increased sales to the commercial, hotel and industrial sectors.

EC$39.6M Net Profit for the Year

Net profit for the year for the Group decreased by 2.2% to EC$39.6 million, compared to 2021

EC$398.6M Total Revenue

Total revenues climbed by 35.2% to EC$398.6 million, compared to 2021, driven by increases in unit sales and tariffs.

2.3% Earnings per Share increase

Earnings per Share decreased by 2.3% to EC$1.73 compared to $1.77 in 2021.

These positive outcomes can be attributed to the many far-sighted measures that were put in place decades ago in all areas of the Company's operations and that have provided a solid foundation to absorb and adapt to external shocks and to quickly bounce-back from them. These measures include investments in energy efficient engines and a stable grid.

Areas for Improvement

In two areas - Performance for Customer Satisfaction and System Average Interruption Frequency Index (SAIFI) - the Company performed between "target and threshold." However, in five areas namely, System Average Interruption Duration Index (SAIDI), Fuel Efficiency, the 2035 Strategic Business Plan Execution (Energy Solutions & Efficiency), Employee Engagement Levels (Implementation), and Employee Engagement Levels (Survey), the Company's performance was "below threshold." But LUCELEC has always set a high performance bar for itself. The Board is confident that this drop in performance is a blip on the radar and the appropriate measures will be instituted to achieve the required performance levels in 2023.

Outlook for 2023

In its 2023 World Economic Outlook (WEO) released in January 2023, the IMF has projected that global GDP growth will fall from an estimated 3.4 percent in 2022 to 2.9 percent in 2023 and rise to 3.1 percent in

2024. China's reopening following its chaotic "zero-COVID" experience is expected to pave the way for a faster than expected global economic recovery and help curb inflation. Against this background, LUCELEC's focus in 2023 will be on consolidating the gains made in 2022 and improving performance in areas that were "between threshold and target" and "below threshold". A key element of these efforts would be the execution of the Energy Solutions & Efficiency elements of the Company's 2035 Strategic Business Plan.

The Board is hopeful that Government's enactment of new regulations for the sector will introduce more certainty in the sector that will benefit LUCELEC, as well as Independent Power Producers, and investors .

The Board also looks forward to the Company resuming normal operations at its Sans Souci headquarters once clearance is received from the Labour Department to reoccupy the building.

Conclusion

After the pandemic-induced trials and tribulations of the past 3 years, and notwithstanding the pernicious shocks caused by the Russia-Ukraine War, a more settled global and national operating environment beckons, which the Board of Directors, management, and staff of LUCELEC intend to leverage to continue to provide a reliable, affordable, and sustainable electricity supply to its customers.

I thank most sincerely, LUCELEC's incredibly hard-working and adaptable staff and management for their solid efforts this past year in trying circumstances. I thank, too, fellow Directors for their insights and commitment.

Board of DIRECTORS

John Joseph was appointed to the Board of Directors of St. Lucia Electricity Services Limited in January 2016 representing minority shareholders. Mr. Joseph is the Chairman of the Board's Strategic Planning and Investments Committee and a member of the Human Resources Committee. Mr. Joseph is a consultant and regional associate consultant with Water and Waste Water Solutions of Canada (WWWS) specializing in the utilities sector. He has an MBA (Corporate Finance) from Fairleigh Dickinson University and a BSc degree in Economics (Upper Second-Class Honours) from the University of the West Indies as well as over thirty (30) years' experience in the utilities sector. He is also a Member of the Chartered Governance Institute of Canada.

JOHN JOSEPH

ACC. DIR. - CHAIRMAN

Trevor Louisy was appointed to the Board of Directors of St. Lucia Electricity Services Limited on January 1, 2004 and is the Managing Director of St. Lucia Electricity Services Limited. He holds a BSc in Electrical Engineering and is a member of the Board's Human Resources and Strategic Planning and Investments Committees. He is also a Member of the Chartered Governance Institute of Canada.

TREVOR M. LOUISY

ACC. DIR. – MANAGING DIRECTOR

Charles Serieux was appointed to the Board of Directors of St. Lucia Electricity Services Limited on December 2, 2016 representing minority shareholders. Mr. Serieux is a Fellow of the Association of Chartered Certified Accountants (FCCA) and a member of the Institute of Chartered Accountants of the Eastern Caribbean (ICAEC). He has been the Managing Director of Ultramart Inc. chain of supermarkets since 2003. He is also a Member of the Chartered Governance Institute of Canada. Mr. Serieux is the Chairman of the Board's Audit Risk and Compliance Committee, a member of the Governance Committee and the Board representative on the LUCELEC Staff (Grade II) Pension Scheme.

CHARLES SERIEUX

ACC. DIR.

Calixte I. S. N. George was appointed to the Board of Directors on August 17, 2021, by the Government of Saint Lucia. Mr. George has varied professional experience in Public Administration and Policy, Construction, Media and Communications. He is a University of the West Indies Open Scholar with an academic background in Electrical & Computer Engineering (Communication Systems) and is also certified in Solar PV Design & Installation.
He is a member of the Board's Governance and Strategic Planning and Investments Committees. He is also a Member of the Chartered Governance Institute of Canada.

CALIXTE I. S. N. GEORGE

ACC. DIR.

Geraldine Lendor-Gabriel was appointed to the Board of St. Lucia Electricity Services Limited on October 19, 2021 by the Castries Constituency Council. She is a Certified General Accountant and also the holder of a MSc degree in Environmental Management (University of Derby in the UK,) and a BSc (Hons) degree in Economics and Management (UWI, Cave Hill, Barbados). She is also a Member of the Chartered Governance Institute of Canada. H.E. Ms. Lendor-Gabriel is currently the Mayor of Castries. She has over 25 years' experience in the field of Finance and Accounting, over 15 years in the area of Waste and Environmental Management, and over 10 years in Human Resource Development. Ms. Lendor-Gabriel is a member of the Board's Audit Risk and Compliance and Governance Committees.

GERALDINE LENDOR-GABRIEL

ACC. DIR.

Dr. Frederick Isaac was appointed to the Board of Directors of St. Lucia Electricity Services Limited by the National Insurance Corporation (NIC) on November 15, 2019. Dr. Isaac is a multi-disciplinary consulting engineer. He has been the Chairman of Smart Technologies since 2019 and Energy & Advance Control Technologies since 2007. Dr. Isaac is a member of the Board's Strategic Planning and Investments and Audit Risk and Compliance Committees.

DR. FREDERICK ISAAC

DIRECTOR

Evaristus Jn Marie was appointed to the Board of St. Lucia Electricity Services Limited on November 5, 2021 by the National Insurance Corporation (NIC). Mr. Jn Marie is currently the Chairman of the National Insurance Corporation and has been the Managing Director of Jn Marie & Sons Ltd since 1997. He is the holder of a MSc degree in Project Management from Salford University in Manchester, England, and a Member of the Association of Accounting Technicians and a Member of the Chartered Governance Institute of Canada. Mr. Jn. Marie is a member of the Board's Audit Risk and Compliance and Human Resources Committees.

EVARISTUS JN MARIE

ACC. DIR.

Roger Blackman was appointed to the Board of Directors of St. Lucia Electricity Services Limited by Emera (St. Lucia) Limited on March 19, 2016. Mr. Blackman is a Mechanical Engineer by profession and holds a BSc in Engineering degree from the University of the West Indies, St. Augustine Campus and an MBA from Durham University, UK. He is also the Managing Director of Barbados Light & Power Company Limited. Mr. Blackman is a member of the Board's Strategic Planning and Investments and Audit Risk and Compliance Committees. He is also a Member of the Chartered Governance Institute of Canada.

ROGER BLACKMAN

ACC. DIR.

Sharon Christopher was appointed to the Board of Directors of St. Lucia Electricity Services Limited by Emera (St. Lucia) Limited on May 13, 2016. Ms. Christopher is the Chief Executive Officer of Sharon Christopher and Associates. She is an Attorney at Law, a leadership development coach and a motivational speaker. She holds an LLB (Upper Second-Class Honours), a Legal Education Certificate (LEC), and an LLM in Corporate Law. She is also a Member of the Chartered Governance Institute of Canada. Ms. Christopher was a member of the Board's Human Resources and Governance Committees.

In accordance with Clause 57 (h) of the Amended and Restated By Law No. 1 of St. Lucia Electricity Services Limited (LUCELEC), Ms. Christopher retired effective December 31, 2022, having attained her 12th consecutive year as a Director on the Board.

SHARON CHRISTOPHER

ACC. DIR. (RETIRED)

Lindi Ballah-Tull was appointed to the Board of Directors of St. Lucia Electricity Services Limited by First Citizens Bank Limited on May 12, 2019. She is currently the General Counsel and Group Corporate Secretary/ of the First Citizens Group. She has 30 years' experience in the field of Corporate Law and Banking. Ms. Ballah-Tull holds a Bachelor of Laws (LLB) Degree (Honours) from the University of the West Indies, Cave Hill, Barbados and a Legal Education Certificate (LEC) from the Hugh Wooding Law School, St Augustine, Trinidad and Tobago. She holds membership in the Law Association of Trinidad and Tobago, the Corporate Governance Institute of Trinidad and Tobago and the Chartered Governance Institute of Canada. She is the Chairperson of the Governance Committee and a member of the Board's Audit Risk and Compliance Committee.

LINDI BALLAH-TULL

ACC. DIR.

Dr. Sterling Frost O.R.T.T was appointed to the Board of Directors of St. Lucia Electricity Services Limited on April 27, 2021. He joined the First Citizens Group in 2016 as Deputy Chief Executive Officer – Operations and Administration. Dr. Frost holds a Master's degree and a Doctorate in Business Administration from The University of the West Indies. He is also a Member of the Chartered Governance Institute of Canada. Dr. Sterling Frost has three decades of Global Corporate career experience in North America, Latin America and the Caribbean region. He is currently the Chairman of the Human Resources Committee and a member of the Strategic Planning and Investments Committee.

DR. STERLING FROST

ACC. DIR.

Directors' REPORT

The Directors present their report for the year ended December 31, 2022.

Principal Activities

The Company's principal activities consist of the generation, transmission, and distribution of electricity. There were no significant changes to the nature of the Company's activities during the year under review.

Directors

The Directors of the Company since the 57th Annual Shareholders Meeting are:

Non-Executive Directors:

- Mr John Joseph
- Dr Frederick Isaac
- Ms Sharon Christopher (retired December 31, 2022)
- Mr Roger Blackman
- Mr Charles Serieux
- Ms Lindi Ballah-Tull
- Ms Geraldine Lendor-Gabriel
- Mr Evaristus Jn Marie
- Dr Sterling Frost
- Ms Lisa-Ann Fraser (Appointed January 20, 2023)

Executive Director:

- Mr Trevor M. Louisy

Financial Results

Despite reductions in sales to the Domestic and Street Lights sectors, the Company sold 373.6 million kWhs of electricity in 2022, representing a 5.9% increase over 2021. This is attributable to increases in sales to the commercial, hotel and industrial sectors. Total revenues were EC$398.6 million, a 35.2% increase compared to the previous year driven by an increase in unit sales and tariffs.

Net profit for the year for the Group was EC$39.6M, a decline of 2.2% compared to 2021 ($40.5M). The Group achieved Earnings per Share of EC$1.73 a decrease of 2.3% compared to 2021 (EC$1.77).

Assets acquired during the year amounted to EC$32.2 million consisting mainly of upgrades to the transmission and distribution network, software upgrades, building and construction, station improvements and engine overhauls.

Dividend

The Board of Directors declared a total dividend of EC$1.13 per ordinary share for 2021. The Company paid an interim dividend in December 2022 of EC$0.45 per ordinary share.

In 2023, the Board of Directors will make a recommendation to shareholders on the total dividend for the 2022 financial year.

State of Affairs

In the opinion of the Directors, there were no significant changes in the state of affairs of the Company during the financial year.

Events Subsequent to Balance Sheet Date

Apart from the matter described under this heading and other matters discussed elsewhere in the Annual Report, the Board of Directors is not aware of any other matters or circumstances that have arisen since December 31, 2022, that have significantly affected or may significantly affect the operations or the state of affairs of the Company in the future.

By Order of the Board of Directors

Gillian S. French
Company Secretary

Management TEAM

TREVOR LOUISY

MANAGING DIRECTOR

BSc (Electrical Engineering), Acc. Dir.

VICTOR EMMANUEL

BUSINESS DEVELOPMENT MANAGER

MSc (Information Systems Engineering), BEng (Electrical Engineering).

(Retired September 1, 2021, and was re-appointed on contract from September 1, 2021, until August 31, 2022)

GILROY PULTIE

CHIEF ENGINEER

MBA (Finance), BSc (Electrical & Computer Engineering), Acc. Dir.

IAN PETER

CHIEF FINANCIAL OFFICER

FCCA, BSc (Management Studies)

SHARON NARCISSE

SENIOR HUMAN RESOURCE MANAGER

MSc Management (Human Resource Management), PGDip (Human Resource Management), BA (Business Administration), AS (Computer Information Systems)

FRANCIS DANIEL

MANAGER STRATEGY DEV. AND IMPLEMENTATION

MPM (Project Management), BSc (Electrical Engineering)

(Retired February 28, 2021, and was re-appointed on contract from March 1, 2021 to February 28, 2022)

ROGER JOSEPH

MANAGER STRATEGY DEV. AND IMPLEMENTATION

MA (International Communication & Development), Dip. Mass Communication

JEVON NATHANIEL

GENERATION ENGINEER

MSc (Computer Science), BSc (Electrical Engineering)

GARY EUGENE

TRANSMISSION & DISTRIBUTION MANAGER

MEng (Electronics Engineering), Registered Professional Engineer

WYNN ALEXANDER

INFORMATION SYSTEMS MANAGER

M. Eng. Internetworking, BSc (Computer Science), Dip. Financial Management, Dip. Business Administration, PMP, CISM

JENNIFA FLOOD-GEORGE

CUSTOMER SERVICE MANAGER

BSc (Management Studies/ Psychology)

GILLIAN FRENCH

GENERAL COUNSEL/ COMPANY SECRETARY

LLB (Hons) LEC MRP (Telecommunications), Acc. Dir., ACIS

BRIDGET ZIVA PHILLIPS

FINANCE AND ACCOUNTS MANAGER

FCCA, MBA (Finance), BSc Economics & Accounting, Acc. Dir.

CALLIXTA BRANFORD

INTERNAL AUDIT MANAGER

CPA, CGA

MAXINE LEON

SYSTEM CONTROL ENGINEER

BSc. (Electrical & Computer Engineering)

ORMOND REECE

PLANNING MANAGER

MSc. (Electrical Power Systems), BSc. (Electrical and Computer Engineering)

Operations REVIEW

2022 saw the world finally emerging from the worst of the COVID-19 pandemic. Rapidly rebounding global demand for goods and services combined with the Russia-Ukraine war to trigger rising oil prices, inflation, and fresh supply chain challenges.

Overall, energy demand increased with unit sales surpassing pre-COVID-19 levels. Supply chain issues and inflation caused delays on some projects and increased operating costs. Nonetheless, the Company delivered its best financial performance.

Corporate Performance[3]

As the Company began implementing its new 2035 Strategic Business Plan (SBP), new measures for strategy execution, including the 2035 Strategic Business Plan Execution (Energy Solutions & Efficiency) and 2035 Strategic Business Plan Execution were added to the Corporate Performance Scorecard (CPS). Other success measures generally remained the same. Of the 13 performance targets set by the Board of Directors for 2022, the Company achieved target or better on six, between threshold and target on two, and below threshold on five.

[3] See Corporate Performance Table on page 7.

The Company performed better than target for: Profit After Tax, Working Capital Ratio, Total Cost per Kilowatt Hour Sold (Total Cost/kWhs Sold), System Losses, All Injury/Illness Frequency Rate (AIFR), and 2035 Strategic Business Plan Execution (Enablers). Performance for Customer Satisfaction and System Average Interruption Frequency Index (SAIFI) was between "target and threshold" while Performance for System Average Interruption Duration Index (SAIDI), Fuel Efficiency, 2035 Strategic Business Plan Execution (Energy Solutions & Efficiency) Employee Engagement Levels (Implementation), and Employee Engagement Levels (Survey) were all "below threshold."

The daunting external environment described earlier affected the company's overall corporate performance. The Company performed below par in some of its operational targets where it has traditionally done well due to a combination of tough target setting and unavoidable circumstances.

Operational Performance

In 2022, LUCELEC's reliability as measured by the System Average Interruption Duration Index (SAIDI) --that is, the average total hours in a year that a customer was without power --was 8.43 hours compared to our record performance in 2021 of 4.66 hours. The threshold target for 2022 was 6.65 hours. This outcome was primarily due to two events: a total system shutdown; and a weather system that flooded the Company's Union Substation. These events added 1.43 hours and 0.63 hours respectively to 2022 SAIDI which, could not be adjusted by the IEEE 2.5 Beta reliability standard when compared to similar events in the past. This indicates that LUCELEC must continue to adapt to improve its response times. Adjusting the SAIDI would have resulted in a performance score of 5.55 hours, which would have been better than the target for 2022 of 6.03 hours.

The System Average Interruption Frequency Index (SAIFI) -- that is, the average total number of interruptions that a customer experiences in a year -- was also impacted by the two events cited earlier but to a lesser extent and was 6.08 for 2022 against a target of 5.98 and compared to a performance of 5.66 for 2021.[4]

Except for fuel efficiency, the Technical Division performed quite satisfactorily on all other technical performance metrics, recording its best performance on system losses to date, at 5.74% compared to 6.29% in 2021. This exceeds LUCELEC's 2022 stretch target of 6.25%.

Generation Department

The Department continued to provide excellent oversight of the engines ensuring that they were operated as per the manufacturer's recommendations. As a

[4] For both reliability indices (SAIDI and SAIFI) the lower the number, the better the performance.

result, even with a 5.89% increase in demand over 2021, the Department completed overhauls on engines G3, G7 and G6 and for the first time, an alternator overhaul on G6. The Average Plant Availability for 2022 was 89% compared with 87% in 2021. Significant work was completed on auxiliary systems including the replacement of sections of the cooling water radiators on engines G8 and G9. The impact of plant outages on the customer improved by 11% compared to 2021, contributing only 0.23 hours to SAIDI.

On the downside, fuel efficiency in 2022 was 4.26 kWh per litre compared to 4.31 kWh per litre in 2021 which was below LUCELEC's 2022 threshold performance of 4.29 kWh per litre.

In 2023, efforts at improving operation and maintenance practices will continue through staff training and implementation of the recommendations from technical audits of the plant. A real-time Fuel Management System will be implemented to optimize the use of fuel. In addition, three overhauls on G5, G10 and G4, along with the planned maintenance on all engines and auxiliaries are planned for the year to ensure optimal performance.

Transmission and Distribution (T&D) Department

Notwithstanding the two major events cited earlier that impacted the reliability of the electricity supply and supply chain issues, that are expected to extend into 2023, the department completed nearly all its system refurbishing and maintenance programmes, thus bolstering its reputation in this area. Measures to minimize the risk of stock shortages have proven successful thus far and order times and quantities are regularly being adjusted to help minimize stock-outs.

Increased tree trimming inspections, monitoring, and reporting by in-house staff resulted in improved contractor performance in 2022. Also, customer-requested relocations, new connections, and suspense jobs were well executed with the vast majority being completed within set time frames.

In 2023, the focus will continue to be on improving grid resilience to severe weather events. A grid resilience improvement study is expected to be completed in the first quarter of 2023. The key deliverable will be a list of prioritized projects to be rolled out over the next ten years.

System Control

The System Control Department worked hard to ensure the safe, efficient, and reliable supply of electricity to customers despite increasing demand during 2022.

The Geographic Information Systems (GIS) Section continued to develop GIS applications to accommodate the decentralization of GIS data maintenance and capture as a work process efficiency improvement. Better management of crew workloads and field assignments contributed to the completion of all planned data verification and pole labelling activities on seven distribution feeders.

Similarly, the Protection & Control Section actively adjusted its work programme to accommodate supply chain issues, shipping delays and unexpected or unplanned disruptions caused by faults. Despite these challenges, the Section completed 88% of its work programme including the installation of eight (8) relay and device reconfigurations to facilitate improved power quality monitoring of six substations in System Control and Data Acquisition (SCADA).

In 2023, the System Control Department will continue to adapt by leveraging technology and data from LUCELEC's GIS as well as modern protection relay equipment to improve operations and decision making. These efforts will include: improving fault restoration response using fault circuit indicators; establishing asset maintenance practices that facilitate remote GIS data

management by field crews; and resolving long-standing protection co-ordination issues that have affected the protection scheme.

Facilities Construction and Management (FC&M) Section

2022 was a productive year for the FC&M Section. Some projects were affected by supply chain issues and by the need to reprioritize efforts to address several air quality issues that forced the refurbishment and/or replacement of air conditioning systems. Additionally, the proactive replacement of air-conditioning systems before they fail with more efficient types, caused a 9% reduction in the Company's 'own use' of electricity. At the end of 2022, significant work was completed on the air conditioning systems at the Sans Souci building which had been closed from September 2022. Test results indicate the office is fit for reoccupation.

Additionally, the T&D Complex in the South was completely refurbished, and new air conditioning and electrical systems were installed. The Metering Office at the Cul-de-Sac Facility was expanded to accommodate more staff, and a security hut was completed at the Sans Souci Office. The installation of a new ventilation system and refurbishment of the Station B basement washrooms at the Cul-de-Sac facility should be completed by March 31, 2023.

Design works for upgrading the water and fire hydrant distribution system and drainage at the Cul-de-Sac facility was nearing completion at year end. These works are expected to commence during the first quarter of 2023.

Industrial Relations

Collective bargaining negotiations with the St. Lucia Civil Service Association (CSA) commenced in June 2022. The parties exchanged proposals on wage increases for January 2014 to December 2016 and January 2017 to December 2019 respectively. The discussions halted after the Company submitted its fourth counterproposal, which the Union deemed unacceptable. In October 2022, the Union referred the negotiations to the Labour Commissioner for conciliation. Since then, LUCELEC and the CSA have not been invited to a conciliatory meeting, despite following-up with the Labour Minister on several occasions and informing both the Company's Line Minister and the Prime Minister of the situation. Management will continue to advocate for the conclusion of negotiations at the soonest.

Collective bargaining negotiations between LUCELEC and the National Workers' Union (NWU), on a new Collective Agreement for the period March 23, 2018 to March 22, 2021 commenced in September 2022. Management awaits a response from the NWU on the Company's proposals and the submission of the NWU's proposals on wage increases for period March 23, 2021 to March 22, 2024. The Company continues to follow-up with the Union to recommence negotiations at the soonest.

The Company continues to urge the Labour Commissioner and the Labour Minister to intervene on the matters that were referred to their offices as far back as 2020. These matters include the termination of the Eastern Caribbean Utilities Pension Scheme and the extension of the work shift to incorporate a meal interval. It is anticipated that the resolution of these matters will significantly contribute to improved employee relations at LUCELEC.

OPERATIONS SUMMARY

EC$ 398.6M	EC$ 209.8M	10.2%
Total Revenues	Retained Earnings	Return on Equity (ROE)
15.8%	EC$ 39.6M	EC$ 1.13
LUCELEC Return on Contributed Capital (Rate of Return)	Profit after Tax (PAT)	Total Dividend per Share declared for 2021
EC$ 0.45	EC$ 32.2M	EC$ 1.73
Interim Dividend per Share declared for 2022	Capital Expenditure	Earnings per Share (EPS)
16:84	51	CariBBB- (Adequate)
Debt to Equity Ratio	DSO (days)	Credit Rating (CariCRIS)

Financial Operations

2022 has been a recovery year for the Company. The following is an analysis of the consolidated results of St. Lucia Electricity Services Limited (the Company) and its subsidiaries - Energyze Holdings Inc. and LUCELEC Cap-Ins. Inc.

Sales & Revenues

The Company registered an increase in sales of 5.9% in 2022 compared to a 4.9% increase in 2021. Sales increased in the Hotel (23.7%), Industrial (9.4 %) and Commercial (5.1%) sectors respectively, while the Domestic and Street lighting sectors decreased by 1.9 % and 1.5% respectively. This overall performance is primarily due to the reopening of most hotels that were closed because of the pandemic.

Total revenue of EC$398.6M was higher than 2021's figure of EC$294.8M by EC$103.8M (35.2%) due to increases in: unit sales (EC$16.9M or 5.9%); the average price of electricity (EC$85.2M); unbilled sales provision (EC$1.4M); and sundry revenue (EC$0.3M).

Generation costs totalling EC$28.2M (excluding fuel costs) were higher than the previous year's costs of EC$25.2M by EC$3.0M (11.9%) mainly as a result of an increase in: solar farm maintenance costs (EC$0.1M); engine maintenance (EC$0.8M); payroll costs (EC$1.3M); building maintenance (EC$0.5M); decommissioning costs (EC$0.2M); and depreciation (EC$0.1M).

Despite a decrease in T&D maintenance of EC$0.4M, transmission and distribution costs totalling EC$35.6M, increased by EC$2.9M (8.9%) compared to the prior year's EC$32.7M due to increases in: depreciation (EC$0.9M); payroll costs (EC$1.1M); insurance costs (EC$0.7M); software maintenance (EC$0.2M); motor vehicle costs (EC$0.2M); and building maintenance costs (EC$0.2M).

Administrative expenditure totalling EC$30.8M decreased by EC$3.5M (10.2%) compared to EC$34.3M in 2021. This was due to reductions in: professional fees (EC$1.0M); bad debts (EC$4.5M); and stock obsolescence costs (EC$0.9M). The overall decrease was realized despite increases in: insurance costs (EC$0.5M); depreciation and amortization costs (EC$0.1M); bank charges (EC$0.6M); strategic initiatives (EC$0.7M); payroll costs (EC$0.1M); repairs and maintenance (EC$0.1M); training and conferences (EC$0.4M); stock losses (EC$0.2M); security costs (EC$0.1M) and debt collection costs (EC$0.1M).

Finance costs decreased by EC$0.5M (11.4%) from EC$4.4M in 2021 to EC$3.9M in 2022 due to the decrease in loan balances as the company continued to repay its debt in accordance with loan agreements. The weighted average interest rate was 4.24% (2021 – 4.49%).

Profit

Key outcomes are as follows:

The Group achieved a Profit before Tax of EC$58.0M, which exceeded the previous year's result of EC$57.0M by 1.8%.

Profit after Tax for the Group was EC$39.6M, representing a 2.2% decrease compared to EC$40.5M for 2021.

Earnings per share for the year for the Group was EC$1.73 (2021 – EC$1.77), representing a decrease of 2.3% compared to 2021.

Return on Equity for the Group dropped to 10.2% compared to 10.8% in 2021:

- Retained earnings increased by EC$16.1M.
- Net profit decreased by EC$0.9M.

A Return on Contributed Capital (Rate of Return) of 15.80% was achieved compared to 14.63% in 2021. This outcome is above the allowable range of 10% to 14.25% as stipulated by the existing legislation. As a result, the tariff for 2023 will be reduced for the industrial and hotel sectors.

The Return on Property, Plant and Equipment and Intangible Assets stood at 9.6% (2021 – 10.0%) and the Return on Total Assets was 6.6% (2021 – 7.2%).

Retained Earnings increased from EC$193.7M to EC$209.8M while the Debt-to-Equity ratio was 16:84 (2021 – 17:83).

Capital Expenditure

Total expenditure for the year amounted to EC$32.2M (2021 – EC$20.7M), which was primarily due to upgrades to the transmission and distribution network, software upgrades, building and construction, station improvements and engine overhauls.

Working Capital Management

The Company's Days Sales Outstanding (DSO) of 51 improved significantly by 11 days (2021- 62) from the prior year. This improved DSO was recorded in all sectors except for the Government sector. DSO for domestic sector decreased from 70 days to 41 days, which represents a marked improvement. Total trade receivables increased from EC$53.4M at the end of 2021 to EC$60.0M at the end of 2022 primarily due to increased billings brought on by the hike in fuel prices and the age of Government debt.

Capital Financing

The Company continued to operate under debt covenants with its lenders as stipulated in Security Sharing Agreements (SSA) which sets the maximum level of debt that the Company can carry.

Credit Rating

A credit rating exercise was conducted by CariCRIS, the Caribbean credit rating agency at the end of 2022. The Company achieved a credit rating of CariBBB- (Adequate).

Risk Management

The Company maintains a Risk Register which captures all identified risks to the Company as well as progress made on the implementation of mitigation measures. This register is regularly reviewed by the Audit Committee of the Board of Directors.

Fuel Hedging

During the year, the Company continued to use Fixed Price Swaps to hedge against fluctuations in the price of diesel fuel used for generating electricity. On December 31, 2022, swap contracts existed for the hedging of 35% and 15% of the fuel to be purchased in the first and second quarters of 2023 respectively.

Shareholders' Equity

The Company's shares closed at EC$20 (2021 – EC$20) resulting in a price earnings (P/E) ratio of 11.6 times (2021 – 11.3 times). The Company has an issued share capital of 22,920,000 Ordinary Shares.

Energyze Holdings Inc.

In 2017, LUCELEC purchased 100% shares in Energyze Holdings Inc., a Company incorporated in January 2016. No material transactions have been undertaken by this Company since its incorporation.

LUCELEC Cap-Ins. Inc.

LUCELEC Cap-Ins. Inc., is a wholly owned subsidiary of St. Lucia Electricity Services Limited which was incorporated on December 29, 2014. Its core purpose is managing the self-insurance of the Company's transmission and distribution assets. As at December 31, 2021, LUCELEC Cap-Ins Inc. had net assets of EC$46.5M (2021 – EC$49.3M). The fund's investment portfolio comprises US Treasury bills, commercial paper and regional investment grade securities. Money market and income funds held by the company experienced a reduction in the market value leading to a drop in profit before tax compared to the prior year.

Outlook

Management anticipates that unit sales will likely increase in 2023 at a slower rate than in 2022. Total operating costs are also expected to increase as LUCELEC adapts to a return to normalcy following the COVID-19 pandemic.

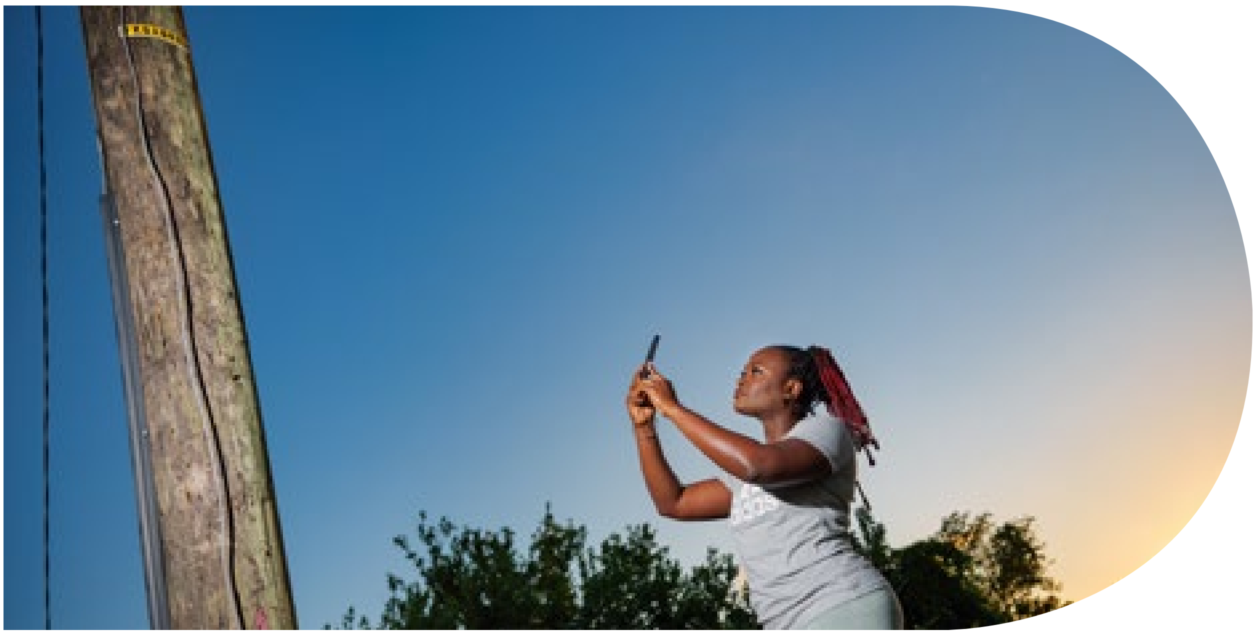
The following strategic priority objectives have been identified for 2023:

- Implementation of organisational redesign measures to ensure that the company has the appropriate level and mix of human resource capabilities to advance execution of the 2035 Strategic Business Plan.
- Introduction of business process efficiencies to contain operational costs and improve stakeholder value.
- Development of the appropriate mechanisms to advance the economic development and energy solutions themes of the 2035 Strategic Business Plan.

Conclusion

Despite the global supply chain challenges and rising inflation, the Group improved on its financial performance. Its future performance remains dependent on the successful execution of a mix of strategies to achieve and maintain an acceptable level of reliability, power quality, safety and customer care, while contributing to growth of the local economy.

Strategy
AND ESG
(ENVIRONMENTAL, SOCIAL AND GOVERNANCE)



6.6M
Units Generated by Solar Farm (kWh)

340,000
Reduction in Diesel Used (Imp Gallons)

EC$ 3.89M
Fuel Cost Saved

EC$ 0.692M
Sponsorship & Donations

94
Volunteer Hours

0.35
AIFR

Strategy Management

The 2022 – 2035 Strategic Business Plan (2035 SBP) was completed in May 2021 and approved by the Board of Directors in December 2021. 2022 was, therefore, the first year of implementation of this new Strategic Business Plan. The plan maps out three transformative vision milestones. The first sub-horizon of the plan is 2025, and focuses on the following four related, ambitious outcomes:

- Increase long-term shareholder value.
- Reduce the impact of high-cost diesel fuel.
- Contribute to growth of the local economy.
- Profitably enter adjacent business opportunities.

Aggressive implementation of initiatives to drive the attainment of these outcomes was challenging given the level of change management and resources required. Management, through the Office of Strategy Management implemented a new strategy governance framework to strengthen the strategy governance process to improve the Company's ability to successfully manage and execute the 2035 SBP.

The work programme focused on the following:

- Reviewing and prioritising the list of strategic initiatives to allow the Company to realize its 2025 vision milestone, to establish itself as the energy services company of choice with at least $3M of its revenues coming from new offerings near to its core.
- Setting up the processes and reporting structure to manage, report and monitor the implementation of strategic initiatives and progress on objectives and embedding these into the Company's operations.
- Implementing strategic initiatives, focusing on those that are needed to create the foundation for high performance and the achievement of the first strategic vision milestone.

Update on Strategic Initiatives

The Company's 2035 Strategic Business Plan identified three key strategic themes as the highest priorities for focused action by the Company. These were Efficiency, Economic Development, and Energy Solutions. Of the initial 41 initiatives included in the 2035 SBP, 39 were prioritised and included in the implementation plan for 2022-2023. Of these, the Office of Strategy Management (OSM) was initially actively managing a portfolio of 34 initiatives for 2022. Seven of these were scheduled to begin in 2023. Two more were added during 2022.

The updates summarised below, report on the progress of strategic initiatives as the Company transitions to new reporting formats in subsequent years.

System Improvements and Enhancements (including renewable energy)

As has been noted throughout this report, in 2022, the electric utility industry was not immune to the lingering impact of the COVID-19 pandemic. Global supply chain and logistic challenges and the soaring prices of equipment affected the implementation of some of the Company's projects. Despite this, the Company continued to invest prudently in projects aimed at system enhancement and the transition from fossil-fuel-based generation.

Significant progress was made on the project to replace the defective 66kV switchgear at the Castries Substation. Tender documents for the project were issued to select manufacturing and contracting firms. A contractor for the project is expected to be selected by the second quarter of 2023 for project completion in 2024.

Repairs to LUCELEC's island-wide, fibre optic network are ongoing and scheduled to be completed during the first quarter of 2023. Once completed, the fibre network will enable significant improvement in information management and data acquisition in the Company's operations.

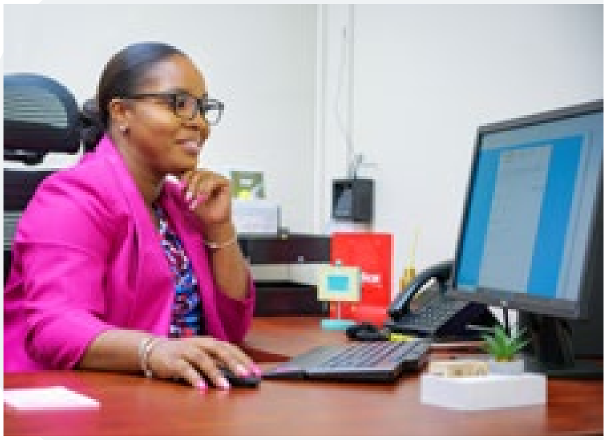
The Company is working closely with the CARICOM Centre for Renewable Energy and Efficiency (CCREEE), the Government of Saint Lucia (GOSL), the National Utilities Regulatory Commission (NURC) and other key local stakeholders on the development of the Integrated Resource and Resiliency Plan (IRRP) for the electricity sector. When presented by CCREEE during the second quarter of 2023, the plan is expected to detail how the country can reliably and economically meet the demand for electricity over the long-term. It will also detail the investments that are required to make the grid more resilient to severe climate events.

In 2022, the Company redoubled its efforts to increase the share of renewable energy in its energy mix. Substantial progress was made on plans to construct a 10-megawatt (MW) utility scale solar facility on a 74-acre property on the south-eastern coast of the island. An application for approval-in-principle for its construction was submitted to the Development Control Authority (DCA). The Company also commenced geotechnical and hydrologic and hydraulic studies of the site.

The evaluation of bids for the planned 7.5 MW Battery Storage project at La Tourney was completed in 2022. As a result of soaring prices of lithium and disruptions to global supply chains, the bids received for the battery storage project were considerably higher than the budgeted investment cost. The Company plans to review the business case for the project and a decision on how to proceed will be made by the first quarter of 2023.

Customer Care

In 2022, the Company took advantage of available opportunities to meet customer demand and stay relevant in a fast-changing global energy landscape through the adoption of new technologies to improve customer experience, the delivery of services via multiple touchpoints and enhanced interactions with customers.



The Virtual Service Desk implemented in July 2022 is one such new avenue. It is an interactive omni-channel customer service software system that provides customers with a convenient way to access LUCELEC services from a web-enabled device. The second phase of this project planned for 2023 will facilitate the management of customer conversations across multiple channels such as email, chat, phone, social media, and the Company's website. Remote service options to access bill balances and responses to account queries via mobile phone, WhatsApp and email channels remained available throughout the year.

The *MyAccount* online service continued to grow and by year end of 2022 had 24,399 users. The MyAccount Mobile App to be introduced in 2023 will complement this existing service and provide even wider choice and flexibility to customers to engage LUCELEC.

The Company successfully completed the upgrade of its Cayenta Utilities (CU) Customer Information System in November 2022. This enhancement was necessary to replace a 10-year-old system which had become obsolete as well as to meet the technological demands of the Company's new Strategic Business Plan.

A customer communications and data evaluation project was initiated this year, to understand customers' data needs. It is hoped that this initiative will provide the Company with actionable insights for strengthening customer touchpoints and inform the timely and effective delivery of energy services and solutions in the future. Plans for the rollout of a key accounts programme got underway in 2022, to develop stronger business relationships with key business customers. This initiative seeks to improve customer experience and loyalty as the Company adapts in the post pandemic environment.

Customers continued to express high levels of satisfaction with walk-in and remote service delivery offerings. A customer satisfaction score of 94% was achieved on the 2022 mid-year Exit Survey, which represents a 5.9% increase over 2021. There was however a slight decline in the annual Customer Satisfaction Survey score, which measures customer perception of the quality of service across the full suite of the

Company's services. A performance score of 86.5% was recorded, which fell 3.3% short of the 2021 performance. Factors contributing to this lower performance include the rising cost of electricity due to significant increases in the price of oil compared to 2021 and the resumption of disconnections for arrears.

Enterprise Risk Management

A successful risk management programme helps an organization consider the full range of risks it faces in a constantly changing environment. LUCELEC's Enterprise Risk Management Framework takes a holistic approach to identify and understand risks across the organization. This strategy does not seek to eliminate all risks but to preserve and enhance enterprise value by making informed risk decisions.

As such, LUCELEC's risk management programme is intertwined with organizational strategy that seeks and exploits opportunities while reducing risks to the business. In 2022, management continued to embed risk management in its operations and expanded the use of its risk management software to middle management. Risk owners were identified and given the responsibility to identify and assess risks to operational and strategic objectives. A process of regular risk review meetings at the Departmental, Executive and Board levels is well established as part of the Enterprise Risk Management Framework. The next phase of implementation of the Framework will involve the establishment of "risk appetite statements" that clearly articulate the degree of risk the Company is willing to accept to realize its objectives. Additionally, these statements will guide the Company's strategic and operational decisions as it adapts to a rapidly changing local and global environment.

Human Resources (HR) Strategic Plan

In 2022, the Human Resources Department (HRD) concentrated its efforts on the implementation of strategic initiatives that the Company considers foundational to its 2035 Strategic Business Plan (SBP). These included the Organizational Redesign, Role-Based Competency Profile Development and Performance Management System Strengthening initiatives.

A regional consulting firm was engaged to undertake the organizational redesign and make recommendations for a fit-for-purpose organizational structure that will enable LUCELEC to successfully adapt its operations to achieve its 2035 SBP vision milestones. The consultants submitted the final report in July 2022, and following a review by the Senior Management Team, the Board approved Management's recommendations in August 2022.

The consultants noted that "LUCELEC is a good-performing organization in the framing of its current mandate as a regulated and integrated utility with linear reporting relationships by function". The recommendations included the addition of some new roles, changes in reporting lines and redefinition of some existing roles to allow for more information sharing, coordination, and collaboration across departments. Phase II of the Organizational Redesign Initiative will continue in 2023 and will seek to implement the approved redesigned organization structure for the relevant departments on a phased basis.

The Role-Based Competency Profile Development Initiative led to the development of competency profiles for various roles at LUCELEC, based on the Company's current and future skills needs. The initiative was successfully completed and integrated into recruitment, training, and succession processes in September 2022, and will be incorporated into the performance management system in 2023. It complements the Performance Management System Strengthening Initiative aimed at improving the departmental and individual goal setting process to ensure alignment with the Company's strategy and that employee goals are consistently stretch goals. The HRD will continue to actively support managers, supervisors, and staff during the first quarter of 2023 as they adapt to the revised performance management system.

In 2022, the Company achieved an Employee Engagement Score of 77.2%, which is below the targeted score of 80% and the 2021 Score of 81%. Several factors influence employee motivation and commitment to the Company, such as the extent to which employee values and goals align with Company's values and goals, employee relationship with their supervisors and management, and resolution of staff grievances. Consequently, the HRD will continue to work in partnership with all departments to ensure improved employee consultation, recognition and resolution of issues at all levels within the Company in 2023.

LUCELEC DONATION TO SOCIAL ASSISTANCE FUND

ESG (Environmental, Social and Governance)

In developing the Company's 2035 Strategic Business Plan (SBP) consideration was given to those United Nations Sustainable Development Goals (SDGs) that are important to Saint Lucia, LUCELEC and its stakeholders, and that the Company would like to advance as part of its strategy. Among these are: Affordable and Clean Energy (SDG7); Decent Work and Economic Growth (SDG8); Quality Education (SDG4); Industry, Innovation, and Infrastructure (SDG9); and Climate Action (SDG13). Eighteen (18) of the forty-one (41) initiatives in the SBP, drive overall SDG issues and eleven (11) are associated with environmental sustainability.

The Company is currently identifying and refining the ESG metrics and data gathering mechanisms, tools, and equipment to transition to more ESG-focused reporting.

Governance

As the Company emerged from the COVID-19 pandemic it recognized that to continue *to be the energy that powers our nation's success,* it needed to position itself to exploit the opportunities created by the pandemic. In particular, the Company identified the need to examine how it conducts its business and how it would need to adapt to ensure its future viability.

2022 was the first rollout year for the 2022-2035 Strategic Business Plan (SBP). The Board approved enhanced monitoring and reporting tools to ensure strong oversight of the Plan's execution, and to assist the Board and Management to proactively identify project risks and vulnerabilities and implement remedial or mitigating measures. The Board also recognized that to successfully implement the SBP, it would need to build the requisite human resource capacity in terms of numbers, qualifications, experience of staff as well as the organizational structure.

Consequently, the Board approved the phased implementation of the organizational redesign to: allow for mid-stream adjustments (if required) and buy-in from employees; provide sufficient time for training and retooling; and generally minimize inherent risks normally associated with an immediate roll out.

The Company's core values continue to shape the way it engages with both its internal and external stakeholders and provide the foundation upon which the success of the Company has been built. A Second Edition of the Company's Code of Ethics, dedicated solely to the Company's core value of ethics was approved at the December 2022 meeting of the Board. These modifications and improvements are focused on ensuring the Company remains sustainable and integrated. The Board recognizes that business and technology must be anchored in the Company's values and human resource capital. Whilst the SBP is expected to reposition the Company to face a rapidly changing technological and business environment, the Board is determined to ensure that the Company's efforts are rooted in its core values of accountability, caring, excellence and ethics.

Environmental Responsibility

LUCELEC hosted two (2) workshops on "Decarbonization of the Transportation Sector" that enabled dialogue among policymakers, regulators, and the business community on measures to support the country's transition to electric vehicles.

The Company is leading the charge with its renewable energy projects in response to the global energy transition and the financial and environmental costs of fossil fuel. The move is in keeping with the ESG pillar of "Environment" and meets several Sustainable Development Goals including *Climate Action* and *Affordable and Clean Energy*.

DECARBONIZATION WORKSHOP

The 6.6 million units of electricity produced by the solar farm in 2022 reduced fuel consumption by 340,000 gallons for the year and led to savings in fuel costs of EC$3.89M. To date, the solar farm has produced 31.3 million units since it was commissioned in 2018 leading to a 1.6-million-gallon reduction in fuel purchased and a cost savings of EC$12.97M. At the end of 2022, there were 197 distributed generation (roof top solar PV) systems connected to the LUCELEC grid providing 1.67 MW of renewable energy capacity. While the appropriate regulatory framework is still being developed, these grid-tied, solar PV systems will continue to be facilitated under a pilot project initiated by LUCELEC in 2012.

Corporate Philanthropy

COVID-19's immediate and protracted impact thrust many citizens into a position where they now need social assistance. This is one of the reasons LUCELEC responded to the Government of Saint Lucia's call to establish a Social Investment Fund and donated EC$450,000 to the initiative to enable at-risk families to cope with the extended impact of the pandemic.

GRADUATION DAY FOR THE SINGLE MOTHERS IN THE LUCELEC FUNDED ENTERPRISE DEVELOPMENT PROJECT FOR VULNERABLE WOMEN

The funds were used to establish a Micro Enterprise Development Project for Vulnerable Women administered by the St. Lucia Social Development Fund (SSDF) through the BELFund. To date, forty-two (42) single mothers have been trained in micro-enterprise business and fourteen (14) loan disbursements of up to ten thousand dollars were made to those clients whose business plans were deemed worthy of support.

In education, the Company continued to provide support for science, technology, engineering, and math (STEM) education through its sponsorship of the National Science Fair, the annual Caribbean Science Foundation's Student Programme for Innovation in Science and Engineering (SPISE) and Caribbean Coding workshops. The Company also supported the Sir John Compton Memorial Foundation by providing scholarships to underprivileged children. Support was also provided to the Rotary Club for the refurbishment of the Dunnottar School for differently-abled children, and for the Ministry of Education's School Feeding Programme.

The Company continued its support for health care institutions with a donation of life-saving pediatric cardiology equipment to the Owen King-EU Hospital. Other areas of support included: Cancer Awareness activities; the St. Lucia Diabetes and Hypertension Association; the Medical and Dental Association for training; the Gros Islet Polyclinic for recognition awards for staff; and the St. Lucia Fire Service in its drive to provide 1000 fire alarms to vulnerable families.

PEDIATRIC CARDIOLOGY EQUIPMENT DONATION TO THE OWEN KING-EU HOSPITAL

In Sports, the Company continued its significant investment in youth football with donations to the Castries Football Council, swim clubs, Saint Lucia Aquatics Federation, Rockets Athletics Club, various tennis clubs, Saint Lucia Tennis Association, Saint Lucia Chess Federation, the Saint Lucia Netball Association, and the Saint Lucia Basketball Federation. LUCELEC also supported the participation of a group of senior marathoners in the Paris Marathon.

In Arts & Festivals, the Company supported: Saint Lucia Carnival, Pantime Steel Orchestra, Babonneau Steel Orchestra, various calypso tents and theatre productions, the La Marguerite flower festival, and the Folk Research Centre (FRC) -- in its efforts at preserving the island's calypso history and Jounen Kwéyòl activities, and Export Saint Lucia with a Fashion Show that showcased export-ready Saint Lucian designers.

COURTS BABONNEAU STEEL

The Company also supported Youth-at-Risk with contributions to various summer camps for vulnerable communities and the annual camp for at-risk juveniles organised by the Police Community Relations Branch.

Working with WaterWays Caribbean, the Company supported efforts to train students and community groups to protect and restore waterways from rivers to the reefs. The Company also supported the National Research Development Foundation (NRDF) documentary on local wildlife focused on Endangered Species and Ecosystems. Through these various interventions, the Company contributed to several of the UN SDGs including: GOAL #2: Zero Hunger; #3: Good Health and Well-being; #4: Quality Education; #6: Clean Water and Sanitation; #10: Reduced Inequality; #11: Sustainable Cities and Communities; #13: Climate Action; #14: Life Below Water, and #15: Life on Land.

Conclusion

LUCELEC's corporate social responsibility thrust in 2022 adapted in much the same way the world did after the pandemic and in keeping with a transition to more ESG-focused modalities. The Company continues to be driven by our deep commitment to help our customers, our communities and country and did so in many ways that were both familiar and new, reflecting our changed world standing on the foundation of our Power of Caring brand.

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Financial STATEMENTS

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INDEPENDENT AUDITOR'S REPORT

To the Shareholders of St. Lucia Electricity Services Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the accompanying consolidated financial statements of St. Lucia Electricity Services Limited and its Subsidiaries ("the Group"), which comprise the consolidated statement of financial position as at December 31, 2022, and the consolidated statements of changes in equity, comprehensive income and cashflow 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, 2022, and the results of its operations 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 Auditor's 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) together with the ethical requirements that are relevant to our audit of the financial statements in St. Lucia and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit 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. For each matter below, our description of how our audit addressed the matter is provided in that context.

BDO Eastern Caribbean, a network of firms registered in Anguilla, Antigua and Barbuda, St. Lucia and St. Vincent and the Grenadines, is a member of BDO International Limited, a UK Group Limited by guarantee, and forms part of the international BDO network of independent member firms.

INDEPENDENT AUDITOR'S REPORT (CONT'D)

Energy Sales

Revenue from energy sales is based on meter readings which are carried out on a rotational basis throughout each month. A provision for the current month's billing, excluding the fuel surcharge, is made to record unbilled energy sales at the end of each month. The estimate is based on the actual information for the preceding month and is periodically assessed for reasonableness. We consider energy sales to be a key audit matter because, in addition to the judgement involved in determining the unbilled energy sales, revenue recognised depends on (a) the complete capture of energy consumption based on meter readings on various dates, (b) the propriety of the rates computed and applied across customer categories and (c) the reliability of the IT systems involved in processing the billing transactions.

Note 4(m) to the consolidated financial statements provides the detailed disclosures related to this matter.

Audit response

We obtained an understanding and evaluated the design of, as well as tested the controls over accumulation and processing of meter data, and interface of data from the billing system to the financial reporting system. In addition, we performed a test recalculation of the unbilled energy sales. We involved our internal Information Technology (IT) specialist in understanding the IT processes and testing the IT general and application controls over the IT systems supporting the revenue process.

Impairment of Trade and Other Receivables

On July 24, 2014 the International Accounting Standards Board issued the final version of IFRS 9 *Financial Instruments* to replace IAS 39. IFRS 9 became effective for periods beginning on or after January 1, 2018. The Group adopted the standard on January 1, 2018. The standard requires the use of forward-looking information in arriving at the expected credit loss (ECL) for financial assets.

The Group applied the practical expedient allowed under IFRS 9 in determining the provision for impairment of trade receivables. This took the form of a provision matrix based on account categories of trade receivables except for accounts relating to related parties and other receivables and incorporated forward-looking information in arriving at a loss rate. For related parties and other receivables, the ECL was determined based on probability-weighted default outcomes, past events, current conditions and forward-looking information.

We considered the impairment provision for trade and other receivables to be a key audit matter as the assessment of the correlation between historical observed default rates, the selection of the forecast economic conditions and the expected credit loss are significant estimates which require judgement. The amount of ECL is sensitive to the changes in circumstances and the forecast economic conditions and can have a significant impact on the estimate of the provision for impairment of trade receivables.

Notes 11 and 36 to the consolidated financial statements provide the detailed disclosures related to this matter.

INDEPENDENT AUDITOR'S REPORT (CONT'D)

Impairment of Trade and Other Receivables

Audit response

We gained an understanding of management's process for determining the impairment provision for financial assets. In addition, we performed the following:

a. Reviewed the IFRS 9 methodology document developed by management for providing guidance in determining the ECL.
b. Gained an understanding of the assumptions underlying the model.
c. Validated the underlying economic data applied in developing the forward-looking information.
d. Tested the completeness and accuracy of the data inputs used in the model to the underlying accounting records.
e. Checked the calculation of the resulting loss rate.

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.

Other Information Included in the Group's 2022 Annual Report

Other information consists of the information included in the Group's 2022 Annual Report other than the consolidated financial statements and our auditor's report thereon. Management is responsible for the other information. The Group's 2022 Annual Report is expected to be made available to us after the date of this auditor's report. Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. When we read the 2022 Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charges with governance.

INDEPENDENT AUDITOR'S REPORT (CONT'D)

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

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 communicate with them all relationships and other matters that may reasonably be thought to bear on our independence and where applicable, related safeguards.

INDEPENDENT AUDITOR'S REPORT (CONT'D)

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (Cont'd)

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's 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 responsible for the audit resulting in this independent auditor's report is Andrea St. Rose.

BDO

Chartered Accountants
Castries, St. Lucia
March 27, 2023

ST. LUCIA ELECTRICITY SERVICES LIMITED

Consolidated Statement of Financial Position
As at December 31, 2022
(Expressed in thousands of Eastern Caribbean Dollars)

	Notes	2022 $'000	2021 $'000
Assets			
Non-current			
Property, plant and equipment	7	400,152	394,942
Right-of-use assets	8	2,213	2,217
Intangible assets	9	10,325	10,106
Total non-current assets		412,690	407,265
Current			
Inventories	10	15,675	13,424
Trade, other receivables and prepayments	11	83,987	64,627
Other financial assets	12	49,748	48,113
Derivative financial instruments	13	30	1,368
Cash and cash equivalents	14	37,808	26,219
Total current assets		187,248	153,751
Total assets		599,938	561,016
Shareholders' equity and liabilities			
Shareholders' equity			
Share capital	15	80,163	80,163
Retained earnings		209,765	193,679
Fair value reserve	16	(3,077)	1,662
Revaluation reserve	17	59,862	59,862
Self-insurance reserve	18	49,614	47,625
Total shareholders' equity		396,327	382,991
Liabilities			
Non-current			
Lease liabilities	19	1,567	1,790
Borrowings	20	53,938	58,533
Consumer deposits	21	21,269	20,159
Provision for other liabilities	22	-	1,485
Deferred tax liability	23	37,094	35,375
Post-employment medical benefit liabilities	25(b)	2,518	2,462
Total non-current liabilities		116,386	119,804
Current			
Lease liabilities	19	723	504
Borrowings	20	20,778	18,448
Trade and other payables	26	59,883	36,430
Provision for other liabilities	22	1,671	-
Derivative financial instruments	13	1,270	252
Dividends payable		486	503
Income tax payable		2,414	2,084
Total current liabilities		87,225	58,221
Total liabilities		203,611	178,025
Total shareholders' equity and liabilities		599,938	561,016

The accompanying notes form an integral part of these consolidated financial statements.

APPROVED ON BEHALF OF THE BOARD OF DIRECTORS:-

Director Director

ST. LUCIA ELECTRICITY SERVICES LIMITED

Consolidated Statement of Comprehensive Income
For the Year Ended December 31, 2022
(Expressed in thousands of Eastern Caribbean Dollars)

	Notes	2022 $'000	2021 $'000
Revenue			
Energy sales		306,073	272,152
Fuel surcharge		88,366	18,758
Other revenue		4,172	3,873
		398,611	294,783
Operating expenses			
Fuel costs	34	236,872	141,407
Transmission and distribution		35,594	32,707
Generation		28,245	25,155
	34	300,711	199,269
Gross income		97,900	95,514
Administrative expenses	34	(30,831)	(34,251)
Operating profit		67,069	61,263
Investment income		925	583
Fair value loss on FVTPL financial assets	12	(4,963)	(480)
Gain on disposal of FVTPL financial assets	12	55	-
Other (losses)/gains, net	27	(1,218)	74
Profit before finance costs and taxation		61,868	61,440
Finance costs	28	(3,878)	(4,405)
Profit before taxation		57,990	57,035
Taxation	29	(18,389)	(16,493)
Net profit for the year		39,601	40,542
Other comprehensive loss:			
Item that may be reclassified to profit or loss:			
Fair value gain/(loss) on FVTOCI financial assets	12	224	(16)
Items that will not be reclassified to profit or loss:			
Re-measurement losses of defined benefit pension plans, net of tax	29	(589)	(285)
Total other comprehensive loss		(365)	(301)
Total comprehensive income for the year		39,236	40,241
Basic and diluted earnings per share ($)	30	1.73	1.77

The accompanying notes form an integral part of these consolidated financial statements.

ST. LUCIA ELECTRICITY SERVICES LIMITED

Consolidated Statement of Changes in Equity
For the Year Ended December 31, 2022
(Expressed in thousands of Eastern Caribbean Dollars)

	Notes	Share Capital $'000	Retained Earnings $'000	Fair Value Reserve $'000	Revaluation Reserve $'000	Self-insurance Reserve $'000	Total $'000
Balance at January 1, 2021		80,163	179,963	2,158	59,862	44,212	366,358
Total comprehensive income for the year		-	40,257	(16)	-	-	40,241
Transfer to fair value reserve	16	-	480	(480)	-	-	-
Transfer to self-insurance reserve	18	-	(3,413)	-	-	3,413	-
Ordinary dividends	32	-	(23,608)	-	-	-	(23,608)
Balance at December 31, 2021		80,163	193,679	1,662	59,862	47,625	382,991
Balance at January 1, 2022		80,163	193,679	1,662	59,862	47,625	382,991
Total comprehensive income for the year		-	39,012	224	-	-	39,236
Transfer to fair value reserve	16	-	4,963	(4,963)	-	-	-
Transfer to self-insurance reserve	18	-	(1,989)	-	-	1,989	-
Ordinary dividends	32	-	(25,900)	-	-	-	(25,900)
Balance at December 31, 2022		80,163	209,765	(3,077)	59,862	49,614	396,327

The accompanying notes form an integral part of these consolidated financial statements.

ST. LUCIA ELECTRICITY SERVICES LIMITED

Consolidated Statement of Cash Flows
For the Year Ended December 31, 2022
(Expressed in thousands of Eastern Caribbean Dollars)

	Notes	2022 $'000	2021 $'000
Cash flows from operating activities			
Profit before taxation		57,990	57,035
Adjustments for:			
Depreciation on property, plant and equipment	7	24,524	23,663
Depreciation on right-of-use assets	8	647	544
Amortisation of intangible assets	9	905	780
Investment income		(925)	(583)
Finance costs	28	3,878	4,405
Impairment (gains)/losses on trade and other receivables	11	(2,544)	1,967
Net pension and medical benefit costs	24(h) & 25(d)	883	881
Fair value loss on FVTPL financial assets	12	4,963	480
Gain on disposal of FVTPL financial assets	12	(55)	-
Loss/(gain) on disposal of property, plant and equipment	27	6	(64)
Impairment loss on property, plant and equipment	7	1,287	
Net gain on disposal of right-of-use asset and derecognition of lease liability		(8)	-
Operating profit before working capital changes		91,551	89,108
Increase in inventories		(2,251)	(873)
Increase in trade, other receivables and prepayments		(15,580)	(2,506)
Increase/(decrease) in trade and other payables		24,568	(3,709)
Increase in provision for other liabilities		186	-
Cash generated from operations		98,474	82,020
Interest and dividends received		607	537
Benefits paid on post-employment medical plan	25(f)	(65)	(66)
Pension funding contributions	24(j)	(1,604)	(1,225)
Finance costs paid		(3,581)	(4,275)
Income tax paid		(16,087)	(13,935)
Net cash from operating activities		77,744	63,056
Cash flows from investing activities			
Acquisition of property, plant and equipment	7	(31,035)	(20,318)
Proceeds from disposal of property, plant and equipment		8	64
Acquisition of intangible assets	9	(1,124)	(394)
Acquisition of other financial assets	12	(44,451)	(42,310)
Proceeds from disposal of other financial assets	12	38,453	38,511
Net cash used in investing activities		(38,149)	(24,447)
Cash flows from financing activities			
Repayment of lease liabilities	8	(643)	(520)
Proceeds from borrowings		15,000	-
Repayment of borrowings		(17,355)	(17,652)
Dividends paid		(25,917)	(23,484)
Net collection/(refund) of consumer deposits		909	(175)
Net cash used in financing activities		(28,006)	(41,831)
Net increase/(decrease) in cash and cash equivalents		11,589	(3,222)
Cash and cash equivalents at beginning of year		26,219	29,441
Cash and cash equivalents at end of year	14	37,808	26,219

The accompanying notes form an integral part of these consolidated financial statements.

ST. LUCIA ELECTRICITY SERVICES LIMITED

Index to Notes to the Consolidated Financial Statements

Index to Notes to the Consolidated Financial Statements

1. Incorporation and Principal Activity

St. Lucia Electricity Services Limited (the "Company") was incorporated under the laws of Saint Lucia on November 9, 1964 and re-registered as a public company on August 11, 1994. The Company was continued under the Companies Act 1996 of Saint Lucia on October 22, 1997 and is listed on the Eastern Caribbean Securities Exchange. The Company operates under the Electricity Supply Act, 1994 (as amended) (ESA), and its operations are regulated by the National Utilities Regulatory Commission. The Company has an exclusive license, save for the generation of electricity from renewable resources of energy, for the exercise and performance of functions relating to the generation, transmission, distribution and sale of electricity in Saint Lucia. The other principal activity of the Company and its subsidiaries (the "Group") include the operation of a self-insurance fund.

The ESA defines the rates of electricity and the mechanism for rate adjustments. The rates of electricity consist of a Base Rate and a Fuel Rate. The Fuel Rate is calculated in a manner which reflects fluctuations in actual fuel costs including charges associated with derivative financial instruments employed by the Company.

The Group's registered office and principal place of business is situated at LUCELEC Building, Sans Souci, John Compton Highway, Castries, Saint Lucia.

2. Date of Authorisation of Issue

These consolidated financial statements were authorised for issue by the Board of Directors on March 10, 2023.

3. Basis of Preparation

(a) *Statement of compliance*
The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB").

(b) *Basis of measurement*
The consolidated financial statements have been prepared using the historical cost basis except for land, derivative financial instruments and other financial assets which are measured at fair value. The methods used to measure fair values are discussed further in Note 5.

(c) *Basis of consolidation*
The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company as disclosed in Note 39. Control is achieved when the Company:

- Has power over the investee;
- Is exposed, or has rights, to variable returns from its involvement with the investee; and
- Has the ability to use its power to affect its return.

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of financial position and consolidated statement of comprehensive income from the date the Company gains control until the date the Company ceases to control the subsidiary.

3. Basis of Preparation (Cont'd)

(c) Basis of consolidation (Cont'd)

Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies.

All intracompany assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated on consolidation.

(d) Functional and presentation currency

These consolidated financial statements are presented in Eastern Caribbean dollars, which is the Group's functional currency. All financial information is rounded to the nearest thousand dollars, except for basic and diluted earnings per share.

(e) Use of estimates and judgments

The preparation of consolidated financial statements in conformity with IFRS requires management to make judgments, 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 those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

In particular, information about significant areas of estimation uncertainty and critical judgments in applying accounting policies that have the most significant effect on the amounts recognised in the consolidated financial statements is included in the following notes:

- Note 4(b)(iii): Estimated useful lives of property, plant and equipment
- Note 4(c): Estimation of the lease term and assessment of whether a right-of-use asset is impaired
- Note 4(d)(iii): Estimated useful lives of intangible assets
- Note 4(e): Measurement of defined benefit obligations
- Note 4(g): Estimation of impairment
- Note 4(h) Estimation of net realisable value of inventories
- Note 4(m): Estimation of unbilled sales and fuel surcharge
- Note 5: Determination of fair values
- Note 36: Valuation of financial instruments

4. Significant Accounting Policies

The accounting policies set out below have been applied consistently to all years presented in these consolidated financial statements, except where stated otherwise.

(a) Foreign currency

Transactions in foreign currencies are translated to the Group's functional currency at the foreign exchange rates at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to the functional currency at the foreign exchange rate at that date. The foreign currency gain or loss on monetary items is the difference between amortised cost in the functional currency at the beginning of the period, adjusted for effective interest and payments during the period, and the amortised cost in foreign currency translated at the exchange rate at the end of the period. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined.

(b) Property, plant and equipment

(i) Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses, if any, except for land which is measured at fair value.

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, any other costs directly attributable to bringing the asset to a working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

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

The gain or loss on the disposal of an item of property, plant and equipment is determined by comparing the proceeds from disposal with the carrying amount of the item and is recognised within "other (losses)/gains, net" in the consolidated statement of comprehensive income.

(ii) Subsequent expenditure

The cost of replacing 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 comprehensive income as incurred.

(Expressed in thousands of Eastern Caribbean Dollars)

4. Significant Accounting Policies (Cont'd)

(b) Property, plant and equipment (Cont'd)

(iii) Depreciation

Depreciation is recognised in the consolidated statement of comprehensive income on a straight-line basis over the estimated useful lives of each item of property, plant and equipment. Land is not depreciated. No depreciation is provided on work-in-progress until the assets involved have been completed and are available for use.

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

The annual rates of depreciation are as follows:

	2022	2021
Buildings	$2^1/_2$% - $12^1/_2$% per annum	$2^1/_2$% - $12^1/_2$% per annum
Plant and machinery		
- Generator overhauls	$33^1/_3$% per annum	$33^1/_3$% per annum
- Other	4% - 10% per annum	4% - 10% per annum
Motor vehicles	20% - $33^1/_3$% per annum	20% - $33^1/_3$% per annum
Furniture and fittings		
- Computer hardware	20% per annum	20% per annum
- Other	10% per annum	10% per annum

(iv) Revaluation reserve

Revaluation related to land is credited to revaluation reserve account in the equity section of the consolidated statement of financial position (Note 17).

(c) Leases

The Group as a lessee

The Group considers whether a contract is, or contains, a lease, at inception of the contract. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

At the lease commencement date, the Group recognises a right-of-use asset and a lease liability on the consolidated statement of financial position.

Right-of-use assets

The right-of-use asset is measured at cost, which is made up of the initial measurement of the lease liability, any initial direct costs incurred by the Group, an estimate of any costs to dismantle and remove the asset at the end of the lease, and any lease payments made in advance of the lease commencement date (net of any incentives received).

The Group depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-to-use asset or the end of the lease term. The Group also assesses the right-of-use asset for impairment when such indicators exist.

4. Significant Accounting Policies (Cont'd)

(c) Leases (Cont'd)

Lease liabilities

At the commencement date, the Group measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the interest rate implicit in the lease if that rate is readily available, or the Group's incremental borrowing rate.

Subsequent to initial measurement, the carrying amount of the lease liability is increased to reflect the interest on the lease (calculated using the effective interest method) and is reduced to reflect the lease payments made.

The Group re-measures the lease liability to reflect any modification or reassessment of the lease contract, such as a change in the lease term or change in the assessment of whether a renewal option will be exercised, in which case the lease liability is re-measured by discounting the revised lease payments by a revised discount rate. When the lease liability is re-measured, the corresponding adjustment is reflected in the related right-of-use asset, or profit or loss if the right-of-use asset is already reduced to zero.

The Group has elected to account for short-term leases (defined as leases with a lease term of 12 months or less) using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in profit or loss on a straight-line basis over the lease term.

The Group as a lessor

As a lessor, the Group classifies all its leases as operating as the leases do not transfer substantially all the risks and rewards incidental to ownership of the underlying asset.

The Group earns income from rental of poles. Rental from these operating leases is recognised on a straight-line basis over the term of the lease.

(d) Intangible assets

(i) *Recognition and measurement*

Intangible assets that are acquired by the Group and have finite useful lives are measured at cost less accumulated amortisation and accumulated impairment losses, if any.

(ii) Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is recognised in profit or loss as incurred.

4. Significant Accounting Policies (Cont'd)

(d) Intangible assets (Cont'd)

(iii) Amortisation

Amortisation is calculated over the cost of the asset less its residual value. Amortisation is recognised in consolidated statement of comprehensive income on a straight-line basis over the estimated useful lives of the intangible assets, other than way leave rights and work-in-progress, from the date that they are available for use, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset. The estimated useful lives for the assets that are amortised, that is, information systems, range from five (5) years to eight (8) years.

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

(e) Employee benefits

(i) Defined benefit plans

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. The Group's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine its present value. The fair value of any plan assets is deducted. The discount rate is the yield at the reporting date on government securities that have maturity dates approximating the terms of the Group's obligations and that are denominated in the same currency in which the benefits are expected to be paid. The calculation is performed annually by an actuary using the Projected Unit Credit method. When the calculation results in a benefit to the Group, the recognised asset is limited to the present value of any future refunds from the plan or reductions in future contributions to the plan.

When the benefits of a plan are improved, the portion of the increased benefit relating to past service by employees is recognised in profit or loss on a straight-line basis over the average period until the benefits become vested. To the extent that the benefits vest immediately, the expense is recognised immediately in the consolidated statement of comprehensive income.

The Group recognises actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions in other comprehensive income in the period in which they occur.

(ii) Pension benefits assumptions

The present value of the pension obligations depends on a number of factors that are determined by independent actuaries using a number of assumptions. The assumptions used in determining the net cost (income) for pension include the expected long-term rate of return on the relevant plans assets and the discount rate. Any changes in these assumptions will impact the carrying amount of pension obligations.

The Group determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of the estimated future cash outflows expected to be required to settle the pension obligations and also to determine the expected return on plan assets. In determining the appropriate discount rate, the Group considers the interest rates of the Government bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating the terms of the related pension liability.

4. Significant Accounting Policies (Cont'd)

(e) Employee benefits (Cont'd)

(ii) Pension benefits assumptions (Cont'd)

Other key assumptions for pension obligations are based in part on current market conditions. Additional information is disclosed in Note 24.

(iii) Defined contribution plan

For its defined contribution plan, the Group pays contributions to a privately administered pension insurance plan on a mandatory basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

(iv) Termination benefits

Termination benefits are recognised as an expense when the entity is demonstrably committed, without realistic possibility of withdrawal, to a formal detailed plan to either terminate employment before the normal retirement date, or to provide termination benefits as a result of an offer made to encourage voluntary redundancy. Termination benefits for voluntary redundancies are recognised as an expense if the entity has made an offer encouraging voluntary redundancy, it is probable that the offer will be accepted, and the number of acceptances can be estimated reliably.

If benefits are payable more than twelve (12) months after the reporting period, then they are discounted to that present value.

(f) Financial instruments

(i) *Non-derivative financial instruments*

Non-derivative financial instruments comprise financial assets at amortised cost, financial assets at fair value through other comprehensive income ("FVTOCI"), financial assets at fair value through profit or loss ("FVTPL"), trade and other receivables, cash and cash equivalents, borrowings, trade and other payables and consumer deposits.

Non-derivative financial instruments are recognised initially at fair value plus, for instruments not at fair value through profit or loss, any directly attributable transaction costs. Subsequent to initial recognition, non-derivative financial instruments are measured as described below.

Financial assets at amortised cost

The Group's investments in local treasury bills are classified as financial assets measured at amortised cost. Subsequent to initial recognition, they are measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains or losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

4. Significant Accounting Policies (Cont'd)

(f) Financial instruments (Cont'd)

(i) Non-derivative financial instruments (Cont'd)

FVTOCI financial assets

The Group's investments in foreign treasury bills and commercial paper are classified as financial assets at FVTOCI. Subsequent to initial recognition, they are measured at fair value. Changes in the carrying amount of these financial assets relating to interest income calculated using the effective interest method, impairment losses and foreign exchange gains and losses are recognised in profit or loss. Other changes are recognised in other comprehensive income and presented within equity in the fair value reserve. When an investment is derecognised, the cumulative gain or loss in other comprehensive income is transferred to profit or loss.

FVTPL financial assets

The Group's investments in mutual and income funds and equity instruments are classified as financial assets at FVTPL. Subsequent to initial recognition, they are measured at fair value. Changes in the carrying amount of these mutual and income funds relating to interest income calculated using the effective interest rate, dividends earned from equity instruments, impairment losses, fair value and foreign exchange gains and losses are recognised in profit or loss.

Trade and other receivables

Trade and other receivables are carried initially at fair value and subsequently measured at amortised cost less any impairment. A provision for impairment of trade and other receivables is established based on lifetime expected credit losses. The amount of the provision is recognised in profit or loss.

Trade and other receivables, being short-term, are not discounted.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances, demand deposits and short-term investments with original maturities of three months or less. Bank overdrafts that are repayable on demand and form an integral part of the Group's cash management are included as a component of cash and cash equivalents for the purpose of the consolidated statement of cash flows.

Accounting for interest income and costs is discussed in Note 4(o).

Borrowings

Borrowings are recognised initially at fair value, being their issue proceeds, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest rate method. Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least twelve (12) months after the reporting date.

4. Significant Accounting Policies (Cont'd)

(f) Financial instruments (Cont'd)

(i) Non-derivative financial instruments (Cont'd)

Borrowings (Cont'd)

Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds. Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use, are added to the costs of those assets until such time as the assets are substantially ready for their intended use. Investment income earned on the temporary investment of specific borrowings, pending their expenditure on qualifying assets, is deducted from the cost of those assets. All other borrowing costs are recognised in the consolidated statement of comprehensive income in the period in which they are incurred.

Trade and other payables

Liabilities for trade and other payables which are normally settled on 30 to 90-day terms and conditions are carried at cost, which is the fair value of the consideration to be paid in the future for goods and services received whether or not billed to the Group.

Consumer deposits

Given the long-term nature of the consumer relationship in accordance with the provisions of the Electricity Supply Act, 1994 (as amended), consumer deposits are shown in the consolidated statement of financial position as non-current liabilities (that is, not likely to be repaid within twelve months of the reporting date).

Dividends payable

Dividends on ordinary shares are recognised as a liability and deducted from equity when they are approved by the Group's Board of Directors. Dividends for the year that are approved after the reporting date are dealt with as an event after the end of the reporting date.

(ii) Share capital

Ordinary shares

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares and share options are recognised as a deduction from equity, net of any tax effects.

(g) Impairment

(i) Financial assets

In relation to the impairment of financial assets, IFRS requires the use of a forward-looking expected credit loss ("ECL") approach.

The ECL allowance is based on the credit losses expected to arise over the life of the asset unless there has been no significant increase in credit risk since origination, in which case, the allowance is based on the 12 months' expected credit loss.

4. Significant Accounting Policies (Cont'd)

(g) Impairment (Cont'd)

(i) Financial assets (Cont'd)

The Group's financial assets mainly comprise of trade and other receivables and financial assets at amortised cost, FVTOCI and FVTPL. As permitted by IFRS 9, the Group has voluntarily elected to select an accounting policy which recognises full lifetime expected credit losses for trade receivables. Given that the financial assets at amortised cost and at FVTOCI mature within 12 months or less, the selection of either option would have the same effect.

A practical expedient method, in the form of a provision matrix, was applied for trade receivables based on customer categories, historical credit loss experiences and future economic expectations. The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on the Group's trade receivables is disclosed in Note 36.

For all other receivables that possess varying default occurrences, the ECL was determined based on probability-weighted default outcomes, past events, current conditions and forward-looking information.

For financial assets at amortised cost and FVTOCI, an ECL general approach was used based on:

(a) an unbiased and probability-weighted amount that is determined by evaluating range of possible outcomes;
(b) the time value of money; and
(c) reasonable and supportable information that is available without undue cost or effort at the reporting date, about past events, current conditions and forecasts of future economic conditions.

The key elements of the ECL calculations are outlined below:

(a) Probability of Default: This measures the instances of customer defaults over a period, divided by the number of accounts at the beginning of a period.
(b) Loss Given Default: This represents amounts never collected or amounts written off once a customer defaults.
(c) Exposure at Default: This represents the outstanding amounts collectible at default.

Forward-looking information:

In its ECL models, the Group relied on the following economic inputs: GDP growth and unemployment rates (2021 - GDP growth, inflation and unemployment rates).

Based on the assessment performed above for financial assets at amortised cost and FVTOCI, no previous or current instances of losses were identified and a low probability of significant losses occurring in the future arose. As such, no expected credit losses were recorded.

4. Significant Accounting Policies (Cont'd)

(g) Impairment (Cont'd)

(i) Financial assets (Cont'd)

Given that the investment funds and equity instruments are classified as FVTPL financial assets, no separate impairment assessment is necessary as all changes in fair value are immediately recognised through profit or loss.

(ii) 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, then the asset's recoverable amount is estimated.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the "cash-generating unit").

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its estimated recoverable amount. Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the units and then to reduce the carrying amount of the other assets in the unit (group of units) on a pro rata basis.

In respect of other assets, impairment losses recognised in prior periods are assessed at each reporting date for any indications 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.

(h) Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the weighted average principle, and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their existing location and condition. Allowance is made for slow-moving and damaged goods. Goods in transit are stated at their invoice cost.

4. Significant Accounting Policies (Cont'd)

(i) Prepayments

Prepayments represent expenses not yet incurred but are already paid. Prepayments are initially recorded as assets and measured at the amount paid. Subsequently, these are charged to the consolidated statement of comprehensive income as they are consumed in the operations or expire with passage of time.

Prepayments are classified in the consolidated statement of financial pposition as current asset when it is expected to be collected within one year. Otherwise, prepayments are classified as non-current.

(j) Provision for other liabilities

Provision for other liabilities 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.

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, accounting for the risks and uncertainties surrounding the obligation.

(k) Derivative financial instruments

The Group holds derivative instruments to manage the volatility of its fuel costs. Further details of derivative financial instruments are disclosed in Note 13.

Derivatives are initially recognised at fair value at the date the derivative contracts are entered into and are subsequently re-measured to their fair value at the end of each reporting period.

(l) Deferred fuel costs

Management has developed an accounting policy to reflect the economic substance of the effects of engaging in the hedging programme as these costs are passed on to the customer. In developing this policy, management has considered the accounting standards of other standard-setting bodies and accepted industry practice.

Changes in the fair value of the derivative financial instruments held by the Group at the reporting date give rise to the recognition of deferred fuel costs. Deferred fuel costs recoverable represent future revenues and/or receivables associated with the hedging costs incurred that will be, or are expected to be, recovered from customers in future periods through the rate-setting process. Deferred fuel costs payable represents future reductions in revenue associated with amounts that will be or are expected to be refunded to customers through the rate-setting process. The resulting gain or loss is reported in trade and other payables or trade, other receivables and prepayments respectively.

(m) Revenue recognition

Sale of energy

Revenue from energy sales is based on meter readings, which are carried out on a rotational basis throughout each month. A provision for the current month's billings is made to record unbilled energy sales at the end of each month. This estimate is based upon actual information for the preceding months and is reviewed periodically to assess reasonableness and adjusted where required. The provision for unbilled sales is included in accrued income.

4. **Significant Accounting Policies (Cont'd)**

(m) Revenue recognition (Cont'd)

Sale of energy (Cont'd)

In addition to the normal tariff rates charged for energy sales, a fuel surcharge is calculated which is based on the difference between the cost of fuel used to generate energy sales in the current month and the average fuel price for the 12 months preceding January of the current year. The surcharge is recovered by applying the month's surcharge rate to units billed in the following month. The provision for unbilled fuel surcharge revenue/rebate is included in accrued income.

Consumer contributions

In certain specified circumstances, consumers requiring line extensions for electricity supply are required to contribute the capital cost of the extensions. These contributions are recognised in income in the same period in which the costs are incurred. Contributions in excess of the applicable capital cost of line extensions, where the excess is greater than 5% of the estimated cost of the job, arising mainly as a result of changes to job specifications during the implementation stage, are refundable to the customers upon finalisation of the total cost of the job. The capital costs of consumer line extensions are included in property, plant and equipment.

(n) Expenses

Expenses are recognised in the consolidated statement of comprehensive income when a decrease in future economic benefit related to a decrease in an asset or an increase in a liability has arisen that can be reliably measured. Expenses are recognised: on the basis of a direct association between the costs incurred and the earning of specific items of income; on the basis of systematic and rational allocation procedures when economic benefits are expected to arise over several accounting periods and the association with income can only be broadly or indirectly determined; or immediately when an expenditure produces no future economic benefits or when, and to the extent that, future economic benefits do not qualify, or cease to qualify, for recognition in the consolidated statement of financial position as an asset.

Expenses in the consolidated statement of comprehensive income are presented using the nature of expense method. These are costs incurred that are associated with the energy revenue and costs attributable to administrative and other business activities of the Group.

(o) Investment income and finance costs

Investment income comprises interest and dividends on funds invested and gains on the disposal of other financial assets that are recognised in profit or loss. Interest income is recognised using the effective interest method. Dividends are recognised when the right to receive payment is established.

Finance costs comprise interest expense on lease liabilities, borrowings, consumer deposits and pole rental deposits, losses on disposal of other financial assets and impairment losses recognised certain on financial assets. All borrowing costs are recognised in profit or loss using the effective interest method.

Foreign currency gains and losses are reported on a net basis in "other (losses)/gains, net" in profit or loss.

4. Significant Accounting Policies (Cont'd)

(p) Income tax

Income tax expense comprises current and deferred tax. Income tax expense is recognised in profit or loss except to the extent that it relates to items recognised directly in equity, or in other comprehensive income.

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

Deferred tax is recognised using the statement of financial position method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

Deferred tax is not recognised for the following temporary differences: the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit, and differences relating to investments in subsidiaries and jointly controlled entities to the extent that it is probable that they will not reverse in the foreseeable future. In addition, deferred tax is not recognised for taxable temporary differences arising on the initial recognition of goodwill. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date. Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

(q) Earnings per share

The Group presents basic and diluted Earnings per Share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Group by the weighted average number of ordinary shares outstanding during the year. Diluted EPS is calculated by adjusting the inputs to the basic EPS computation for the effects of all dilutive potential ordinary shares, if any.

4. Significant Accounting Policies (Cont'd)

(r) New standards, amendments to standards and interpretations

(i) Amendments to standards effective in the 2022 financial year are as follows:

A number of amendments to standards effective for annual periods beginning on or after January 1, 2022 have been adopted in these consolidated financial statements. Note: those amendments effective for annual periods beginning on or after January 1, 2022 which do not affect the Group's consolidated financial statements have not been disclosed below.

- IAS 16, 'Property, Plant and Equipment' was amended to prohibit deducting from the cost of an item of PPE, any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognises the proceeds from selling such items, and the cost of producing those items, in profit or loss.

  The application of this amendment did not have a material impact on amounts reported in the Group's consolidated financial statements.

- IAS 37, *'Provisions, Contingent Liabilities and Contingent Assets'* was amended to specify that the "cost of fulfilling" a contract comprises the "costs that relate directly to the contract", which can be either incremental costs of fulfilling that contract or an allocation of other costs that relate directly to fulfilling contracts.

  The application of this amendment did not have a material impact on amounts reported in the Group's consolidated financial statements.

- IFRS 9, *'Financial Instruments'* was amended to clarify which fees an entity includes when it applies the "10 per cent test" in assessing whether to derecognise a financial liability. An entity includes only fees paid or received between the entity and the lender, including fees paid or received by either the entity or the lender on the other's behalf.

  The application of this amendment did not have a material impact on amounts reported in the Group's consolidated financial statements.

- IFRS 16, *'Leases'* was amended to permit lessees to apply the practical expedient regarding COVID-19-related rent concessions to rent concessions for which any reduction in lease payments affects only payments originally due on or before June 30, 2022 (rather than only payments originally due on or before June 30, 2021).

  The application of this amendment did not have a material impact on amounts reported in the Group's consolidated financial statements.

- IFRS 16, *'Leases'* was amended to remove from Illustrative Example 13 (which accompanies IFRS 16) the illustration of the reimbursement of leasehold improvements by the lessor. This was done to resolve any potential confusion regarding the treatment of lease incentives that might arise because of how lease incentives are illustrated in that example.

  The application of this amendment did not have a material impact on amounts reported in the Group's consolidated financial statements.

4. Significant Accounting Policies (Cont'd)

(r) New standards, amendments to standards and interpretations (Cont'd)

(ii) Amendments to standards that are issued but not effective and have not been early adopted are as follows:

- IAS 1, *'Presentation of Financial Statements'* was amended to help companies determine whether, in the statement of financial position, debt and other liabilities with an uncertain settlement date should be classified as current (due or potentially due to be settled within one year) or non-current. Additional amendments clarify how covenants affect the classification of a liability and requires additional disclosures. The additional amendments also deferred the effective date by one year.

  This amendment is applicable for annual periods beginning on or after January 1, 2023. It is not anticipated that the application of this amendment will have a material impact on amounts reported in the Group's consolidated financial statements.

- IAS 1, *'Presentation of Financial Statements'* was amended to change the requirements with regard to disclosure of accounting policies. The amendments replace all instances of the term "significant accounting policies" with "material accounting policies". Accounting policy information is material if, when considered together with other information included in an entity's financial statements, it can reasonably be expected to influence decisions that the primary users of general-purpose financial statements make on the basis of those financial statements. The amendments also clarify that accounting policy information that relates to immaterial transactions, other events or conditions is immaterial and need not be disclosed. IFRS Practice Statement 2 illustrates the guidance and examples to explain and demonstrate the "four-step materiality process".

  The amendment to IAS 1 is applicable for annual periods beginning on or after January 1, 2023. The amendments to IFRS Practice Statement 2 do not contain an effective date or transition requirements. It is not anticipated that the application of these amendments will have a material impact on the disclosures in the Group's consolidated financial statements.

- IAS 8, 'Accounting Policies, Changes in Accounting Estimates and Errors' was amended to replace the definition of a change in accounting estimates with a definition of accounting estimates. Under the new definition, accounting estimates are "monetary amounts in financial statements that are subject to measurement uncertainty". The amendments also clarify the following:

  - that a change in accounting estimate that results from new information or new developments is not the correction of an error; and,
  - the effects of a change in an input or a measurement technique used to develop an accounting estimate are changes in accounting estimates if they do not result from the correction of prior period errors.

  This amendment is applicable for annual periods beginning on or after January 1, 2023. It is not anticipated that the application of this amendment will have a material impact on amounts reported or disclosures in the Group's consolidated financial statements.

4. Significant Accounting Policies (Cont'd)

(r) New standards, amendments to standards and interpretations (Cont'd)

(ii) Amendments to standards that are issued but not effective and have not been early adopted are as follows (Cont'd):

- IAS 12, *'Income Taxes'* was amended to clarify that the initial recognition exemption does not apply to transactions that give rise to equal deductible and taxable temporary differences.

  This amendment is applicable for annual periods beginning on or after January1, 2023. It is not anticipated that the application of this amendment will have a material impact on amounts reported in the Group's consolidated financial statements.

- IFRS 16, *'Leases'* was amended to allow a seller-lessee to recognise in profit or loss any gain or loss relating to the partial or full termination of a lease.

  This amendment is applicable for annual periods beginning on or after January 1, 2024. It is not anticipated that the application of this amendment will have a material impact on amounts reported in the Group's consolidated financial statements.

5. Determination of Fair Values

A number of the Group's accounting policies and disclosures require the determination of fair value, for both financial and non-financial assets and liabilities. 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. Fair values have been determined for measurement and/or disclosure purposes based on the following methods. When applicable, further information about the assumptions made in determining fair values is disclosed in the notes specific to that asset or liability.

Fair value measurements are categorised into Levels 1, 2 or 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 measurements 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.

The carrying values of trade and other receivables, financial assets at amortised cost, cash and cash equivalents and trade and other payables are assumed to approximate their fair values at the reporting date due to their short-term nature.

(Expressed in thousands of Eastern Caribbean Dollars)

5. Determination of Fair Values (Cont'd)

The following table presents the level, valuation techniques and key inputs of the Group's assets and liabilities that are measured or disclosed at fair value at the reporting date:

	As at December 31, 2022 $'000	As at December 31, 2021 $'000	Level	Valuation techniques and key inputs
Non-Financial Assets Measured at Fair Value				
Land (Note 7)	73,417	73,417	2	Market comparable approach. Key inputs-Price per square foot
Financial Instruments Measured at Fair Value				
Financial Assets				
FVTOCI financial assets (Note 12)	15,675	14,585	1	Quoted prices in an active market
FVTPL financial assets (Note 12)	21,194	23,912	3	Discounted cash flows using unobservable inputs
FVTPL financial assets (Note 12)	8,870	9,616	1	Quoted prices in an active market
Derivative financial asset (Note 13)	30	1,368	2	Discounted cash flow. Future cash flows are estimated based on futures prices and discount rates (swap prices and LIBOR) rates
Financial Liabilities				
Derivative financial liability (Note 13)	1,270	252	2	Discounted cash flow. Future cash flows are estimated based on futures prices and discount rates (swap prices and LIBOR) rates
Financial Instruments Disclosed at Fair Value				
Financial Liabilities				
Borrowings (Note 36)	66,846	74,318	2	Present value of future principal and interest cash flows, discounted at the market rate of interest at the reporting date

There were no transfers between levels 1, 2 or 3 during the year.

6. Financial Risk Management

Overview

The Group has exposure to the following risks from its use of financial instruments:

- Credit risk
- Liquidity risk
- Market risk (including currency risk and interest rate risk)
- Operational risk

This note presents information about the Group's exposure to each of the above risks, the Group's objectives, policies and processes for measuring and managing risk, and the Group's management of capital. Further quantitative disclosures are included throughout these consolidated financial statements.

Risk management framework

The Board of Directors (the "Board") has overall responsibility for the establishment and oversight of the Group's risk management framework. The Board has established an Audit Committee, which oversees how management monitors compliance with the Group's risk management policies and procedures, and which also reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Audit Committee is assisted in its oversight role by the Internal Audit Department, which undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the Audit Committee.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

6. Financial Risk Management (Cont'd)

Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the Group's receivables from customers, other financial assets and cash and cash equivalents.

Trade and other receivables

The Group's exposure to credit risk is influenced significantly by the individual characteristics of each customer. The demographics of the Group's customer base, including the default risk of the industry in which customers operate also have an influence on credit risk.

The Board of Directors has established a credit policy under which each new customer is analysed individually for creditworthiness before the Group's standard payment and service terms and conditions are offered.

These payment terms are stipulated under the provisions of the Electricity Supply Act, 1994 (as amended) and include providing discretion to the Group to require a deposit not exceeding an estimated two month's supply of electricity from any consumer as security for sums due from time to time, and which is refundable with interest upon permanent termination of services. Customers that fail to meet the Group's benchmark creditworthiness may have their electricity supply withdrawn or terminated in accordance with the provisions of the Act. In order to provide some reprieve to its customers during the COVID-19 pandemic, the Group temporarily ceased electricity supply withdrawals in instances where they failed to meet this creditworthiness benchmark. Management reinstated withdrawals during the current financial year.

The Group establishes an allowance for impairment that represents the expected credit losses over the lifetime of trade and other receivables. The collective loss allowance is determined using a practical expedient method in the form of a provision matrix, based on customer categories, historical credit loss experiences and future economic expectations. For all other receivables, the ECL was determined based on probability-weighted default outcomes, past events, current conditions and forward-looking information.

Other financial assets

The Group limits its exposure to credit risk by investing in liquid securities. Credit risk is minimised by placing investments with reputable financial institutions.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances, demand deposits and short-term investments with maturities of three months or less from the acquisition date that are subject to an insignificant risk of changes in their fair value and are used by the Group in the management of its short-term commitments. Credit risk is minimised by placing cash and cash equivalents with reputable financial institutions and regional Governments with a minimum credit rating equivalent of "Adequate"/ "Investment Grade" given by CariCRIS, the regional credit rating agency, or an internationally recognised credit rating agency.

6. Financial Risk Management (Cont'd)

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 when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

Typically, the Group ensures that it has sufficient cash on demand to meet expected operational expenses including the servicing of financial obligations; this excludes the potential impact of extreme circumstances that cannot reasonably be predicted, such as natural disasters. In addition, the Group maintains the following lines of credit:

- An overdraft facility of EC$10,000 which is secured. Interest is payable at the rate of 5.00% (2021 – 5.00%) per annum.

Liquidity risk of derivative financial instruments is minimised as the Group is required to post collateral when the mark-to-market exposures have surpassed the credit limits agreed with the relevant counterparties.

Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices 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.

Currency risk

The Group is exposed to currency risk on purchases denominated in currencies other than its functional currency. The Group's exposure to currency risk is minimal since most of its obligations are denominated in United States Dollars and the United States dollar has been formally pegged to the Eastern Caribbean Dollar at EC$2.70 = US$1.00 since 1976.

Interest rate risk

There is no significant interest rate risk arising on the Group's cash and cash equivalents as at December 31, 2022 and 2021. The Group is not exposed to interest rate risk on its interest-bearing financial assets and liabilities. The Group's interest-bearing financial assets are its investments in treasury bills and commercial paper which have fixed rates of interest as disclosed in Note 12. The Group's interest-bearing financial liabilities are its lease liabilities, borrowings and consumer deposits which have fixed rates of interest as disclosed in Notes 19, 20 and 21, respectively.

Equity price risk

The Group is exposed to equity price risk as at December 31, 2022 and 2021 on its investments in equity instruments.

6. Financial Risk Management (Cont'd)

Market risk (Cont'd)

Commodity price risk

Commodity price risk is the risk that the fair value or future cash flows of financial instruments will fluctuate because of changes in commodity prices. Prices for these commodities are impacted by world economic events that dictate the levels of supply and demand. The Group is not exposed to commodity price risk on its derivative financial instruments as, although these instruments are affected by changes in the price of fuel, the changes in the value of these instruments are recoverable from customers as disclosed in Note 4(k).

Operational risk

Operational risk is the risk of direct or indirect loss arising from a wide variety of causes associated with the Group's processes, personnel, technology and infrastructure, and from external factors other than credit, market and liquidity risks such as those arising from legal and regulatory requirements and generally accepted standards of corporate behaviour. Operational risks arise from all of the Group's operations. The Group's objective is to manage operational risk so as to balance the avoidance of financial losses and damage to the Group's reputation with overall cost effectiveness and to avoid control procedures that restrict initiative and creativity.

The primary responsibility for the development and implementation of controls to address operational risk is assigned to the Board of Directors and the senior management. This responsibility is supported by the development of overall Group standards for the management of operational risk in the following areas:

- requirements for appropriate segregation of duties, including the independent authorisation of transactions
- requirements for the reconciliation and monitoring of transactions
- compliance with regulatory and other legal requirements
- documentation of controls and procedures
- requirements for the periodic assessment of operational risks faced, and the adequacy of controls and procedures to address the risks identified
- requirements for the reporting of operational losses and proposed remedial action
- development of contingency plans
- training and professional development
- ethical and business standards
- risk mitigation, including insurance where this is effective

6. Financial Risk Management (Cont'd)

Capital management

The Board's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board of Directors monitors the return on capital, which the Group defines as net profit for the year divided by average shareholders' equity. The Board of Directors also monitors the level of dividends to ordinary shareholders.

The Board seeks to maintain a balance between the higher returns that might be possible with higher levels of borrowings and the advantages and security afforded by a sound capital position. Under the terms of the mortgage debenture agreement, the Group's total debt shall not exceed two times its tangible net worth which currently comprises its share capital and retained earnings. The Group complied with this requirement as at December 31, 2022 and 2021.

There were no changes in the Group's approach to capital management in 2022 and 2021.

(Expressed in thousands of Eastern Caribbean Dollars)

7. Property, Plant and Equipment

	Land $'000	Buildings $'000	Plant and Machinery $'000	Motor Vehicles $'000	Furniture and Fittings $'000	Work In Progress $'000	Total $'000
Cost							
Balance at January 1, 2021	73,417	87,396	867,223	4,657	22,824	32,834	1,088,351
Additions	-	-	203	-	11	20,104	20,318
Transfers	-	453	14,359	-	664	(15,476)	-
Disposals	-	-	-	(257)	-	-	(257)
Balance at December 31, 2021	73,417	87,849	881,785	4,400	23,499	37,462	1,108,412
Balance at January 1, 2022	73,417	87,849	881,785	4,400	23,499	37,462	1,108,412
Additions	-	7	771	-	24	30,233	31,035
Transfers	-	3,243	24,798	101	1,183	(29,325)	-
Impairment loss (Note 27)	-	-	-	-	-	(1,287)	(1,287)
Disposals	-	(14)	-	-	(69)	-	(83)
Balance at December 31, 2022	73,417	91,085	907,354	4,501	24,637	37,083	1,138,077
Accumulated Depreciation							
Balance at January 1, 2021	-	51,630	616,044	4,101	18,289	-	690,064
Depreciation charge (Note 34)	-	2,116	19,928	307	1,312	-	23,663
Eliminated on disposals	-	-	-	(257)	-	-	(257)
Balance at December 31, 2021	-	53,746	635,972	4,151	19,601	-	713,470
Balance at January 1, 2022	-	53,746	635,972	4,151	19,601	-	713,470
Depreciation charge (Note 34)	-	2,184	20,826	190	1,324	-	24,524
Eliminated on disposals	-	-	-	-	(69)	-	(69)
Balance at December 31, 2022	-	55,930	656,798	4,341	20,856	-	737,925
Carrying Amounts							
January 1, 2021	73,417	35,766	251,179	556	4,535	32,834	398,287
December 31, 2021	73,417	34,103	245,813	249	3,898	37,462	394,942
December 31, 2022	73,417	35,155	250,556	160	3,781	37,083	400,152

(Expressed in thousands of Eastern Caribbean Dollars)

7. Property, Plant and Equipment (Cont'd)

Fair value measurement of the Group's land

The Group's lands are stated at their revalued amounts, being the fair value at the date of revaluation at various dates between February 1, 2021 and April 8, 2021. The fair value measurements were performed by an independent valuation practitioner /quantity surveyor. The fair values of the land were determined based on the market comparable approach that reflects recent transactions prices for similar properties.

The carrying amounts of the Group's land would have been $13,555 (2021 - $13,555) had they been measured at the historical cost basis.

Assets pledged as security

As stated in Note 20, borrowings are secured by hypothecary obligations and mortgage debentures creating fixed charges over all immovable properties and floating charges over all other assets, all ranking *pari passu* pursuant to a security sharing agreement, and assignment of insurance policies.

8. Right-of-use Assets

	Land $'000	Buildings $'000	Motor Vehicles $'000	Total $'000
Cost				
Balance at January 1, 2021	-	958	1,496	2,454
Additions	-	274	764	1,038
Balance at December 31, 2021	-	1,232	2,260	3,492
Balance at January 1, 2022	-	1,232	2,260	3,492
Additions	385	-	305	690
Disposals	-	-	(134)	(134)
Balance at December 31, 2022	385	1,232	2,431	4,048
Accumulated Depreciation				
Balance at January 1, 2021	-	103	628	731
Depreciation charge for the year (Note 34)	-	142	402	544
Balance at December 31, 2021	-	245	1,030	1,275
Balance at January 1, 2022	-	245	1,030	1,275
Depreciation charge for the year (Note 34)	80	151	416	647
Eliminated on disposals	-	-	(87)	(87)
Balance at December 31, 2022	80	396	1,359	1,835
Carrying Amounts				
January 1, 2021	-	855	868	1,723
December 31, 2021	-	987	1,230	2,217
December 31, 2022	305	836	1,072	2,213

The Group has leases for office premises, land and Company vehicles for management staff. With the exception of short-term leases on certain office premises and land, each lease is reflected on the consolidated statement of financial position as a right-of-use asset and a lease liability (see Note 19).

(Expressed in thousands of Eastern Caribbean Dollars)

8. Right-of-use Assets (Cont'd)

The table below describes the nature of the Group's leasing activities by type of a right-of-use asset:

	No. of leases	Range of remaining term	Average remaining lease terms	No. of leases with renewal options
Land	1	2 years	2 years	-
Buildings	2	3-7 years	5 years	1
Motor vehicles	13	1-5 years	3 years	-

The Group has elected not to recognise a right-of-use asset and lease liability for short-term leases (leases with a lease term of 12 months or less). Payments made under such leases are expensed over a straight-line basis. The expense relating to lease payments for 2022 was $40 (2021 - $50) and is included in administrative expenses of $30,831 (2021 - $34,251) as disclosed in the consolidated statement of comprehensive income. Total cash outflow for leases for 2022 was $643 (2021 - $520) as disclosed in the consolidated statement of cash flows.

9. Intangible Assets

	Information Systems $'000	Way Leave Rights $'000	Work In Progress $'000	Total S'000
Cost				
Balance at January 1, 2021	25,052	6,798	1,027	32,877
Additions	28	278	88	394
Transfers	807	-	(807)	-
Balance at December 31, 2021	25,887	7,076	308	33,271
Balance at January 1, 2022	25,887	7,076	308	33,271
Additions	-	25	1,099	1,124
Transfers	1,020	-	(1,020)	-
Balance at December 31, 2022	26,907	7,101	387	34,395
Accumulated Amortisation				
Balance at January 1, 2021	22,385	-	-	22,385
Amortised for the year (Note 34)	780	-	-	780
Balance at December 31, 2021	23,165	-	-	23,165
Balance at January 1, 2022	23,165	-	-	23,165
Amortised for the year (Note 34)	905	-	-	905
Balance at December 31, 2022	24,070	-	-	24,070
Carrying Amounts				
January 1, 2021	2,667	6,798	1,027	10,492
December 31, 2021	2,722	7,076	308	10,106
December 31, 2022	2,837	7,101	387	10,325

Way leave rights, which have an indefinite life period, allow the Group access to properties owned by third parties for the purpose of installing and maintaining the Group's transmission and distribution network.

(Expressed in thousands of Eastern Caribbean Dollars)

10. Inventories

	2022 $'000	2021 $'000
Fuel inventories	5,076	4,071
Generation spare parts	6,735	6,139
Transmission, distribution and other spares	6,608	5,772
Goods-in-transit	510	555
	18,929	16,537
Provision for inventory obsolescence	(3,254)	(3,113)
	15,675	13,424

The movement in the provision for inventory obsolescence was as follows:

	2022 $'000	2021 $'000
Balance - beginning of year	3,113	2,052
Additions	141	1,061
Balance - end of year	3,254	3,113

11. Trade, Other Receivables and Prepayments

	2022 $'000	2021 $'000
Trade receivables, gross (Note 36)	59,998	53,368
Less: provision for impairment of trade receivables (Note 36)	(15,182)	(17,687)
Trade receivables, net (Note 36)	44,816	35,681
Other receivables, gross	9,633	7,229
Less: provision for impairment of other receivables	(879)	(918)
Other receivables, net	8,754	6,311
Accrued income	25,637	20,325
	79,207	62,317
Deferred fuel costs	1,240	-
Prepayments	3,540	2,310
	83,987	64,627

The movement in the provision for impairment of trade receivables was as follows:

	2022 $'000	2021 $'000
Balance at January 1	17,687	15,569
Impairment (gain)/loss (Note 34)	(2,505)	2,118
Balance at December 31	15,182	17,687

(Expressed in thousands of Eastern Caribbean Dollars)

11. Trade, Other Receivables and Prepayments (Cont'd)

The movement in the allowance for impairment in respect of other receivables was as follows:

	2022 $'000	2021 $'000
Balance at January 1	918	1,069
Impairment gain (Note 34)	(39)	(151)
Balance at December 31	879	918

The allowance accounts in respect of trade and other receivables are used to record impairment losses unless the Group is satisfied that no recovery of the amount owing is possible; at that point, the amounts considered irrecoverable are written-off against the asset directly.

The Group's exposure to credit risk related to trade and other receivables is disclosed in Note 36.

Deferred fuel costs relate to fair value adjustments of derivative financial instruments as disclosed in Note 4(l) and Note 13. The movements in deferred fuel costs are as follows:

	2022 $'000
Balance at beginning of year	-
Balances arising from new hedge contracts	1,240
Balance at end of year	1,240

Future recovery/reversals of the amounts in deferred fuel costs are exposed to the risk that possible changes in the regulations could result in gains or losses associated with derivative financial instruments no longer being recovered from/refunded to customers

12. Other Financial Assets

	2022 $'000	2021 $'000
Financial assets at amortised cost		
Treasury bills	4,009	-
Financial assets at FVTOCI		
Treasury bills	6,767	-
Commercial paper	8,908	14,585
	15,675	14,585
Financial assets at FVTPL		
Investments funds	21,194	23,912
Equities	8,870	9,616
	30,064	33,528
	49,748	48,113

The financial assets at amortised cost have a weighted average effective interest rate of 2.53% per annum and have maturity dates 1 to 3 months after the reporting date.

The weighted average effective interest rate on the financial assets at FVTOCI was 3.18% (2021 – 0.35%) per annum.

(Expressed in thousands of Eastern Caribbean Dollars)

12. Other Financial Assets (Cont'd)

The financial assets at FVTOCI and at FVTPL are not available for the day-to-day operations of the Group (Note 18).

The Group's exposure to credit risk related to other financial assets is disclosed in Note 36.

The movements in other financial assets during the year are as follows:

	2022 $'000	2021 $'000
Beginning balance	48,113	44,767
Purchases	44,451	42,310
Redemptions	(38,453)	(38,511)
Amortisation of discount	321	43
Realised fair value gain on redemption	55	-
Unrealised fair value gain/(loss) on financial assets measured at FVTOCI	224	(16)
Unrealised fair value loss on financial assets measured at FVTPL	(4,963)	(480)
Ending balance	49,748	48,113

13. Derivative Financial Instruments

The underlying strategy and imperative related to the Group's objective of its fuel price hedging programme is to reduce, in some measure, the price volatility to its customers caused by the existing arrangements whereby fuel is purchased on a regular basis at market prices.

The Board of Directors, as part of the hedging strategy, approved a rolling 12-month hedging programme that commenced in January 2012 utilising Fixed Price Swaps covering up to 75% of estimated monthly volumes. This strategy was further expanded in December 2015 to include the use of Options.

Under the provisions of the Electricity Supply Act (as amended) 1994, fuel prices are passed through to customers at cost.

The fair value of these hedging contracts at year end as disclosed on the consolidated statement of financial position is as follow:

	2022 $'000	2021 $'000
Derivative financial asset - Fixed price swaps	30	1,368
Derivative financial liability - Fixed price swaps	1,270	252

The Group's exposure to credit risk related to its derivative financial asset is disclosed in Note 36.

14. Cash and Cash Equivalents

Cash and cash equivalents comprise:

	2022 $'000	2021 $'000
Cash on hand	16	16
Cash at bank	37,792	26,203
	37,808	26,219

(Expressed in thousands of Eastern Caribbean Dollars)

14. Cash and Cash Equivalents (Cont'd)

Cash at bank is non-interest bearing.

Included in cash at bank are $955 (2021 - $1,302) that are not available for the day-to-day operations of the Group (Note 18).

The Group's exposure to credit risk related to cash and cash equivalents is disclosed in Note 36.

Reconciliation of liabilities arising from financing activities:

	Non-current lease liabilities (Note 19) $'000	Current lease liabilities (Note 19) $'000	Non-current borrowings (Note 20) $'000	Current borrowings (Note 20) $'000	Consumer deposits (Note 21) $'000	Total $'000
Balance at January 1, 2021	1,399	377	76,981	17,652	20,206	116,615
Cash flows during the year	(143)	(536)	-	(21,586)	(357)	(22,622)
Non-cash flows during the year:						
-New leases	1,038	-	-	-	-	1,038
-Lease liabilities classified as non-current becoming current in 2021	(504)	504	-	-	-	-
-Borrowings classified as non-current becoming current in 2021	-	-	(18,448)	18,448	-	-
-Interest accrued in 2021 (Note 28)	-	159	-	3,934	310	4,403
Balance at December 31, 2021	1,790	504	58,533	18,448	20,159	99,434
Balance at January 1, 2022	1,790	504	58,533	18,448	20,159	99,434
Cash flows during the year	(134)	(677)	15,000	(20,651)	793	(5,669)
Non-cash flows during the year:						
-New leases	634	-	-	-	-	634
-Lease liabilities classified as non-current becoming current in 2022	(723)	723	-	-	-	-
-Borrowings classified as non-current becoming current in 2022	-	-	(19,595)	19,595	-	-
-Interest accrued in 2022 (Note 28)	-	173	-	3,386	317	3,876
Balance at December 31, 2022	1,567	723	53,938	20,778	21,269	98,275

(Expressed in thousands of Eastern Caribbean Dollars)

15. Share Capital

	2022	2021
Authorised		
Voting ordinary shares	100,000	100,000
Ordinary non-voting shares	800	800
Preference shares	1,214	1,214

	2022 $'000	2021 $'000
Issued and fully paid		
22,400,000 voting ordinary shares	77,563	77,563
520,000 non-voting ordinary shares	2,600	2,600
	80,163	80,163

16. Fair Value Reserve

	2022 $'000	2021 $'000
Balance at beginning of year	1,662	2,158
Fair value gain/(loss) on FVTOCI financial assets	224	(16)
Transferred from retained earnings	(4,963)	(480)
Balance at end of year	(3,077)	1,662

The fair value reserve represents the cumulative unrealised fair value gains and losses arising on the revaluation of financial assets at FVTOCI and at FVTPL.

17. Revaluation Reserve

	2022 $'000	2021 $'000
Balance at beginning and end of year	59,862	59,862

The revaluation reserve represents the unrealised gain on the revaluation of the Group's land. When land is sold, the portion of the revaluation reserve that relates to that asset is transferred directly to retained earnings. Items of other comprehensive income included in the revaluation reserve will not be reclassified subsequently to profit or loss.

18. Self-insurance Reserve

Because of the difficulty experienced by the Group in obtaining adequate and reasonably priced commercial insurance coverage primarily on its Transmission and Distribution ("T&D") assets, the Board of Directors gave approval for the establishment of a Self-insurance Fund to provide coverage for its T&D assets in the first instance, in the event of natural disasters or similar catastrophic events. From 2008, the Group therefore ceased commercial insurance cover of its T&D assets and undertook on an annual basis, to provide for insurance cover and to place amounts into the fund which will be independently managed under the terms of a registered Trust Deed. In 2022, the Group was able to supplement the self-insurance reserve with parametric insurance on its T&D assets.

(Expressed in thousands of Eastern Caribbean Dollars)

18. Self-insurance Reserve (Cont'd)

During 2011, the Group received formal notification from the Registrar of Insurances of the approval in principle, subject to certain conditions, for the establishment of the fund in accordance with the Insurance Act of Saint Lucia. Payments into the fund are exempted from income tax under the authority of Statutory Instrument No. 172 of 2007.

LUCELEC Cap-Ins. Inc. was incorporated on December 31, 2014. This subsidiary company has established a reserve which is not available for distribution to the shareholder.

The fund balance comprises the following:

	2022 $'000	2021 $'000
FVTOCI financial assets (Note 12)	15,675	14,585
FVTPL financial assets (Note 12)	30,064	33,528
Cash and cash equivalents (Note 14)	955	1,302
	46,694	49,415

The movement in the Self-insurance Reserve was as follows:

	2022 $'000	2021 $'000
Balance at beginning of year	47,625	44,212
Transferred from retained earnings	1,989	3,413
Balance at end of year	49,614	47,625

19. Lease Liabilities

	2022 $'000	2021 $'000
Current	723	504
Non-current	1,567	1,790
	2,290	2,294

The weighted average rate of interest applied to lease liabilities is 7.15% (2021 – 7.62%).

Lease liabilities are secured by the related underlying asset (see Note 8).

Future minimum lease payments at year end were as follows:

	2022 $'000	2021 $'000
Between 1 and 2 years	617	530
Between 2 and 5 years	739	945
Greater than 5 years	211	315
	1,567	1,790

The Group's exposure to liquidity risks related to lease liabilities is disclosed in Note 36.

(Expressed in thousands of Eastern Caribbean Dollars)

20. Borrowings

	2022 $'000	2021 $'000
Current		
Bank borrowings	11,271	9,424
Related party	9,507	9,024
	20,778	18,448
Non-current		
Bank borrowings	30,643	25,731
Related party	23,295	32,802
	53,938	58,533
Total borrowings		
Bank borrowings	41,914	35,155
Related party (Note 33(d)(v))	32,802	41,826
	74,716	76,981

Borrowings are secured by hypothecary obligations and mortgage debentures creating fixed charges over all immovable properties and floating charges over all other assets, all ranking *pari passu* pursuant to a security sharing agreement, and assignment of insurance policies (Note 7).

The weighted average effective rates at the reporting date were as follows:

	2022 %	2021 %
Bank borrowings	3.45	3.59
Related party	5.25	5.25

Maturity of non-current borrowings:

	2022 $'000	2021 $'000
Between 1 and 2 years	17,679	19,281
Between 2 and 5 years	21,563	34,674
Over 5 years	14,696	4,578
	53,938	58,533

The Group's exposure to liquidity risks related to borrowings is disclosed in Note 36.

21. Consumer Deposits

Consumers requesting energy connections are required to pay a deposit that is refundable when the service is terminated. Interest is accrued on these deposits at the rate of 2% (2021 - 2%) per annum.

	2022 $'000	2021 $'000
Consumer deposits	16,389	15,480
Interest accrual	4,880	4,679
	21,269	20,159

(Expressed in thousands of Eastern Caribbean Dollars)

22. Provision for Other Liabilities

	2022 $'000	2021 $'000
Balance at beginning of year	1,485	1,485
Increase in provision	186	-
Balance at end of year	1,671	1,485

The provision represents the most recent reasonable estimated decommissioning costs of the old power stations located at Union and Vieux Fort. These power stations are scheduled to be decommissioned in 2023.

23. Deferred Tax Liability

Deferred tax liability is calculated in full on temporary differences under the statement of financial position liability method using a principal tax rate of 30% (2021 - 30%). The movement on the deferred tax liability account is as follows:

	2022 $'000	2021 $'000
Balance at beginning of year	35,375	34,059
Recognised in profit and loss (Note 29)	1,972	1,439
Recognised in other comprehensive income (Note 29)	(253)	(123)
Balance at end of year	37,094	35,375

Deferred tax liability is attributed to the following items:

	2022 $'000	2021 $'000
Property, plant and equipment	37,873	36,137
Post-employment medical benefit liabilities	(756)	(739)
Leased assets	664	665
Lease liabilities	(687)	(688)
	37,094	35,375

24. Retirement Benefit Liabilities

(a) Background

Grade I Employees

The Group contributes to a defined benefit pension scheme for Grade I employees who were employed prior to January 1, 2008. The plan is administered and managed by Sagicor Life, Inc.("Sagicor")

Grade II Employees

The Group contributes to a defined benefit pension scheme for Grade II employees who were employed prior to January 1, 2008 which, up to December 31, 2008, was administered by CLICO International Life Insurance Group Limited ("CLICO"). Subsequent funding to the plan is currently administered by RBC Investments Management (Caribbean) Limited.

The most recent actuarial valuations of these two plans were completed December 31, 2018 using the "Projected Unit Credit" method of valuation.

(Expressed in thousands of Eastern Caribbean Dollars)

24. Retirement Benefit Liabilities (Cont'd)

(b) The principal actuarial assumptions used for all plans were as follows:

	Grade II		Grades I	
	2022	2021	2022	2021
	%	%	%	%
Discount rates	7.5	7.5	7.5	7.5
Future salary increases	4.0	4.0	4.0	4.0
Future NIS earnings increases	-	-	2.0	2.0

Assumptions regarding future mortality are based on standard mortality tables.

(c) The amounts recognised in the consolidated statement of financial position are determined as follows:

	Grade II		Grade I		Total	
	2022	2021	2022	2021	2022	2021
	$'000	$'000	$'000	$'000	$'000	$'000
Present value of defined benefit obligations	(19,390)	(18,913)	(15,045)	(14,836)	(34,435)	(33,749)
Fair value of plan assets	24,590	25,602	17,614	18,483	42,204	44,085
Effect of asset ceiling	(5,200)	(6,689)	(2,569)	(3,647)	(7,769)	(10,336)
Defined benefit liabilities	-	-	-	-	-	-

(Expressed in thousands of Eastern Caribbean Dollars)

24. Retirement Benefit Liabilities (Cont'd)

(d) The movements in the present value of defined benefit obligations were as follows:

	Grade II		Grade I		Total	
	2022 $'000	2021 $'000	2022 $'000	2021 $'000	2022 $'000	2021 $'000
Defined benefit obligation as at January 1	18,913	18,261	14,836	14,529	33,749	32,790
Current service cost	435	428	101	101	536	529
Interest cost	1,356	1,332	1,090	1,073	2,446	2,405
Members' contributions	160	190	125	133	285	323
Benefits paid	(1,691)	(1,011)	(666)	(509)	(2,357)	(1,520)
Re-measurements: experience adjustments	217	(287)	(441)	(491)	(224)	(778)
Defined benefit obligation as at December 31	19,390	18,913	15,045	14,836	34,435	33,749

(e) The movements in the fair value of plan assets were as follows:

	Grade II		Grade I		Total	
	2022 $'000	2021 $'000	2022 $'000	2021 $'000	2022 $'000	2021 $'000
Fair value of plan assets at January 1	25,602	24,473	18,483	17,806	44,085	42,279
Contributions paid - employer	890	955	714	270	1,604	1,225
Contributions paid - members	160	190	125	133	285	323
Interest income	1,895	1,838	1,391	1,330	3,286	3,168
Return on plan assets, excluding interest income	(2,213)	(786)	(2,396)	(508)	(4,609)	(1,294)
Benefits paid	(1,691)	(1,011)	(666)	(509)	(2,357)	(1,520)
Expense allowance	(53)	(57)	(37)	(39)	(90)	(96)
Fair value of plan assets at December 31	24,590	25,602	17,614	18,483	42,204	44,085

(Expressed in thousands of Eastern Caribbean Dollars)

24. Retirement Benefit Liabilities (Cont'd)

(f) Composition of plan assets

	Grade II		Grade I		Total	
	2022	2021	2022	2021	2022	2021
	$'000	$'000	$'000	$'000	$'000	$'000
Overseas equity	3,794	3,451	-	-	3,794	3,451
Government issued nominal bonds	14,307	13,929	-	-	14,307	13,929
Corporate bonds	841	951	-	-	841	951
Cash/money market	4,573	6,040	-	-	4,573	6,040
Immediate annuity policies	1,075	1,231	-	-	1,075	1,231
Unit trust	-	-	17,614	18,483	17,614	18,483
	24,590	25,602	17,614	18,483	42,204	44,085

24. Retirement Benefit Liabilities (Cont'd)

(f) Composition of plan assets (Cont'd)

Grade I

The asset value as at December 31, 2022 was estimated using the asset value as at December 31, 2022 provided by the Plan's Investment Manager - Sagicor. The value is reliant on Sagicor's financial strength.

The Grade I Plan's assets are invested in a strategy agreed with the Grade I Plan's Trustees which is largely driven by statutory constraints and asset availability. The Trustees have agreed to invest the Grade I Plan's assets in Sagicor's International Balanced Fund, which is a collective investment vehicle for regional pension plans investing in a diversified portfolio of bonds and equities. There are no asset-liability matching strategies used by the Grade I Plan.

Grade II

The values of the Grade II Plan assets as at December 31, 2022 were estimated using the asset value as at November 30, 2022 provided by the Plan's Investment Manager (RBC) and an estimate of the value of the Grade II Plan's immediate annuity policies which was calculated using the same assumptions used to calculate the defined benefit obligation (it is assumed that these annuities have not been impaired). The Investment Manager calculates the fair value of the Government bonds by discounting expected future proceeds using a constructed yield curve.

All of the Grade II Plan's government bonds were issued by the governments of countries within Caricom. The Scheme's immediate annuity policies that were purchased from CLICO were transferred to NAGICO during 2021. The value of these policies is reliant on NAGICO's financial strength and its ability to pay the pension secured.

The Grade II Plan's assets are invested in a strategy agreed with the Grade II Plan's Trustees which is largely driven by statutory constraints and asset availability. There are no asset-liability matching strategies used by the Grade II Plan.

(Expressed in thousands of Eastern Caribbean Dollars)

24. Retirement Benefit Liabilities (Cont'd)

(g) The actual return on plan assets was as follows:

	Grade II		Grade I		Total	
	2022	2021	2022	2021	2022	2021
	$'000	$'000	$'000	$'000	$'000	$'000
Return on plan assets	(318)	1,052	(1,005)	822	(1,323)	1,874

(h) The net pension costs recognised in the consolidated statement of comprehensive income were as follows:

	Grade II		Grade I		Total	
	2022	2021	2022	2021	2022	2021
	$'000	$'000	$'000	$'000	$'000	$'000
Current service cost	435	428	101	101	536	529
Administration expenses	53	57	37	39	90	96
Net pension costs	488	485	138	140	626	625

(i) Re-measurements recognised in other comprehensive income were as follows:

	Grade II		Grade I		Total	
	2022	2021	2022	2021	2022	2021
	$'000	$'000	$'000	$'000	$'000	$'000
Experience losses	2,430	499	1,955	17	4,385	516
Effect of asset ceiling	(2,028)	(29)	(1,379)	113	(3,407)	84
Total amount recognised in other comprehensive income	402	470	576	130	978	600

(Expressed in thousands of Eastern Caribbean Dollars)

24. Retirement Benefit Liabilities (Cont'd)

(j) Reconciliation of opening and closing defined benefit liabilities:

	Grade II		Grade I		Total	
	2022 $'000	2021 $'000	2022 $'000	2021 $'000	2022 $'000	2021 $'000
Opening defined benefit liabilities	-	-	-	-	-	-
Net pension cost	(488)	(485)	(138)	(140)	(626)	(625)
Re-measurements recognised in other comprehensive income	(402)	(470)	(576)	(130)	(978)	(600)
Employer contributions paid	890	955	714	270	1,604	1,225
Closing defined benefit liabilities	-	-	-	-	-	-

(Expressed in thousands of Eastern Caribbean Dollars)

24. Retirement Benefit Liabilities (Cont'd)

(k) Sensitivity Analysis

The calculation of the defined benefit obligations for Grades I to II is sensitive to the assumptions used. The following tables summarise how the defined benefit obligations would have changed as a result of a change in the assumptions used.

Grade I

December 31, 2022

	1% p.a. increase $'000	1% p.a. decrease $'000
Discount rate	(1,338)	1,656
Future salary increases	909	(740)

December 31, 2021

	1% p.a. increase $'000	1% p.a. decrease $'000
Discount rate	(1,303)	1,619
Future salary increases	926	(760)

An increase of one year in the assumed life expectancies would increase the defined benefit obligations at December 31, 2022 by $206 (2021 - $191).

Grade II

December 31, 2022

	1% p.a. increase $'000	1% p.a. decrease $'000
Discount rate	(1,903)	2,274
Future salary increases	516	(474)

December 31, 2021

	1% p.a. increase $'000	1% p.a. decrease $'000
Discount rate	(1,858)	2,224
Future salary increases	500	(456)

An increase of one year in the assumed life expectancies would increase the defined benefit obligations at December 31, 2022 by $369 (2021 - $364).

(Expressed in thousands of Eastern Caribbean Dollars)

24. Retirement Benefit Liabilities (Cont'd)

(l) Duration

The weighted average duration of the defined benefit obligation at year end for each of the plans was as follows:

	2022	2021
Grade 1	10.6 years	10.5 years
Grade II	11.5 years	11.5 years

(m) Funding Policy

Grade I

The Group meets the balance of the cost of funding the defined benefit pension plan and the Group must pay contributions at least equal to those paid by members, which are fixed. The funding requirements are based on regular (at least every 3 years) actuarial valuations of the plan and the assumptions used to determine the funding required may differ from those set out above. The Group expects to pay $334 to the pension plan during 2023.

Grade II

The Group meets the balance of the cost of funding the defined benefit pension plan and the Group must pay contributions at least equal to those paid by members, which are fixed. The funding requirements are based on regular (at least every 3 years) actuarial valuations of the plan and the assumptions used to determine the funding required may differ from those set out above. The Group expects to pay $600 to the pension plan during 2023.

(Expressed in thousands of Eastern Caribbean Dollars)

25. Post-employment Medical Benefit Liabilities

The Group contributes to a post-employment medical scheme with The Beacon Insurance Co. Limited for all its current employees and retirees.

(a) The principal actuarial assumptions used were as follows:

	2022 %	2021 %
Discount rate	7.5	7.5
Medical expense increase	5.0	5.0

Assumptions regarding future mortality are based on standard mortality tables.

(b) The amounts recognised in the consolidated statement of financial position are determined as follows:

	2022 $'000	2021 $'000
Present value of defined benefit obligations	2,518	2,462
Defined benefit liabilities	2,518	2,462

(c) The movements in the present value of defined medical benefit obligations were as follows:

	2022 $'000	2021 $'000
Defined benefit obligations as at January 1	2,462	2,464
Current service costs	75	74
Interest costs	182	182
Benefits paid	(65)	(66)
Re-measurements: experience adjustments	(136)	(192)
Defined benefit obligations as at December 31	2,518	2,462

(d) The amounts recognised in the consolidated statement of comprehensive income were as follows:

	2022 $'000	2021 $'000
Current service costs	75	74
Interest on defined benefit obligations	182	182
Net medical benefit costs	257	256

(e) Re-measurements recognised in other comprehensive income were as follows:

	2022 $'000	2021 $'000
Experience gain	(136)	(192)
Total amount recognised in other comprehensive income	(136)	(192)

(Expressed in thousands of Eastern Caribbean Dollars)

25. Post-employment Medical Benefit Liabilities (Cont'd)

(f) Reconciliation of opening and closing defined benefit liabilities:

	2022 $'000	2021 $'000
Opening defined benefit liabilities	2,462	2,464
Net medical benefit costs	257	256
Re-measurement gain recognised in other comprehensive income	(136)	(192)
Benefits paid	(65)	(66)
Closing defined benefit liabilities	2,518	2,462

The calculation of the defined benefit obligations is sensitive to the assumptions used. The following tables summarise how the defined benefit obligations would have changed as a result of a change in the assumptions used.

December 31, 2022

	1% p.a. increase $'000	1% p.a. decrease $'000
Discount rate	(379)	491
Medical expense increases	499	(390)

December 31, 2021

	1% p.a. increase $'000	1% p.a. decrease $'000
Discount rate	(371)	480
Medical expense increases	488	(382)

An increase of 1 year in the assumed life expectancies would increase the defined benefit obligations at December 31, 2022 by $79 (2021 - $77).

(g) Duration

The weighted average duration of the defined benefit obligation at December 31, 2022 was 18.3 years (2021 - 18.4 years).

(h) Funding Policy

The Group insures the medical benefits for retirees with an external insurer and pays 50% of the retiree only premiums to the insurer as they fall due. The retiree meets the remaining 50%. In addition, if the retiree wishes to provide for his dependents, the retiree meets the full cost of this additional benefit.

The Group expects to pay $68 to the plan in 2023.

(Expressed in thousands of Eastern Caribbean Dollars)

26. Trade and Other Payables

	2022 $'000	2021 $'000
Trade payables	34,754	17,092
Accrued expenses	14,080	11,017
Other payables	11,049	7,205
	59,883	35,314
Deferred fuel costs	-	1,116
	59,883	36,430

The Group's exposure to liquidity risks related to trade and other payables is disclosed in Note 36.

Deferred fuel costs relate to fair value adjustments of derivative financial instruments as disclosed in Notes 4(l) and Note 13. The movements in deferred fuel costs are as follows:

	2022 $'000	2021 $'000
Balance at beginning of year	1,116	571
Balances arising from new hedge contracts	-	1,116
Reversals	(1,116)	(571)
Balance at end of year	-	1,116

Future recovery/reversals of the amounts in deferred fuel costs are exposed to the risk that possible changes in the regulations could result in gains or losses associated with derivative financial instruments no longer being recovered from/refunded to customers.

27. Other (Losses)/Gains, Net

	2022 $'000	2021 $'000
(Loss)/gain on disposal of property, plant and equipment	(6)	64
Foreign exchange gain	75	10
Impairment loss on property, plant and equipment (Note 7)	(1,287)	-
	(1,218)	74

28. Finance Costs

	2022 $'000	2021 $'000
Interest expense on:		
-lease liabilities	173	159
-borrowings	3,386	3,934
-consumer deposits	317	310
-pole rental deposits	2	2
	3,878	4,405

(Expressed in thousands of Eastern Caribbean Dollars)

29. Taxation

	2022 $'000	2021 $'000
Current tax	16,417	15,054
Deferred tax (Note 23)	1,972	1,439
	18,389	16,493

Reconciliation of the applicable tax charge to the effective tax charges:

	2022 $'000	2021 $'000
Profit before taxation	57,990	57,035
Tax at the statutory rate of 30% (2021 - 30%)	17,396	17,110
Tax effect of non-deductible expenses	2,169	457
Tax effect of non-taxable income	(276)	(175)
Tax effect of self-insurance appropriation	(900)	(900)
Deferred tax asset unrecognised on tax loss	-	1
Tax charge	18,389	16,493

Deferred tax on each component of other comprehensive income is as follows:

	2022 $'000	2021 $'000
Re-measurement of defined benefit pension plans		
Before tax (Notes 24(i) and 25(e))	(842)	(408)
Tax (Note 23)	253	123
After tax	(589)	(285)

30. Basic and Diluted Earnings per Share

Basic and diluted earnings per share is calculated by dividing the net profit for the year of $39,601 (2021 - $40,542) by the weighted average number of shares outstanding during the year of 22,920 (2021 - 22,920).

31. Tariff Reduction

In accordance with the provisions of the Electricity Supply Amendment Act Nos. 12 of 2006 and 13 of 2006, a mechanism was put into effect for the computation of the Allowable Rate of Return, based on a predetermined range of Return on Average Contributed Capital.

The Allowable Rate of Return is between 2% and 7% above the cost of the most recent long-term bonds issued by the Government of St. Lucia on the Regional Government Securities Market, with a minimum return of 10%. This was equal to a range of 10.00% to 14.25% in respect of 2022 (2021 – 10.00% to 14.33%).

In the event that the actual Rate of Return exceeds the Allowable Rate of Return, 50% of the amount in excess of the maximum of the range will be distributed proportionately to hotel and industrial consumers as a decrease in the basic energy rate based on the total kilowatt hours consumed in the preceding calendar year. The Minister may also, by Order, apply the decrease in the basic energy rate to consumers or groups of consumers in need of special protection.

In the event that the actual Rate of Return falls below the minimum of 10%, provision is also made for the upward adjustment of the basic energy rate.

(Expressed in thousands of Eastern Caribbean Dollars)

32. Ordinary Dividends

	2022 $ Dividends Per share	2022 $'000 Total	2021 $ Dividends Per share	2021 $'000 Total
Final - relating to 2020	-	-	0.58	13,294
Interim - relating to 2021	-	-	0.45	10,314
Final - relating to 2021	0.68	15,586	-	-
Interim - relating to 2022	0.45	10,314	-	-
	1.13	25,900	1.03	23,608

The final dividend for the year 2022 had not been declared as at December 31, 2022.

33. Related Parties

(a) *Identification of related party*

A party is related to the Group if:

(i) Directly or indirectly the party:
- Controls, is controlled by, or is under common control with the Group;
- Has an interest in the Group that gives it significant influence over the Group; or
- Has joint control over the Group.

(ii) The party is a member of the key management personnel of the Group,
(iii) The party is a close member of the family of any individual referred to in (i) or (ii),
(iv) The party is a post-employment benefit plan for the benefit of employees of the Group or any Group that is a related party of the Group,
(v) The party is an entity that is controlled or jointly controlled by a party referred to in (i) to (iii).

(b) *Related party transactions and balances*

A number of transactions have been entered into with related parties in the normal course of business. These transactions were conducted at market rates, or commercial terms and conditions.

(c) *Transactions with key management personnel*

In addition to their salaries, the Group also provides non-cash benefits to executive officers and contributions to post-employment retirement plans on their behalf. The key management personnel compensations are as follows:

	2022 $'000	2021 $'000
Short-term employee benefits	4,269	4,588
Post-employment benefits	162	150
Directors' remuneration	350	318
	4,781	5,056

(Expressed in thousands of Eastern Caribbean Dollars)

33. Related Parties (Cont'd)

(c) Transactions with key management personnel (Cont'd)

(i) Transactions with the key management personnel during the year were as follows:

	2022 $'000	2021 $'000
Supply of electricity services	145	132

(ii) Balances at the reporting date arising from transactions with key management personnel and included in trade receivables, gross (Note 11) of $59,998 (2021 - $53,368) were as follows:

	2022 $'000	2021 $'000
Supply of electricity services	7	6

(d) Transactions with shareholders

The Group's major shareholders are as follows:

	2022 %	2021 %
Emera St. Lucia Ltd.	20.00	20.00
First Citizens Bank Limited	20.00	20.00
National Insurance Corporation	20.00	20.00
Castries Constituency Council	15.50	15.50
Government of Saint Lucia	10.05	10.05
	85.55	85.55

The remaining 14.45% (2021 - 14.45%) of the shares is widely held.

(i) Transactions with shareholders during the year were as follows:

Supply of Electricity Services

	2022 $'000	2021 $'000
First Citizens Bank Ltd	113	86
National Insurance Corporation	2,311	1,637
Castries Constituency Council	1,892	1,495
Government of Saint Lucia	34,807	27,388
	39,123	30,606

The Government of Saint Lucia receives a 10% (2021 - 10%) discount on electricity charges in respect of all accounts other than Street lighting, except where the minimum charges apply.

(Expressed in thousands of Eastern Caribbean Dollars)

33. Related Parties (Cont'd)

(d) Transactions with shareholders (Cont'd)

(i) Transactions with shareholders during the year were as follows (Cont'd):

Supply of Other Services

	2022 $'000	2021 $'000
Government of Saint Lucia	1,719	375

(ii) Balances at the reporting date arising from supply of electricity services to related parties during the year and included in trade receivables, gross (Note 11) of $59,998 (2021 - $53,368) were as follows:

	2022 $'000	2021 $'000
First Citizens Bank Ltd	2	8
National Insurance Corporation	184	17
Castries Constituency Council	165	-
Government of Saint Lucia	8,107	3,528
	8,458	3,553

(iii) Balances at the reporting date arising from supply of other services to related parties during the year and included in other receivables, gross (Note 11) of $9,633 (2021 - $7,229) were as follows:

	2022 $'000	2021 $'000
Government of Saint Lucia	595	597

(iv) Provision for impairment losses recognised against related party balances were as follows:

	2022 $'000	2021 $'000
Provision for impairment	542	597

(Expressed in thousands of Eastern Caribbean Dollars)

33. Related Parties (Cont'd)

(d) Transactions with shareholders (Cont'd)

(v) Loans from shareholders

Movements in loans from shareholders for the year and their balances at the reporting date were as follows:

	2022 $'000	2021 $'000
National Insurance Corporation		
At beginning of year	41,826	50,392
Repayments during year	(11,045)	(11,045)
	30,781	39,347
Interest expense	2,021	2,479
At end of year	32,802	41,826

The above loans are fully secured (Note 20).

Finance Costs

Details of the related finance costs are as follows:

	2022 $'000	2021 $'000
National Insurance Corporation	2,021	2,479

These charges are included in the finance costs of $3,878 (2021 - $4,405) as disclosed in the consolidated statement of comprehensive income.

(e) Transactions with pension schemes

(i) Transactions with the pension schemes during the year were as follows:

Liabilities settled on behalf of the pension schemes

	2022 $'000	2021 $'000
LUCELEC Grade I Pension Scheme	97	35
LUCELEC Grade II Pension Scheme	100	102
LUCELEC Defined Contribution Pension Scheme	101	40
	298	177

(Expressed in thousands of Eastern Caribbean Dollars)

33. Related Parties (Cont'd)

(e) Transactions with pension schemes (Cont'd)

(ii) Balances at the reporting date arising from settlement of liabilities on behalf of the pension schemes during the year and included in other receivables, gross (Note 11) of $9,633 (2021 - $7,229) were as follows:

	2022 $'000	2021 $'000
LUCELEC Grade I Pension Scheme	345	248
LUCELEC Grade II Pension Scheme	163	215
LUCELEC Defined Contribution Pension Scheme	115	14
	623	477

34. Expenses by Nature

	2022 $'000	2021 $'000
Operating expenses		
Fuel costs	236,872	141,407
Depreciation on property, plant and equipment (Note 7)	23,742	22,919
Depreciation on leased assets (Note 8)	187	65
Repairs and maintenance	15,149	12,411
Employee benefits (Note 35)	20,279	17,817
Generation insurance premiums	397	332
T&D insurance premiums	707	-
Other operating expenses	3,378	4,318
	300,711	199,269
Administrative expenses		
Depreciation on property, plant and equipment (Note 7)	782	744
Depreciation on leased assets (Note 8)	460	479
Amortisation of intangible assets (Note 9)	905	780
Repairs and maintenance	2,385	2,284
Employee benefits (Note 35)	13,325	13,274
Impairment (gains)/losses on trade and other receivables (Note 11)	(2,544)	1,967
Bank charges	1,420	803
Debt collection expenses	795	654
Insurance	3,937	3,463
Professional fees	1,282	2,278
Other operating expenses	8,084	7,525
	30,831	34,251
	331,542	233,520

(Expressed in thousands of Eastern Caribbean Dollars)

35. Employee Benefit Expenses

	2022 $'000	2021 $'000
Wages and salaries	26,863	24,115
Pension contributions	1,353	1,711
Medical contributions	990	988
Other employee benefits	4,398	4,277
	33,604	31,091

Allocated as follows:

	2022 $'000	2021 $'000
Operating expenses	20,279	17,817
Administrative expenses	13,325	13,274
	33,604	31,091

The number of permanent employees at December 31, 2022 was 260 (2021 - 249).

36. Financial Instruments

Credit risk

Exposure to credit risk

The carrying amount of financial assets represents the maximum exposure. The maximum exposure to credit risk at the reporting date was:

	Notes	2022 $'000	2021 $'000
Trade and other receivables	11	79,207	62,317
Other financial assets	12	49,748	48,113
Derivative financial instruments	13	30	1,368
Cash at bank	14	37,792	26,203
		166,777	138,001

The maximum exposure to credit risk for trade receivables at the reporting date by type of customer was:

	2022 $'000	2021 $'000
Business, before deducting provision	42,520	30,789
Residential, before deducting provision	17,478	22,579
	59,998	53,368

(Expressed in thousands of Eastern Caribbean Dollars)

36. Financial Instruments (Cont'd)

Credit risk (Cont'd)

Expected credit loss assessment

The Group uses a provision matrix to measure the expected credit losses of trade receivables. The expected loss rates are based on the Group's historical credit loss rates per ageing category, which reflects the percentage of the ageing category which migrates over to 120 days, adjusted for factors specific to the debtor. The historical loss rates are then adjusted for current and forward-looking information based on the impact of macroeconomic factors (and in the prior year the COVID-19 pandemic) on the Group's customers. The Group has identified the unemployment rate and gross domestic product (2021 - unemployment rate, inflation rate and gross domestic product) as the key macroeconomic factors. These loss rates are applied to the outstanding receivable balances less security deposits and interest.

The following provides information about the Group's exposure to credit risk and expected credit losses for trade receivables:

December 31, 2022

	Gross carrying amount $'000	Loss allowance $'000	Net carrying amount $'000
Current (not past due)	26,499	476	26,023
More than 30 days past due	8,226	384	7,842
More than 60 days past due	3,560	270	3,290
More than 90 days past due	2,665	316	2,349
More than 120 days past due	19,048	13,736	5,312
	59,998	15,182	44,816

December 31, 2021

	Gross carrying amount $'000	Loss allowance $'000	Net carrying amount $'000
Current (not past due)	22,157	485	21,672
More than 30 days past due	7,646	559	7,087
More than 60 days past due	4,076	876	3,200
More than 90 days past due	2,821	959	1,862
More than 120 days past due	16,668	14,808	1,860
	53,368	17,687	35,681

(Expressed in thousands of Eastern Caribbean Dollars)

36. Financial Instruments (Cont'd)

Liquidity risk

The following are the contractual maturities of financial liabilities including estimated interest payments:

December 31, 2022

	Notes	Carrying amounts $'000	Total contractual cash flows $'000	Contractual cash flow: Under 1 year $'000	1-2 years $'000	2-5 years $'000	>5 years $'000
Non-derivative financial liabilities							
Lease liabilities	19	2,290	2,600	859	704	819	218
Borrowings	20	74,716	84,118	22,389	19,628	23,988	18,113
Trade and other payables	26	59,883	59,883	59,883	-	-	-
		136,889	146,601	83,131	20,332	24,807	18,331

December 31, 2021

	Notes	Carrying amounts $'000	Total contractual cash flows $'000	Contractual cash flow: Under 1 year $'000	1-2 years $'000	2-5 years $'000	>5 years $'000
Non-derivative financial liabilities							
Lease liabilities	19	2,294	2,687	659	639	1,057	332
Borrowings	20	76,981	85,078	21,586	21,586	37,159	4,747
Trade and other payables	26	35,314	35,314	35,314	-	-	-
		114,589	123,079	57,559	22,225	38,216	5,079

The Group also has liabilities totaling $21,269 (2021 - $20,159) relating to consumer deposits (Note 21) that are refundable upon the cessation of the supply of services. It is not practicable to determine the contractual maturities of these liabilities, including estimated interest payments.

(Expressed in thousands of Eastern Caribbean Dollars)

36. Financial Instruments (Cont'd)

Fair values

Fair values versus carrying amounts

The fair values of financial assets and liabilities, together with the carrying amounts shown in the consolidated statement of financial position are as follows:

	Notes	Carrying amounts as at December 31, 2022 $'000	Fair values as at December 31, 2022 $'000	Carrying amounts as at December 31, 2021 $'000	Fair values as at December 31, 2021 $'000
Trade and other receivables	11	79,207	79,207	62,317	62,317
Other financial assets	12	49,748	49,748	48,113	48,113
Derivative financial asset	13	30	30	1,368	1,368
Cash and cash equivalents	14	37,808	37,808	26,219	26,219
Derivative financial liability	13	(1,270)	(1,270)	(252)	(252)
Borrowings	5 & 20	(74,716)	(66,846)	(76,981)	(74,318)
Trade and other payables	26	(59,883)	(59,883)	(35,314)	(35,314)
		30,924	38,794	25,470	28,133

The basis of determining fair values is disclosed in Note 5.

Interest rates used for determining fair values

The interest rates used to discount estimated cash flows of borrowings are based on the market interest rates at the reporting date.

The Group also has liabilities totaling $21,269 (2021 - $20,159) relating to consumer deposits (Note 21) that are refundable upon the cessation of the supply of services. It is not practicable to determine the fair values of these liabilities.

(Expressed in thousands of Eastern Caribbean Dollars)

36. Financial Instruments (Cont'd)

Equity price risk

An average pricing volatility of 6.34% (2021 – 1.29%) was observed for the Group's investments in equity instruments. This volatility figure is considered to be a reasonable basis for estimating how profit or loss could have been affected by changes in market risk that were reasonably possible at the reporting date. If the quoted stock price for these equity instruments increased or decreased by that amount, profit before taxation could have changed by $563 (2021 - $124).

37. Commitments

Capital commitments

The Group had capital commitments at December 31, 2022 of $2,387 (2021 - $3,949).

Operating lease commitments

(i) Pole rental

The Group expects to earn annual income from pole rentals of $1,039 (2021 - $1,086) for the foreseeable future.

38. Contingent Liabilities

The Group has been named a defendant to a number of claims as at December 31, 2022 as follows:

1. Claims from unrelated third parties estimated at $47;
2. Claim from the former Members of Eastern Caribbean Utilities Pension Scheme (Present and former employees of the Group) for which a value has not been disclosed.

   The employees who are former members of the defunct Eastern Caribbean Utilities Pension Scheme (ECUPS) are seeking future pension benefits on the basis of the ECUPS formula which they allege they are entitled to based on their employment contract. The Group has denied this claim.

While it is impossible to be certain of the outcome of any particular case or of the amount of any possible adverse verdict, the Group believes that its defenses to all these various claims are meritorious.

39. Subsidiary Companies

	Country of Incorporation	Equity %
LUCELEC Cap-Ins. Inc.	Saint Lucia	100
Energyze Holdings Inc.	Saint Lucia	100

40. Comparatives

Where necessary, comparative figures have been adjusted to conform with changes in the presentation in the current year.

Financial STATISTICS

						Restated		Restated		Restated
	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Units Sold (kWh x 1000)	373,663	352,874	36,473	368,938	361,623	359,653	348,229	337,540	331,939	34,479
Tariff Sales (Cents per kWh)	81.9	77.1	83.3	84.8	76.8	74.9	91.6	97.7	98.7	98.3
Fuel Charge (Cents per kWh)	23.6	5.3	(6.8)	(1.0)	8.4	2.7	(17.0)	(6.1)	(1.1)	0.4
Operating costs (Cents per kWh)	88.7	66.2	61.4	70.3	71.0	63.9	59.4	77.4	84.1	85.2
Summarised Balance Sheet (EC$000's)										
Fixed Assets (Net)	373,007	367,278	374,918	335,593	342,611	327,219	332,804	338,838	334,388	336,395
Right-of-use assets	2,213	2,217	1,723	1,738	-	-	-	-	-	-
Retirement Benefit Asset	-	-	-	-	-	-	-	-	4,765	2,448
Other Financial Assets	-	-	-	-	-	-	-	172	171	170
Capital Work in Progress	37,470	37,770	33,861	28,481	16,702	33,574	15,151	15,736	17,594	21,080
Current Assets	187,248	153,751	151,414	158,479	135,732	134,289	131,547	135,680	161,683	130,558
Current Liabilities	(87,225)	(58,221)	(58,964)	(66,235)	(58,491)	(68,999)	(46,011)	(50,084)	(84,853)	(55,418)
Total	512,713	502,795	502,952	458,056	436,554	426,083	433,491	440,342	433,748	435,233
Share Capital	80,163	80,163	80,163	80,163	80,163	80,163	80,163	80,163	80,163	80,163
Retained Earnings	209,765	193,679	179,963	169,120	161,609	159,185	150,518	135,374	130,137	123,614
Other Reserves & Consumer Contributions	106,399	109,149	106,232	57,137	50,447	49,654	45,516	43,555	29,460	23,604
Long Term Debt	55,505	60,323	78,380	95,951	89,924	82,202	100,181	121,713	137,726	153,072
Other Long Term Liabilities	60,881	59,481	58,214	55,685	54,411	54,879	57,113	59,537	56,262	56,780
Total	512,713	502,795	502,952	458,056	436,554	426,083	433,491	440,342	433,748	437,233
Summarised Income Statement (EC$000's)										
Operating Revenues										
Electricity	306,073	272,152	280,290	312,842	277,614	269,308	319,001	329,767	327,570	328,735
Fuel Surcharge	88,366	18,758	(22,941)	(3,656)	30,266	9,673	(59,115)	(20,618)	(3,671)	1,172
Other	4,173	3,873	2,825	3,254	2,795	4,084	1,984	2,624	3,662	3,207
Total	398,611	294,783	260,174	312,440	310,675	283,065	261,870	311,773	327,561	333,114

Financial STATISTICS (CONTINUED)

	2022	2021	2020	2019	2018	Restated 2017	2016	Restated 2015	2014	Restated 2013
Operating Costs										
Fuel	236,872	141,407	117,806	155,873	156,065	127,594	114,854	172,061	190,235	195,798
Generation	14,421	11,417	10,767	14,809	12,566	12,437	9,989	10,943	9,948	10,708
Transmission & Distribution	25,490	23,462	20,252	21,860	20,368	21,835	18,180	15,379	15,418	16,530
Administrative & Selling	28,684	32,248	31,207	30,776	30,225	31,625	28,441	28,654	30,509	29,426
Depreciation and amortisation	26,075	24,986	26,557	36,129	37,526	36,206	35,389	34,301	33,150	32,656
Total	331,542	233,520	206,589	259,447	256,750	229,697	206,853	261,338	279,260	285,118
Operating Income	67,069	61,263	53,585	52,993	53,925	53,368	55,017	50,435	48,301	47,996
Interest Expense (net)	(2,953)	(3,822)	(4,404)	(4,650)	(4,514)	(5,278)	(7,626)	(10,789)	(11,368)	(13,163)
Other (losses)/gains	(6,126)	(406)	1,190	3,375	(1,783)	67	45	307	67	66
Net Income before Tax	57,990	57,035	50,371	51,718	47,628	48,157	47,436	39,953	37,000	34,899
Taxation	(18,389)	(16,493)	(13,786)	(13,730)	(12,662)	(13,471)	(13,468)	(11,044)	(10,192)	(9,584)
Net Income after Tax	39,601	40,542	36,585	37,988	34,966	34,686	33,968	28,909	26,808	25,315
Other Comprehensive (loss)/income	(589)	(285)	(743)	(439)	(5,169)	385	1,567	(6,719)	1,615	(872)
Dividend Declared	(25,900)	(23,608)	(20,399)	(23,377)	(21,774)	(23,149)	(17,878)	(17,190)	(16,044)	(8,022)
Retained Earnings for Year	13,112	16,649	15,443	14,172	8,023	11,922	17,657	5,000	12,379	16,421
Retained Earnings beginning of Year	193,679	179,963	169,119	161,609	159,185	150,518	135,374	130,137	123,614	109,375
Transfer (to)/from Reserves	2,974	(2,933)	(4,599)	(6,662)	(800)	(3,255)	(2,513)	197	(5,856)	(2,182)
Prior Year Adjustment	-	-	-	-	(4,799)	-	-	40	-	-
Retained Earnings end of Year	209,765	193,679	179,963	169,119	161,609	159,185	150,518	135,374	130,137	123,614
Rate of Return	15.80%	14.63%	13.30%	12.81%	14.93%	13.41%	13.56%	11.64%	10.02%	13.42%
Earnings per share (EC$)	1.73	1.77	1.60	1.66	1.53	1.51	1.48	1.26	1.17	1.10
Dividend per share (EC$)	1.13	1.03	0.89	1.02	0.95	1.01	0.78	0.75	0.70	0.35
Debt/Equity Ratio	16/84	17/83	21/79	27/73	26/74	26/74	30/70	35/65	39/61	43/57
Capital expenditure (EC$000's)	32,159	20,712	26,240	40,348	36,070	49,044	28,771	21,545	27,658	28,211

Operating STATISTICS

ST. LUCIA ELECTRICITY SERVICES LIMITED

	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Generating Plant (kW)										
Available Capacity	88,400	88,400	88,400	88,400	88,400	88,400	88,400	88,400	88,400	88,400
Firm Capacity	68,000	68,000	68,000	68,000	68,000	68,000	68,000	68,000	68,000	68,000
Peak Demand	61,880	60,920	59,000	62,550	60,600	61,700	60,300	59,000	58,900	59,700
Percentage growth in peak demand	1.6%	3.3%	-5.7%	3.2%	-1.8%	2.3%	2.2%	0.2%	-1.3%	-0.2%
Sales (kWh x 1000)										
Domestic	134,950	137,541	136,525	130,156	126,916	127,732	123,839	116,133	111,922	112,743
Commercial (including Hotels)	208,182	186,399	171,887	210,114	206,320	202,770	194,966	192,442	191,294	193,199
Industrial	20,498	18,743	17,764	18,326	17,494	18,256	18,519	17,999	17,673	17,624
Street Lighting	10,034	10,190	10,297	10,342	10,893	10,896	10,905	10,966	11,050	10,913
Total Sales	373,663	352,874	336,473	368,938	361,623	359,654	348,229	337,540	331,939	334,479
Power Station and Office Use (kWh x 1000)	12,256	12,846	13,059	12,325	12,288	13,196	13,770	13,715	13,918	14,706
Losses (kWh x 1000)	23,486	24,498	22,067	26,658	25,317	27,450	29,432	30,013	33,574	33,791
Units Generated/Purchased (kWh x 1000)	409,405	390,218	371,599	407,921	399,228	400,300	391,431	381,268	379,431	382,976
Percentage growth in units generated	4.9%	5.0%	-8.9%	2.2%	-0.3%	2.3%	2.7%	0.5%	-0.9%	-0.5%
Percentage growth in sales	5.9%	4.9%	-8.8%	2.0%	0.5%	3.3%	3.2%	1.7%	-0.8%	0.3%
Percentage Losses (excl. prior year sales adjs.)	5.7%	6.3%	5.9%	6.5%	6.3%	6.9%	7.5%	7.9%	8.8%	8.8%
Number of Consumers at Year End										
Domestic	63,849	63,222	61,850	60,968	60,726	59,620	58,867	59,766	59,790	58,648
Commercial (Including Hotels)	7,525	7,412	7,282	7,267	6,465	7,052	6,994	7,128	7,193	7,096
Industrial	88	88	87	90	91	93	94	98	98	98
Street Lighting (accounts)	22	22	21	21	19	19	19	19	19	20
	71,484	70,744	69,240	68,346	67,301	66,784	65,974	67,011	67,100	65,862
Percentage growth	1.0%	2.2%	1.3%	1.6%	0.8%	1.2%	-1.5%	-0.1%	1.9%	6.5%
Average Annual Consumption Per Customer (kWh)										
Domestic	2,114	2,176	2,207	2,135	2,090	2,142	2,104	1,943	1,872	1,922
Commercial (including Hotels)	27,665	25,148	23,604	28,913	31,913	28,754	27,876	26,998	26,594	27,226
Industrial	232,933	212,989	204,184	203,622	192,242	196,301	197,011	183,663	180,337	179,837
Diesel fuel consumed (Imp. Gall.)	20,750,985	19,575,946	18,574,877	20,618,895	20,251,915	20,491,272	19,938,352	19,612,984	9,402,934	19,448,764

Notes

DEVELOPED BY SAVVY CARIBBEAN MARKETING LTD.

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The Power of Caring

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