

Jamaica Public Service Company Limited







To become a world-class energy service organisation, providing superior customer service while achieving financial viability.

Company Profile

Jamaica Public Service Company Limited (JPS) is an integrated electric utility company and the sole distributor of electricity in Jamaica. The Company is engaged in the generation, transmission and distribution of electricity, and also purchases power from five Independent Power Producers.

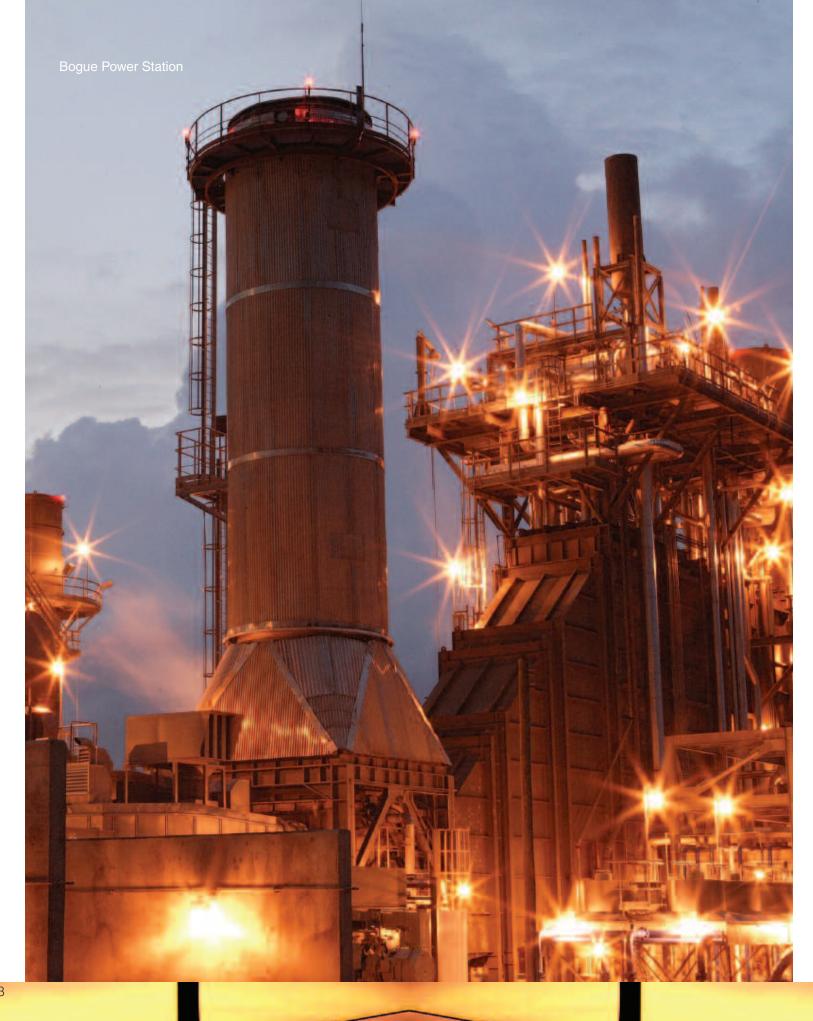
Japanese-based Marubeni Corporation owns 80 percent of the Company. The Government of Jamaica and a small group of minority shareholders own the remaining shares.

JPS currently has approximately 582,000 customers who are served by a workforce of over 1,600 employees.

The Company owns and operates 28 generating plants, 54 substations, and approximately 14,000 kilometres of distribution and transmission lines.

Along with the provision of electricity, JPS is a key partner in national development. The Company has a vibrant corporate social responsibility portfolio and makes significant contributions in the areas of education, health and sports. The Company also has a strong environmental focus and carries out its operations in an environmentally friendly manner.

The Office of Utilities Regulation (OUR), is the independent regulatory agency with responsibility for the electricity sector.



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JPS Science Expo - Exposing Innovation

Since 2003 the JPS Science and Technology Expo has unearthed some of Jamaica's best and brightest, demonstrating our commitment to youth and nation building.

Statement to Shareholders

Last year was a very challenging one for the Jamaica Public Service Company Ltd (JPS). The Company was affected by significant events that affected our financial performance. The effects of Hurricane Dean on the electrical system and demand, the fire that affected our Rockfort power station and the 2000 Job Evaluation and Compensation Review Exercise, seriously affected our overall operational performance and our success with the energy loss reduction campaign.

Despite the challenges, the Company's 2007 operational performance showed notable improvement over 2006. The improvement was evidenced in the quality of service, measured as System Average Interruption Duration Index (SAIDI) and the System Average Interruption Frequency Index (SAIFI). The availability of our generation power stations also improved significantly. In addition, for the first time in six years, the Company was able to halt the growth in electricity losses.

We are still trying to change the focus of the organization, with regards to the main challenges that we face as a company. The Company has therefore continued to implement initiatives to address the issues of safety, energy losses and customer service, which have remained at the top of our priority list. Also, increases in world oil prices and an all-island blackout in July 2007, forced us to critically analyse, and make an extra effort to improve internal processes.

Hurricane Dean

In August, Jamaica barely missed a direct hit from Category 4 Hurricane Dean. The island did, however, experience gale force winds and pounding rain, which resulted in its

south coast and sections of sustainina its interior extensive damage. The JPS damage to the infrastructure can be summarized as: minimal at

Generation facilities, widespread on Transmission lines, extensive on our Distribution system and extensive on our Communications Infrastructure. Following the hurricane, JPS was forced to suspend routine operations for approximately four to five weeks to focus its attention and resources on restoring electricity to customers in the shortest possible time. This meant that a number of routine activities such as field service functions, meter reading and revenue protection activities were suspended as the Company redeployed its resources to the hurricane restoration effort.

The restoration effort following Hurricane Dean resulted in unplanned expenditure for the Company, as well as a significant fall in energy sales during the restoration period. In total, the restoration efforts cost the Company approximately J\$688 million, as seen in the table below, while a combination of loss of revenue (\$410 million) and loss of capital (\$135 million) resulted in an overall impact of \$1.234 billion.

Hurricane Restoration Costs

	J\$000's
eneration System	45,434
ansmission System	49,081
stribution System	522,176
thers	71,846
otal	688,538



(left)

Tomofumi Fukuda President & CEO, Marubeni Caribbean Power Holdings

Chairman, JPS

(right) Damían Obiglio President & CEO



approach and, as a result, the Unions issued a 72-hour strike notice on November 21, 2002. The matter was referred to the Ministry of Labour, where several meetings were held without agreement. As a consequence, the Ministry referred the matter to the Industrial Disputes Tribunal (IDT) for their intervention. After hearings on March 29, 2003, the IDT ruled that: implementation date for the Reclassification Exercise should be January 1, 2001, and the salary



2000 Job Evaluation and Compensation Review Exercise

The Job Evaluation and Compensation Review Exercise goes as far back as November 2000, when the Company and two unions. the National Workers Union (NWU) and the Bustamante Industrial Trade Union (BITU) signed a new Heads of Agreement. The Agreement provided for a Job Evaluation/Reclassification Exercise to be completed by March 2001. However, the exercise was conducted over the period November 2000 to February 2002, under the supervision of an Oversight Committee comprising Union and Company representatives. The Company and the Unions could not agree on the implementation

structure should be consistent with the structure in the 1990/91 exercise.

JPS was unhappy with some aspects of the IDT ruling and challenged the matter in court. The Company appealed first to the Supreme Court and then to the Court of Appeal, but both courts upheld the IDT ruling. The court proceedings ended on March 7, 2007, after which the Company and unions agreed to begin the process of implementing the IDT Award. In April 2007, the Company and the Unions agreed to the reconstitution of the Oversight Committee, which subsequently produced a report in November 2007 indicating the cost of

this exercise for JPS. The unfolding of the 2000 Job Evaluation / Reclassification Exercise (IDT ruling) had a negative financial impact of J\$2.4 billion dollars, as a provision was made during the year pending the finalization of the work of the consultants contracted to do the computations. Also, the delay in resolving this crucial issue had some serious operational consequences, as the Company suffered two industrial actions that affected the service to our customers in 2007.

Fire at Rockfort Power Station

On August 13, 2007, a fire on generating Unit #1 at the Rockfort power station resulted in significant damage to the unit, which affected the Company's reserve margin. In light of the major damage to the unit's turbo charger, cylinder lubrication system, cylinders in the forward side of the engine, instrumentation, overhead crane and electrical equipment, the supplier recommended the installation of two new turbo chargers. Consequently, the unit was unavailable for several months, but the rehabilitation work restored the unit to its original output which had been lost several years before. The unit was returned to service in February 2008, fully restored at a cost of J\$370 million. There was insurance covering this accident.

Financial Performance

Operating revenue was \$54.2 billion in 2007, which represented a \$6.0 billion, or 13%, increase over 2006. This increase was driven primarily by the increase in fuel costs and was partly due to both the annual non-fuel tariff adjustment (implemented in July 2007) and the 5% increase in the average foreign exchange (FX) rate. Energy sales (volumes) increased by 0.3% over 2006.





The cost of sales was \$37.9 billion in 2007, which represented a \$6.4 billion, or 20%, increase over 2006. This increase was driven primarily by the increase in fuel costs which, in turn, was driven by the significant increase in the cost of fuel per barrel; and partly by the 5% increase in the FX rate.

As a result of the two factors mentioned above, the gross profit declined by 2%, or \$392 million, during the year to \$16.3 billion.

Operating expenses were \$9.8 billion in 2007, which represented a \$1.5 billion, or 17%, increase over 2006. This increase was driven primarily by the \$630 million, or 14%, increase in maintenance expenses, and the \$820 million, or 21%, increase in selling, general and administrative (SG&A) expenses. The increase in SG&A expenses was influenced primarily by the \$301 million increase in the provision for doubtful debts and a \$290 million increase in staff costs.

Depreciation and amortisation expenses were \$3.3 billion in 2007. which represented an increase of 15%, or \$421 million, over 2006, mainly as a result of capital expenditure in the last year and the effects of the revaluation of specialized plant and equipment.

Net finance costs were \$2.7 billion in 2007, which represented a 3%, or \$85

million, decline relative to 2006. This improvement in net finance costs was due primarily to the fall in interest costs, which was driven by the refinancing of US\$180 million of the Company's debt stock at improved interest rates.

Other income was \$1.6 billion in 2007. consisting primarily of \$712 million of insurance proceeds relating to a long outstanding claim for generation plant damage, and \$491 million in relation to the Hurricane Ivan award made by the OUR during the year. This award represented the partial recovery of a \$1.4 billion hurricane damage claim filed by the Company. The remaining portion of the claim is in dispute and will be heard by an Appeals Tribunal.

Other expenses were \$3.3 billion in 2007, which consisted primarily of a \$2.4 billion provision for the settlement of the Industrial Disputes Tribunal (IDT) award in relation to the Job Evaluation /Reclassification Exercise; and \$688 million in hurricane restoration costs.

As a result of the factors noted above, the Company recorded a net loss after tax of \$515 million for 2007, which represented a \$2.5 billion decrease compared to the previous year. However, in accordance with the Zfactor provisions provided in the operating licence, the Company has filed for the recovery of the total financial impact of Hurricane Dean. This is on the basis of this amount being an extraordinary cost affecting the Company, which are not covered under any other aspect of the operating licence. This cost, being a legitimate operating cost that could not be avoided, should thus be recovered through tariffs.

Announcement of Sale of Mirant's Shares

On August 9, 2007, Marubeni Caribbean Power Holdings, Inc., a wholly owned subsidiary of Marubeni Corporation of Japan, announced that it had completed the purchase of equity shares of Mirant Caribbean Holdings (MCH). This followed the announcement by U.S. independent power producer (IPP), Mirant Corporation (Mirant) on July 2006 that it would be initiating auction processes to sell all of its international businesses, which would include its eighty percent (80%) shareholding in JPS. Marubeni was awarded the holdings in a competitive auction process held by Mirant, and signed the definitive sale and purchase agreement with Mirant International Investments on April 18, 2007.

Tomofumi Fukuda, Chairman, JPS, Pres. & CEO, MCPH, (right) and William voi Blasingame (Past Chairman) sign documen transferring ownership of JPS from Mirant to Marubeni Caribbean Power Holdings Inc



Marubeni Corporation is a proven operator of power and energy operations. Its headquarters are in Tokyo, Japan, but its operations are worldwide. Marubeni Corporation currently has offices in 72 countries, with aggregate installed capacity in excess of 72,000MW in the power stations that it handles. Marubeni has been supplying and constructing power stations, transmission lines and substations for overseas power projects since the 1960s.

Serving Our Communities

As JPS continued efforts to improve service to customers, the Company

also increased its involvement in the communities it serves through its corporate social responsibility portfolio. In 2007, the Company focused on strengthening its relationships with its partners in the areas of education, health and sports.

Throughout the year, JPS implemented and participated in a number of activities and programmes. These included: support for the Jamaica AIDS Support for Life (JAS); sponsorship of the PowerServe Award at the Jamaica Manufacturing Association (JMA) Awards; support of the 2007 Cricket World Cup; the continuation of the Early Childhood Nutrition programme; donation to the Burn Unit at the University Hospital of the West Indies (UHWI); the hosting of the 2007 series of Science Expos; financial contributions to tertiary institutions and the opening of a Resource Centre for students at the Company's Head Office. The residents of the Old Harbour Bay community in St. Catherine were also big beneficiaries of the opening of a JPS-sponsored Homework Centre, fully equipped with computers and other related equipment. Our involvement in sports continued in 2007, with sponsorship of basketball, football, athletics and netball at both the community and national levels.

We wish to thank all stakeholders - our shareholders, customers, communities and employees - for the roles they played in helping the Company address the challenges and embrace the opportunities that 2007 brought. We remain committed to strengthening the partnerships with the different groups of stakeholders, as JPS continues to play its role in building Jamaica.

Tomofumi Fukuda President & CEO, Marubeni Caribbean Power Holdings Chairman J. Chairman

Damian Obiglio

Board of Directors





Tomofumi Fukuda President & CEO, Marubeni Caribbean Power Holdings Chairman, JPS



Damian Obiglio President & CEO

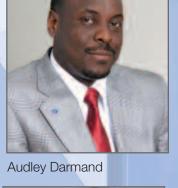


Charles Johnston





Beverley Lopez





Glenford Watson



John Gillick



Russell Hadeed



Past Directors

William von Blasingame Chairman Jan-Aug

Jan-Aug





Eleanor BrownHugh CampbellPrakash VaswaniJan-NovJan-NovJan-Nov



Kick-off of 2007 JPS/Rockfort Community Football League

The Senior Management Team

> Team from left to right Gary Osborne, Damian Obiglio, Katherine Francis, James Miller, Swee Chua, Valentine Fagan, Frank "Tony" Ray



JPS/Jamaica Netball Association (JNA) President's League

GD

Directors

Test

Directors from left to right Dan Theoc, Maria Myers-Hamilton, Dwight Dacosta, Ricardo Rennalls, Blaine Jarrett, Garth McKenzie, Sherrice Lyons, Lloyd Tyme, Aldington-Dean Smith, Alicia Lyle, Wilf Talbot

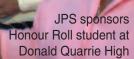
Parnassus Substation, Clarendon



Year in Review



2007 Sigma Run





Shining Despite the Odds

The Jamaica Public Service Company (JPS) thrives on dynamism. Employees work around the clock in the continuing effort to deliver world-class service. As they work, the complex nature of the Company, combined with the dynamic environment in which it operates. occasionally results in a number of challenges that test the mettle of employees and increase their drive to serve. But, despite the many challenges, the lights continue to shine and the Company continues to play a critical role in the economic development of Jamaica.

Hope Shines Through

In 2007, JPS continued its focus on three core areas: Safety, Customer Service and Loss Reduction. So serious was the Company about the issue of safety that a revolutionary initiative - The Safety Incentive Programme - was launched early in 2007. Through this programme, employees were able to earn "live cash" for excellent individual safety performance, as well as the safety performance of their divisions or primary business units. This was an initiative designed to revitalise the collective safety mindset resulting in employees keeping safety in mind at all times, both on and off the job.

For the most part, employees made every effort to achieve the Company's safety targets but, unfortunately, there were a number of safety incidents that threatened the performance of the team. Consequently, the targets were not achieved and the Company ended the year with disappointing safety results vis-à-vis targets.

But it was not all bad news for safety in 2007. Some units provided the Company with a reason to celebrate. During the year, the Bogue Power Station proudly celebrated 13 years without a lost time accident. This was а

With safety experiencing a number of negative blows during the year, these two positive achievements gave the Company distinct hope and the motivation to continue efforts to achieve its goal of a working environment where safety is not just a concept but a way of life.

2007 was the year of the customer. As the Company continued to build on the improvements of 2006, a number of initiatives were implemented with the objective of transforming customers' experiences into moments of satisfaction. A significant initiative was the refurbishing and, in some cases, complete renovation of some customer

commendable achievement deserving of a celebration. It was therefore appropriate that on March 31, some members of the Board of Directors, the President and CEO, and senior management representatives, joined the Bogue team for a gala event in honour of a job well-done.

Another group of hardworking employees that made notable strides in the area of safety was the Hydros Team. On June 26, 2007, this group of employees assigned to the Company's hydroelectric plants was vaulted into the spotlight when they marked 376 days without a recordable incident.

Making Shining Improvements

care offices across the island. This transformed the offices into welcoming, spacious settings where more customers can conduct business. This initiative had two-fold benefits. While customers now enjoy better quality service, employees can also look forward to spending their days in more comfortable environments, conducive to delivering first-class service.



Frank "Tony" Ray adds a dash of paint to the wall of the Old Harbour Bay Community Centre on Labour Day.

In 2007, the Company also merged the Billing and Mail Services and Call Centre Departments to create a more efficient Customer Care Centre. This facility has been having a positive impact on the quality of service that customers receive, with more seamless operations resulting in a significant reduction in the response time to customers' queries, billing matters and service calls.

The Company continued to add customers' cellular phone numbers and email addresses to its database in order to facilitate more timely communication to customers. This has resulted in fewer customers facing the possibility of service disconnection, as they receive bills by email and text reminders if their accounts become overdue and unpaid.

During the sweltering summer of 2007, JPS customers across the island were given the royal treatment when the Company held a series of Customer Appreciation Events dubbed, *"It's Summer...Cool Down With Your Fan"*. At each event, customers had the opportunity to interact with their customer service representatives and get critical customer service information. They were also entertained, fed, feted and had the opportunity to win fans and other prizes.

On the operations side, JPS continued to invest in the core areas of power generation and delivery. The Company spent over J\$3.2 Billion on capital projects aimed at improving service to customers. One of the key projects implemented during the year was the rehabilitation of one of the generating units at Rockfort Power Station, which resulted in a 10% increase in the output from that unit.

JPS also implemented a protection modernization project, which saw the

changeover from electromechanical to microprocessor relays in an effort to improve the accuracy and reliability of the fault detection mechanisms on the network. In 2007, the ongoing structural integrity programme involved the replacement of over 100 defective poles, as well as other elements of the transmission and distribution systems, thereby significantly improving the reliability of service to customers.

Shining Through Adversity

In 2007, JPS started to see some tangible results of its long difficult fight against electricity theft. Despite the upward trend in world oil prices, which inevitably meant that customers paid more for electricity, through a number of initiatives, JPS managed to significantly slow the growth of electricity theft, thereby reversing the trend of the past five years. Overall, losses for 2007 went up marginally by 0.07% from 22.9% in 2006 to 23.2% in 2007. This compared favourably to an average increase of 1% annually over the past five years.

During the year, the Company achieved notable successes with the discovery of several outstanding cases of theft among large business customers. This was the direct result of a concerted effort to focus more resources on the detection of theft and other anomalies among large customers, even as the Company continued to focus on theft among residential users.

In 2007, JPS made 34 arrests, audited 15,000 accounts, removed over 25,000 throw-ups and recovered approximately 49 GWh or J\$494 million in retroactive and forward billing.

JPS will continue to intensify its efforts to reduce the theft of electricity, as this is one of its major business goals. In the last quarter, the Company introduced an Advanced Metering



Restoration work in progress in St.Thomas following Hurricane Dean.

AUTION AT



Infrastructure (AMI) programme for priority commercial customers. This programme is expected to significantly improve the Company's ability to monitor customer consumption on the national grid on a real time basis, thereby significantly improving JPS' ability to detect non-technical losses. The first phase of the programme is expected to be completed in April 2008, while the second phase will be implemented over the next two years.

Despite its efforts, however, the Company maintains that electricity theft is a matter that requires national attention from all stakeholders – the government, the police, the social welfare groups, community leaders, influential members of the society, and the church. The criminal act of stealing electricity cannot be tolerated, as this has significant implications for all stakeholders.

A Shining Example

There is probably nothing that unifies the Caribbean more than the game of cricket. It is the passion and lifeblood of the people. With the hosting of the Cricket World Cup 2007 in the region, last year was one of the most exciting for Caribbean nationals. Every individual, every business wanted to be in on the action. It was not surprising, therefore, that as sole provider of Jamaica's electricity supply, JPS would play a critical role in adding energy to the Jamaican leg of the greatest showcasing of Caribbean unity.

The Company, which was also a founding member of the Caribbean Business Club (CBC), - an organisation created to harness the economic benefits to be derived from hosting Cricket World Cup 2007 - worked closely with the local organizing committee in preparing for the event. The Company's efforts included taking steps to ensure maintenance of maximum reserve margins for adequate supply, system upgrading and reconfiguration, and installation of

The Company's corporate outreach activities ranged from support for the public education programme of the Jamaica AIDS Support for Life (JAS), exciting to an Christmas Treat for the children of St. Wade's Basic School in Old Harbour Bay, St. Catherine. The Company also continued its tradition of sponsoring the PowerServe Award at the Jamaica Manufacturing Association (JMA) Awards ceremony. As a partner in the efforts to improve health care in Jamaica, JPS provided financial support to the Burn Unit at the University Hospital of the West Indies (UHWI) to assist with its overall programme, which includes reconstructive burn surgery, the training of health professionals in the care of burns and an outreach programme on prevention and first aid. In 2007 JPS took its series of Science

infrastructure at event venues to facilitate reliable power supply during matches. There was also a reduction of planned maintenance outages during the period.

At the end of the spectacular event, the Company's efforts shone through. The country represented itself admirably, and when the annals of history tell there story, it will reveal that JPS played its role well, made Jamaica proud and did its part to ensure that everyone had a memorable Cricket World Cup 2007.

But 2007 wasn't only about cricket. As a responsible corporate citizen, JPS continued to make a difference in the lives of individuals and organisations throughout the year.

In 2007 JPS took its series of Science Expos, which is held in association with the Scientific Research Council (SRC) and the Association of Science







Teachers of Jamaica (ASTJ), to another level. Students across Jamaica had a lot to be excited about as, following the regional showdowns, the winners had the opportunity to compete for a grand prize and the title of the National Science Expo Champion. Four little girls from Denham Town Primary took home that trophy for their impressive exhibit "Emergency Housing." The Company also recognised the achievements of the nation's young scientists. In 2007, Dr. Seymour Webster received the JPS/SRC award for Young Scientist of the Year for his research on the guinea-hen weed as a cure for cancer.

The sponsorship of the Kettering Scholarship also received a boost in 2007. With the Company's support, four students went off to Kettering University in Flint, Michigan to participate in the institution's five-week summer programme for Academically Interested Minors. At the end of the programme the students outdid themselves when all four placed in the top 15, from a group of students from 40 states across the US, and the Caribbean. For the second consecutive year, Jamaica took home the prize for placing first and for his outstanding performance, Travis Townsend of Ardenne High School

was awarded a full scholarship to pursue a Bachelors Degree in September 2008 at Kettering University. The other students placed 2nd, 6th and 11th, qualifying for half scholarships to the institution in 2008.

In 2007, JPS continued its support of education through the donation of over J\$8 million to tertiary institutions including: the University of the West Indies (UWI), The University of Technology (UTECH) and the Northern Caribbean University (NCU). These donations will assist in upgrading facilities as well as the implementation of a number of financial and technical programmes to benefit students.

In response to requests for information from JPS by secondary-level students to fulfill the requirements of their School Based Assessment (SBA) programmes, in late 2007, the Company produced a SBA Handbook designed specifically to answer frequently asked questions from this group. The Company also went a step further and opened a Resource Centre, which provides access to publications and facilitates internet-based research on topics related to the electric utility industry.

In 2007, the Company also donated funds to United Way, played a major support role in the Jamaica Trade and Invest Expo, participated in the annual charity fundraisers - Sigma Run and the Cancer Relay for Life, and initiated a partnership with the island's disabled community.

Empowering Others To Shine

Even before 2007, the name JPS had already become synonymous with sports in Jamaica. Name any popular sport in the island - whether it be basketball, football, athletics or netball - and it is highly likely that JPS has had or is currently involved in that sport in some way. Throughout 2007, the Company deepened its relationship

with these sporting events through increased sponsorships and more active partnerships. These included: regional Netball Leagues, gold sponsorship of the Negril Fun Run, Eastern Champs, Eastern Cross Country Run, Gibson Relays, JPSsponsored Football Leagues and the All-Island Jamaica Basketball League (JABA).

The Company also cemented its relationship with a number of communities in very practical ways. As JPS continued its initiative to partner with the communities that are located close to its power stations, the Old Harbour Bay community was a big beneficiary in 2007. Early in the year, the community received a Homework Centre courtesy of JPS. This facility was outfitted with twenty computers, audiovisual equipment, air conditioning units, chairs and workstations. It is expected to serve as a location where students within the community can do their assignments or carry out internetbased research, while also providing an opportunity for the adults in the community to become familiar with the computer and its attendant technology.

The Old Harbour Bay community was also singled out for the Company's corporate Labour Day project, which saw employees transforming the Community Centre and its environs into an attractive facility where residents can once again host meetings and community events.

Following the passage of Hurricane Dean, which ravaged sections of the island in August 2007, the Old Harbour Bay Community also received critical assistance from JPS through donations of generators, food packages, and the creation of a temporary ironing facility. This initiative was also extended to include the community of Portland Cottage in Clarendon.

Gilby School for the Deaf, and held a host of community and stakeholder meetings in parishes across the island. Shining On The Inside It was in August 2007 that the dynamic nature of the Company was once again on full display when Mirant sold its 80% stake in JPS to Marubeni Caribbean Power Holdings Inc. (MCPH), a subsidiary of Marubeni of Japan. This change generated some anxiety among employees, while at the same time eliciting great expectations. However, despite the air of uncertainty that hung over the Company for a while, a number of positive activities took place during the year. JPS employees continued to prove their ability to rise above adversity, and shine through even the most difficult circumstances. The 2007 Hurricane Season provided another opportunity for team members, who again showed their commitment to ensuring that power is restored to customers as soon as possible after a disaster.

JPS continued its computer donation programme in schools, with a total of 150 computers being given away in 2007. The Company was also instrumental in saving the Saunders Basic School in St. Thomas from going out of operation through donation of critical construction material that was needed to erect a kitchen in fulfillment of the requirements of the Parish Council. In addition, JPS also participated in a number of Reading Fairs across the island, made donations to infirmaries in Falmouth and St. Ann, presented packages to the Lister Mair

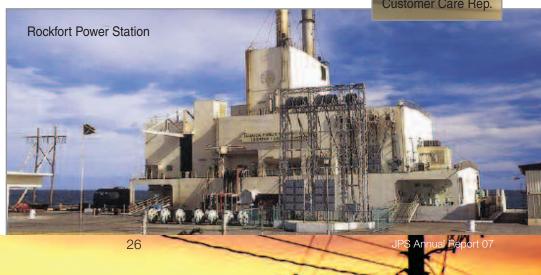




Hurricane Dean caused extensive damage to sections of JPS' transmission and distribution network. Coming out of the experiences of the past, the Company was prepared and had all the mechanics in place to take on the challenges of this natural phenomenon. Restoration therefore began within hours after the hurricane had passed, and progressed speedily and smoothly, except in some communities that presented significant challenges. In some areas, the work crews had to contend not only with badly damaged power delivery infrastructure, but were also faced with accessibility issues and difficult terrain. This resulted in some customers being without electricity for an extended period of time. However, despite the challenges that the Company faced, power supply was restored to all communities across the island within a month.

A number of initiatives were implemented to recognize the outstanding work of employees in different areas of the Company. At the inaugural Peer-to-Peer Plant Environmental, Health and Safety Audit Awards in October, the Rockfort Power Station was awarded the top prize for Outstanding Achievements in Safety and Environmental Standards. This followed an audit of all power stations over a four-month period, from April to June 2007. The audit included an examination of all aspects of power station operations, ranging from

the maintenance of sanitary facilities, to the upkeep of generators. The hydroelectric stations were awarded the Most Improved Station category, while twentynine (29) auditors drawn from across the Generation Division were given Certificates of Participation.



The Peer-to-Peer Plant Environmental, Health and Safety Audit Awards is intended to become a quarterly event on the JPS Calendar.

During 2007, the Company continued to assist employees and their families to achieve their educational goals through the Educational Assistance Scholarship Programme. Twenty-two (22) employees were selected to pursue various Diploma and Degree programmes valued at approximately J\$4 million.

At the end of the year, a number of shining stars in the Customer Care Department were recognised for excellent performance in their various areas. These individuals exhibited a great deal of initiative and high productivity levels in all their work activities throughout the year.

The commitment displayed by team members in 2007, along with the operational improvements and the strong partnerships between the Company and the wider community, have paved the way for JPS to continue playing a pivotal role in the future of Jamaica.



Customer Care Rep.

Report of the Directors

Bogue Power Station

The Directors of Jamaica Public Service Company Limited submit herewith their Annual Report with the Audited Financial Statements for the twelve months ended 31st December 2007.

	2007	2006
	Dec-31-07	Dec-31-06
	\$'000	\$'000
OPERATING REVENUES:	54,194,466	48,145,435
Profit/(Loss) before Taxation	(1,121,891)	2,692,754
Taxation credit/(Expense)	606,722	(718,218)
Net Profit/(Loss) attributable to shareholders	(515,169)	1,974,536
Dividend on Preference Shares	(170)	(170)
Dividend on Ordinary Shares	(1,711,243)	(993,464)
Transfer from Capital Reserve, net	1,080,671	922,379

DIVIDENDS:

The Dividends for the year on all issued Preference Shares have been paid in full. The Board paid an interim dividend of the Jamaican equivalent of 0.00114531 United States cents on the Ordinary stocks and shares on June 22, 2007. The Board will not recommend any additional dividend for the period.

AUDITORS:

In accordance with section 154 of the Companies Act, a resolution proposing the appointment of Auditors will be put to the Annual General Meeting.

DIRECTORS:

In accordance with Article 123 of the Company's Articles of Association, Mr. Tomofumi Fukuda, Mr. Seiji Kawamura, Mr. John Gillick, Mr. Glenford Watson, Mr. Russell Hadeed, Dr. Audley Darmand, and Mr. Mo Majeed (Alternative Director for John Gillick) having been appointed to the Board since the last Annual General Meeting cease to hold office and, being eligible offer themselves for election.

Mr. Charles Johnston is due to retire at the forthcoming Annual General Meeting, and is eligible for re-election pursuant to sections 117 and 119 of the Articles of Association.

The following members resigned from the Board in the year 2007:

- Mr. William P. von Blasingame (August 8, 2007)
- Mr. Donald Gray (August 8, 2007)
- Mr. Prakash Vaswani (November 9, 2007)
- Mr. Hugh Campbell (November 9, 2007)
- Ms. Eleanor Brown (November 9, 2007)

The Board wishes to express its sincere appreciation to these Board members for their contributions to the Company.

The Directors wish to thank the Management and staff of the Company for their performance during the year under review.

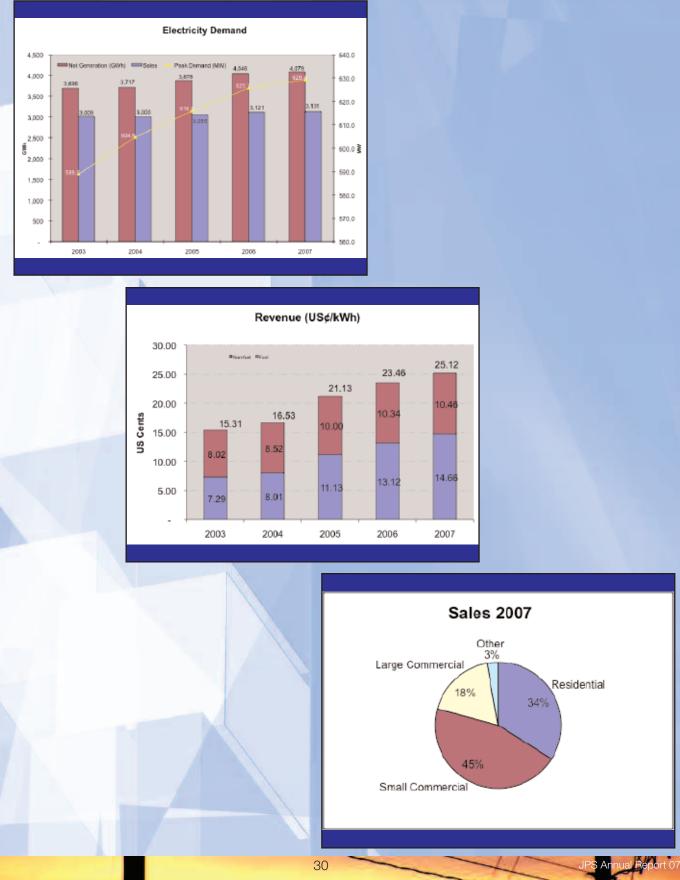
Katherine P.C. Francis Secretary



System Control Centre

Operational Statistics

	Annualised Growth (%) (cec-31-06)	Dec-31-07 J\$'000 (12 months)	Dec-31-06 J\$'000 (12 months)	Dec-31-05 J\$'000 (12 months)	Dec-31-04 J\$'000 (12 months)	Dec-31-03 J\$'000 (12 months)
OPERATING REVENUES (\$000's)						
Residential Commercial & Industrial (Sml.) Commercial & Industrial (Lge.) Other	8 12 27 9	20,266,502 24,702,793 7,909,024 1,316,147	18,733,950 21,962,676 6,239,516 1,209,293	16,597,402 18,052,178 4,606,184 997,369	13,266,677 12,523,167 3,824,704 784,370	12,007,766 10,242,415 3,558,322 654,594
TOTAL	13	54,194,466	48,145,435	40,253,133	30,398,918	26,463,097
AVERAGE NO. OF CUSTOMERS						
Residential Commercial & Industrial (Sml.) Commercial & Industrial (Lge.) Other	2 3 15 -1	520,085 61,419 116 208	511,039 59,694 101 211	491,452 56,700 92 202	480,665 55,480 94 195	462,107 54,276 103 195
TOTAL	2	581,828	571,045	548,446	536,434	516,681
NET GENERATION AND PURCHASES (MWH)						
Steam & Slow Speed Diesel Hydro Gas Turbines Combined Cycle Plant Purchases	8 -6 15 -7 -5	1,671,222 159,820 267,503 701,379 1,278,847	1,543,877 169,633 231,889 756,602 1,344,427	1,788,365 151,310 358,080 513,126 1,067,109	1,731,035 134,327 286,939 611,376 953,345	1,885,327 146,313 468,334 173,596 1,022,435
TOTAL	1	4,078,771	4,046,428	3,877,990	3,717,022	3,696,005
Losses & Unaccounted for (MWh) Systems losses as a percentage of Net General Heat Rate (Kj/kWh)	2 ion 2 4	947,277 23.2% 10,627	925,759 22.9% 10,174	822,836 21.2% 10,985	717,383 19.3% 10,832	686,544 18.6% 10847
ENERGY SALES (MWH)						
Residential Commercial & Industrial (Sml.) Commercial & Industrial (Lge.) Other	-4 0 10 0	1,064,068 1,416,149 561,602 89,675	1,103,225 1,417,327 510,882 89,235	1,123,274 1,382,303 464,020 85,557	1,089,691 1,332,462 497,815 79,672	1,110,794 1,282,777 542,628 73,262
TOTAL	0	3,131,494	3,120,669	3,055,154	2,999,639	3,009,461
AVERAGE USE & REVENUE per residential of	customer					
Annualized kWh consumption/Customer Annualized Revenues/Customer Jamaican Dollars per kWh Average billing exchange rate for period U.S. Cents per kWh	-5 6 12 5 7	2,046 38,968 19.0 68.88 27.7	2,159 36,659 17.0 65.77 25.8	2,286 33,772 14.8 62.35 23.7	2,267 27,601 12.2 61.31 19.9	2,404 25,985 10.8 57.42 18.8



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Key Performance Indicators



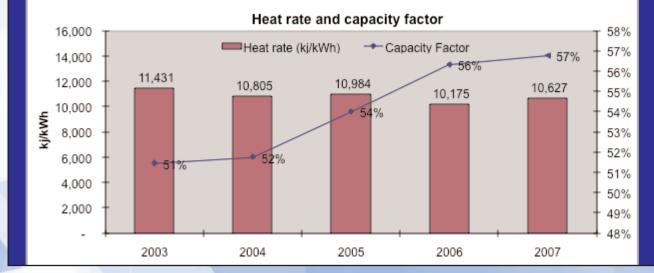
Financial Statistics

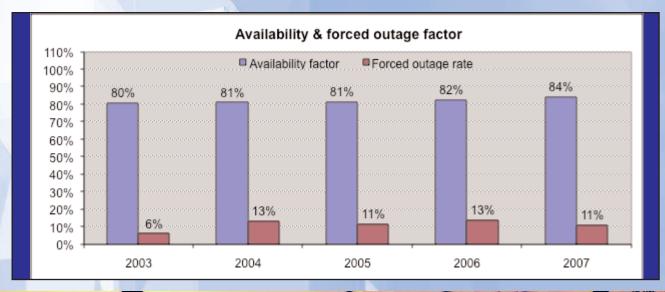
Period/Year ending:	Dec-31-07 12 months (IAS) J\$'000	Dec-31-06 12 months (IAS) J\$'000	Dec-31-05 12 months (IAS) J\$'000	Dec-31-04 12 months (IAS) J\$'000	Dec-31-03 12 months (IAS) J\$'000
FIXED ASSETS	118,159,729	105,518,439	97,173,074	88,686,755	81,667,092
Less accumulated depn.	73,687,318	65,468,995	59,681,572	53,935,001	49,169,076
	44,472,411	40,049,444	37,491,502	34,751,754	32,498,016
NET WORKING CAPITAL/(DEFICIT)	6,512,310	8,800,252	(2,237,279)	5,570,930	4,227,868
NON-CURRENT ASSETS	2,081,754	1,959,276	1,518,801	1,225,700	900,900
TOTAL NET ASSETS	53,066,475	50,808,972	36,773,024	41,548,384	37,626,784
CAPITAL EMPLOYED	53,066,475	50,808,972	36,773,024	41,548,384	37,626,784
Represented by:					
Long term debt (%)	28.8%	29.3%	15.4%	34.1%	34.6%
Customer Deposits & Advances (%)	4.5%	4.3%	5.6%	5.1%	5.5%
Employee benefit obligations (%)	2.5%	2.4%	3.3%	2.7%	2.8%
Deferred tax liability (%)	10.6%	9.4%	8.3%	3.7%	4.7%
Shareholder's equity (%)	53.7%	54.6%	67.4%	54.4%	52.4%
TOTAL CAPITAL EMPLOYED	100.0%	100.0%	100.0%	100.0%	100.0%
STATEMENT OF OPERATIONS OPERATING REVENUE	54,194,466	48,145,435	40,253,133	30,398,917	26,463,097
LESS OPERATING EXPENSES:					
Fuel	32,748,151	26,679,270	22,174,846	14,591,749	12,570,818
Purchased Power Capacity (excluding fuel)	5,155,903	4,783,600	3,953,703	3,570,568	3,477,385
Operating & maintenance	9,794,612	8,340,540	7,336,154	6,605,588	6,116,478
	47,698,666	39,803,410	33,464,703	24,767,905	22,164,681
Earnings before interest, tax and depreciation	6,495,800	8,342,025	6,788,430	5,631,012	4,298,416
Taxation expense/(income)	(606,722)	718,218	479,901	15,452	(725,505)
Depreciation	3,280,914	2,860,087	2,531,646	2,265,125	1,960,574
Operating profit before net financing costs Net financing costs:	3,821,608	4,763,720	3,776,883	3,350,435	3,063,347
Interest expense, net	1,950,719	2,056,629	1,802,816	1,715,354	1,418,472
Foreign exchange losses	807,590	593,655	620,501	313,343	1,993,796
Debt issuance fees and expenses	43,154	199,985	35,010	16,806	58,457
Interest capitalised during construction	(107,324)	(70,843)	(48,962)	(68,332)	(230,846)
	2,694,139	2,779,426	2,409,365	1,977,171	3,239,879
Operating profit/(loss) after net financing costs	1,127,469	1,984,294	1,367,518	1,373,264	(176,532)
Other Income	1,624,244	84,626	165,407	57,245	317,339
Other expenses	(3,266,882)	(94,384)	(86,770)	(1,572,415)	(414,843)
Net Profit/(loss) attributable to shareholders	(515,169)	1,974,536	1,446,155	(141,906)	(274,036)
Opening retained earnings Prior period adjustment	5,447,884	3,544,603	2,657,893	2,177,896	3,280,924
Dividends Paid - Preference and Ordinary	(1,711,413)	(993,634)	(1,394,981)	(170)	(1,215,960)
	(1,711,713)	(555,054)	(1,004,001)	(170)	(1,210,000)
Transfer from capital reserve, net	1,080,671	922,379	835,536	622,073	386,968

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Key Performance Indicators







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Corporate Data

Registrar

Cumulative Preference Shares and Ordinary Stock NCB Nominee Jamaica Limited 32 Trafalgar Road Kingston 10 Jamaica WI

Registered Office

6 Knutsford Boulevard P.O. Box 54 Kingston 5 Jamaica WI

Auditors

Messrs. KPMG 6 Duke Street Kingston

Attorneys-at-Law Livingston Alexander & Levy 72 Harbour Street Kingston

&

Clinton Hart & Company 58 Duke Street Kingston

BANKERS

Bank of Nova Scotia Jamaica Limited ScotiaBank Centre Duke Street Kingston Jamaica WI

National Commercial Bank Limited Cnr Duke & Barry Streets Kingston Jamaica WI

First Caribbean International Bank Limited 23 Knutsford Boulevard

33

Kingston 5

Hart Muirhead Fatta 2 St. Lucia Avenue Kingston 5

RBTT Bank of Jamaica Limited

17 Dominica Drive Kingston 5 Jamaica, W.I.

Citibank N.A. 63 Knutsford Boulevard Kingston 5



Up Park Camp Substation Independent Auditors' Report







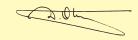
Kingston Jamaica, WI













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Notice of Meeting

NOTICE IS HEREBY GIVEN that the Annual General Meeting of Jamaica Public Service Company Limited will be held on Tuesday, 12th day of June 2008 at the Company's registered offices, 6 Knutsford Boulevard, Kingston 5 commencing at 11:30 a.m. for the following purposes:

1. To Receive the Audited Accounts for the year ended December 31, 2007 and the Reports of the Directors and Auditors thereon.

The Company is asked to consider, and if thought fit pass the following resolution:

Resolution 1 - "That the Accounts for the year ended December 31, 2007 together with the Reports of the Directors and Auditors thereon be and are hereby adopted"

2. To Approve and Ratify Interim Dividend

The Company is asked to consider, and if thought fit pass the following resolution:

Resolution 2 – "that the interim dividend of the Jamaican equivalent of Twenty-Five Million United States Dollars (US\$25,000,000) or 0.00114531 United States cents paid by the Board on 22nd day of June 2007 be and is hereby declared and approved as final and no further dividend be paid in respect of the year under review".

3. To Elect Directors

In accordance with Article 123 of the Company's Articles of Association, Mr. Tomofumi Fukuda, Mr. Seiji Kawamura, Mr. John Gillick, Mr. Glenford Watson, Mr. Russell Hadeed, Dr. Audlev Darmand, and Mr. Mo Majeed (Alternative Director for John Gillick) having been appointed to the Board since the last Annual General Meeting shall cease to hold office and, being eligible offer themselves for election.

Mr. Charles Johnston is due to retire at the forthcoming Annual General



Meeting, and is eligible for re-election pursuant to sections 117 and 119 of the Articles of Association.

The Company is asked to consider, and if thought fit pass the following resolutions:

Resolution 3 –

- "That retiring Director Tomofumi Fukuda is hereby elected a Director of the Company".
- "That retiring Director Seiji Kawamura is hereby elected a Director of the Company".
- "That retiring Director John Gillick is hereby elected a Director of the Company".
- "That retiring Director Glenford Watson is hereby elected a Director of the Company".
- "That retiring Director Russell Hadeed is hereby elected a Director of the Company".
- "That retiring Director Audley Darmand is hereby elected a Director of the Company".
- "That retiring Director Charles ٠ Johnston is hereby elected a Director of the Company".
- "That Mo Majeed is hereby elected as Alternative Director of the Company for John Gillick".
- 4. To Appoint Auditors and Fix Their Remuneration
- 5. Any other business for which due notice has been given.

DATED THIS 12th DAY OF MAY 2008

BY ORDER OF THE BOARD

Katherine P.C. Francis Secretary



Restoration work in progress

FORM OF PROXY

at any adjournment thereof.

I/We	
hereby appoint the Chairman of the meeting or	

as my/our Proxy to vote for me/us on my/our behalf at the Annual General Meeting of Jamaica Public Service Company Limited to be held on the 12th day of June 2008 at 11:30 a.m.

RESOLUTION	FC
Resolution 1	
Resolution 2	
Resolution 3	
Resolution 4	
Resolution 5	
Resolution 6	
DATED THE	DAY OF

(signature)

- 2. Any alteration to this form of proxy should be initialled
- hand of some officer or attorney of the corporation DULY AUTHORIZED IN WRITING
- preference to the vote of the other holders.
- hours before the time for holding the meeting.

.....ofbeing a member/members of the above Company failing him

.....of.....

and

FOR

AGAINST

2008

....

(signature)

1. If you wish to appoint a proxy other than the Chairman of the Meeting, please insert the person's name and address and delete the words "the Chairman of the Meeting or failing him". Initial the deletion.

3. If the appointer is a corporation this form of proxy must be UNDER ITS COMMON SEAL or under the

4. In case of joint holders the vote of the person whose name stands first on the Register will be accepted in

5. To be effective this form of proxy and the power of attorney or other (if any) under which it is signed or a notarially certified copy, of that power or authority must be deposited at Jamaica Public Service Company Limited, 6 Knutsford Boulevard, Kingston 5 for the attention of the Secretary not less than forty-eight (48)

Your JPS Team

					D		5	A	• • • • •	1.4.4 11.65	
Michael	Aaron	Basil	Barnaby	Wayne	Blackburn	Luke	Brown	Austin	Campbell	Wycliffe	Clarke
Deon	Aarons	Leighton	Barnes	Lloyd	Blackwood	Mark	Brown	Beverley	Campbell	Chazwray	Clayton
Dalton	Adams	Earle	Barnett	Walter	Blackwood	Markland	Brown	Carlton	Campbell	Carolyn	Clifford
Audley	Alcott	lan	Barnett	Carol	Blair	Nerine	Brown	Cecile	Campbell	Michael	Clocken
Raoul	Alder	Duane	Barrant	Courtney	Blair	Neville	Brown	Claudeth	Campbell	Orville	Clough
Franklyn	Allen	Bruce	Barrett	John	Blake	O'Neil	Brown	Dalton	Campbell	Winsome	Cockings
Horace	Allen	Donna	Barrett	Ricardo	Blidgen	Odeany	Brown	Dean	Campbell	Mark	Codling
Le-Var	Allen	Garfield									Codner
			Barrett	Hugh	Bodley	Omar	Brown	Garey	Campbell	Stacy	
Marlon	Allen	Arthur	Barrows	Charles	Bogle	Oral	Brown	lyishla	Campbell	Welton	Codner
Merdilyn	Allen	Michael	Bassaragh	Howard	Boland	Paulette	Brown	Kenyatta	Campbell	Christopher	Coke
Troy	Allen	Petra	Bassaragh	Lloyd	Bonfield	Percival	Brown	Lloyd	Campbell	Errol	Coke
Vinette	Allen	Dexter	Bassier	Owen	Bonfield	Peter	Brown	Mark	Campbell	George	Coke
Winston	Allen	Kenneth	Batchelor	Bernard	Boothe	Radcliffe	Brown	Marvin	Campbell	Solomon	Colbourne
Denton	Alman	Orrett	Batchelor	Evon	Boothe	Randy	Brown	Maurice	Campbell	Beryl	Cole
Kamar	Ambursely-	Leisa	Batiste-Whyte	Glenford	Boothe	Renwick	Brown	Nerie	Campbell	Dale	Cole
	Crawford	Desmond	Baugh	Michele	Bowes-Smith	Ricardo	Brown	Ricardo	Campbell	Dave	Cole
Baron	Anderson	Norman	Baugh	Deleon	Boyden	Ricardo	Brown	Ruth	Campbell	Janet	Cole
Clinton	Anderson	Phillip	Bayley-Williams	Chamille	Bradbury	Roger	Brown	Sheniel	Campbell	Michael	Cole
Desmond	Anderson	Patrick	Beckford	Marcia	Braham	Roy	Brown	Suzanne	Campbell	Muniair	Cole
Leon	Anderson	Patricia	Beckford-Linton	Michael	Bramwell	Roy	Brown	Volton	Campbell	Patrick	Cole
Leonard	Anderson	Ricardo	Bedward	Derrick	Briscoe	Shane	Brown	Conroy	Capper	Radcliffe	Coleman
Patricia	Anderson	Robert	Bedward	Mirett	Briscoe-Williams	Sherine	Brown	Janice	Carr	John	Coley
Sophia	Anderson	Delroy	Beech	Claudette	Brissett	Sheryll	Brown	Alfredo	Carricarte-Mesa	Nicholas	Coley
Tanisha	Anderson	Kingsley	Bell	Patrick	Brissett	Stacy	Brown	Carisa	Carroll	Pauline	Colley
Vaughn	Anderson	Trudi-Ann	Bell	Paul	Brissett	Sylvia	Brown	Donovan	Carson	Christopher	Collins
Rory	Andrews	Michele	Bell-Tomlinson	Denton	Broderick	Tanya	Brown	Brian	Carter	Paulette	Collins
-					Bromfield	Valentine					Collins-
Hopeton	Anglin	Anthony	Benjamin	Arlene			Brown	Christopher	Carter	Andrea	
Olivier	Anglin	Shannon	Benjamin	Devon	Brooks	Hermine	Brown-Pryce	Jerome	Carter	5	Robinson
Peter	Angus	Vercel	Benjamin	Donna	Brooks-Stewart	Marsha	Brown-White	Errington	Case	Byron	Colquhoun
Renee	Anthony	Ainsley	Bennett	Lakeisha	Broomfield	Orel	Browning	Godfrey	Case	David	Cook
Carlyle	Appleton	Ann	Bennett	Allentia	Brown	Daffodil	Bruce-Miller	Janelle	Case	Kathleen	Cooke
David	Archer	Ann-Maria	Bennett	Andre	Brown	Candice	Bryan	Ricardo	Case	Eric	Coore
Mario	Archer	Bret	Bennett	Barrington	Brown	Christopher	Bryan	Paul-Anthony	Castro	Ricardo	Cover
Oneil	Archer	Carol	Bennett	Bernard	Brown	Craig	Bryan	Mark	Chambers	Elaine	Cowan
Tennyson	Arnold	Egerton	Bennett	Carlinton	Brown	Kevin	Bryan	Marvell	Chambers	Karl	Cowan
Desmond	Austin	Maurice	Bennett	Carlton	Brown	Michael		Michael	Chambers	Anthony	
							Bryan				Creary
Janet	Austin	Valerie	Bennett	Cecil	Brown	Vincent	Bryan	Renaldo	Chambers	Peter	Creary
Simone	Austin	Alshane	Bent	Charmaine	Brown	Grace	Buchanan	Silburn	Chambers	Marvin	Crooks
Sheldon	Bahadosingh	Fernando	Bernard	Chizel	Brown	Locksley	Buckley	Wayne	Chambers	Mitzie	Cummings
Donald	Bahadur	Gareth	Bernard	Christopher	Brown	Venton	Bucknor	Duane	Channer	Winston	Cummings
Alvin	Bailey	Nadia	Bernard	Clyde	Brown	Hilroy	Bulgin	Edward	Channer	Sadie	Cummings-
Annette	Bailey	Nasson	Bernard	Constantine	Brown	Norval	Bullock	Damian	Chin		Wynter
Barndolph	Bailey	Paul	Bernard	Courtney	Brown	Joiles	Burey	lvor	Chin	Donovan	Cunningham
Fitzroy	Bailey	Shanette	Bernard	Damion	Brown	Daron	Burgher	Mark	Chin	Jennifer	Cunningham
Joyce	Bailey	Andrea	Bernard-	Devon	Brown	Clarence	Burrell	Peter	Chin	Roy	Cunningham
Lincoln	Bailey	Chambers	Dornard	Dwight	Brown	Joseph	Burrell	Julie	Chin-Quee	Marcia	Currie
			Derpard								
Liston	Bailey	Audria	Bernard-	Earl	Brown	Welton	Burthwright	Swee	Chua	Anthony	Curtis
Noel	Bailey	Robinson		George	Brown	Diana	Byfield	Sharlene	Chunnu	Vinette	Curtis
Una	Bailey	Carl	Bicarie	Gloreen	Brown	Lenworth	Byfield	Bradford	Clarke	Eli	Cuthbert
Donald	Baker	Simone	Bicarie	Goffe	Brown	Donald	Byro	Clyde	Clarke	Christopher	DaCosta
Kerron	Baker	Julio	Binajera-Estrada	Granville	Brown	Wilbert	Cain	David	Clarke	Dwight	DaCosta
Peter	Baker	Colin	Binnie	Karen	Brown	Winsome	Callum	David	Clarke	Michael	DaCosta
Sytron	Baker	Omari	Binns	Karlease	Brown	Errol	Cameron	Haley	Clarke	Basil	Daley
Debbiesha	Ballintine	Dorothy	Black	Kevin	Brown	Fitz	Cameron	Jennifer	Clarke	Deon	Daley
Winston	Bansie	Joseph	Black	Laurence	Brown	Robert	Cameron	Marcello	Clarke	Hopeton	Daley
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Andrew	Barclay	Orville	Black	Lloyd	Brown	Abdon	Campbell	Mateos	Clarke	lan	Daley

Ainsley Dian Samantha Doreen Patrick Cheryl Claudia Dennis Everton Grace Ishmael Karole Michael Neville Samuel Steven Anthony Calder Kimi Devon Valerie Glenn Bruce Everton Egbert Alton Humphrey Delmonte Andrea Denzil Isaiah Preston Daneon Everton Howard Albert Brian Claudette Clelon Clifford Debronette Orville Oswald Steve Rodney Everod Shanique Tricia Jermaine Kenneth Everton Llewellyn Neil Pete Kesen Albert

Daniels Daniels Darby Darmand Davidson Davis Davy Dawkins Dawkins Dawson Dawson Demetrius Dennis Dennis Depass Derby Desouza Dewar Dickenson Dickenson Dickson Dietrich Dillion Dilworth Dinald Dixon Dixon Dixon Dixon Dixon Dixon Dixon Dixon Dixon Dobson Doman Donaldson Dorman Douglas Douglas Downer Downer Downer Drummond Drydgen Drysdale

James Carvalo Cynthia Maureen Andrei Andrelene Dale Radcliffe Anthony Janice Michelle Patrick Delroy Christine Leigh Dalmae Dwayne Michael Stacie-Ann Rasheed Delmar Dwayne Garfield Gene Herbert Josephine Kevon Soyini Caroline Marcia Patrick Deborah Kerpatrick Millicent O'Brian Richard Ryan Moses Ava Leslie Marcia Marvette Maurice Stella Alvern Jacqueline Patrick Julette Careen Courtland Sane Desmond Valentine Yolanda Basil

Duff Duffus Dunbar Duncan Dunkley Dunkley Dunkley Dunkley Dunn Dunn Dunn Dunn Dunwell Dwyer Dwyer Dyer Dyer Dyer Earle Easy Eccles Edwards Edwards Edwards Edwards Edwards Edwards Edwards Elliott Elliott Elliott Ellis Ellis Ellis Ellis Ellis Ellison Elliston English Ennis Ennis Espeut Esty Eubanks-Richards Evans Evans Evans Ewart Ewen-Grant Facey Facey Fagan Fagan Fagan Fairclough

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AccaForbisGarnesGibbsCoverGarnesCoverGarnesHeighBarrisManageCoverJohnsonHowardForbisPatrickGarnesDebte /mGarneCoverCove												
Colar Forbas Assandar Gragny Gragny Tital Hay Kohn Hospit Closer Johnstan Lyndin Forbas Laroy Gimole Dable-Am Giry Christorica Haysan Laroyen Hospits Filinstan Mater Forbas Gimole Dable-Am Girint Sandar Sindar Sindar <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>÷</td> <td></td> <td></td> <td></td> <td></td>								÷				
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Marten AticiaFordGleridudGlipin GipinErridGriffithsMariey HigheHigheDangen HogeHoseHotelFoldRuthynJohrsonMichael AdrineFordEda Eda CommanConzelles LoorandLoorand GriffithsNorsHogeHigheHotel HogeSidemunJohrson SidemunJohrson JohrsonCarrille Carrille CarrilleVincent CarlineConciletNigel GriffithsGriffiths GriffithsKarreth HoylesHoylesNore HoylesAlesa JohrsonJohrson JohrsonCarline DetroyForester Carlon CarlonCarlon CondinSochis GriffithsGriffiths GriffithsKarreth HoylesHoylesNore HorsetAlesa JohrsonJohrson JohrsonMichael Hotel CorsytheDerod Donald CordonCarlon Kirn Kirk GordonGriffiths GriffithsKarlon HorkeHord HorkeHuterGarneth Griffith HorkeGriffiths HorkeDerod HorkeHorke HorkeGriffith HorkeDerod HorkeDonal HorkeHorke HorkeGriffith HorkeDerod HorkeHorke HorkeHuterGarneth HorkeJohrson HorkeJohrson HorkeJohrson HorkeJohrson HorkeJohrson HorkeJohrson HorkeJohrson HorkeJohrson HorkeJohrson HorkeJohrson HorkeJohrson HorkeJohrson HorkeJohrson HorkeJohrson HorkeJohrson HorkeJohrson<								-				
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GardtFosterHerbertGordonPerbrGuthrieMichaelHenlinRicardoHunterMonieloJonesJamiforFosterKirkGardonAndrewHallJudithHenriquesDonaHutchinsonSandaJonesTaverseFosterO'NeilGardonAndrewHallJudithHenriquesDonaHutchinsonSandaJonesAlociaFrancisO'NeilGardonCauthrieHallAkntolaHenryGaryHutchinsonWayeJonesAndreyFrancisO'NeilGardonCauthrieHallAkntolaHenryCarleneHytonMageJonesAndreyFrancisPatrickGordonDavidHallAkntolaHenryCarleneHytonAngeJoresCarlonFrancisRansfordonDavidHallCalsonHenryCarleneHytonAngeJoresCarlonFrancisRichardGordonDavidHallCalsonHenryMarkHytonKarenJoresCarlonFrancisMiguelGaulbourneMareleHallDavidHenryDerickIsaacsGeorgeKarenJulienFrancisCharlesGordonSherilHallDavidHenryDerickIsaacsGeorgeKarenJulienFrancisAbertGrahemSherilHallJustinHutonHallJustinKarenJascon <td>Rudolph</td> <td>Forsythe</td> <td>Donald</td> <td>Gordon</td> <td>Derrick</td> <td>Grubb</td> <td>Charles</td> <td>Hendricks</td> <td>Darvil</td> <td>Hunter</td> <td>Guy</td> <td>Jones</td>	Rudolph	Forsythe	Donald	Gordon	Derrick	Grubb	Charles	Hendricks	Darvil	Hunter	Guy	Jones
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Jennfer Traverse FosterFosterKirk GordonGordonAndrew HallJudith HenryHenry LennonDonna HutchinsonSandra SoniaJonesAlecia Alecia FrancisFrancis FrancisO'Neil GordonGordonClaudeth HallAkintola HenryLennon HutchinsonWayne UnchinsonJonesAndray Carlton FrancisFrancis RasfordGordonDavid HallBurt HallHenryCarlene HenryHyltonWayne WayneJonesCarlton Craig FrancisRensford BichardGordonDavid HallHallCasbert HenryCarlene HenryHyltonKaren LennonJordonCraig FrancisIcona FrancisGordonDavid HallClasbert HenryMark HyltonHyltonKaren Lenworth JulalCraig George FrancisIcona Treneace DaburneMaralleHallClasonHenryOdette HenryIngranStacey JulalJulian FrancisFrancis AlbertAlbert GrahamHallJason HenryHenryOdette HenryIngranStacey JarekiniJulalJulian Paulstan FrancisDabbie-Ann GrahamSherilHallJason HenryHenryDatosonPartick KareenJacksonChristina Kareeka KareenPaulstan FrancisDabbie-Ann GrahamSherilHallOts HenryHenryDatosonPartick KareenHenryHenryHenry	Garnet	Foster	Herbert	Gordon	Peter	Guthrie	Michael	Henlin	Ricardo	Hunter	Moneleto	Jones
Jennfer Travese FosterFosterKirk GordonGordonAndrew HallJudith HenriguesHenrigues HenriguesDonna Gary HutchinsonSandra SoniaJonesTravese Alecia AndrayFrancisO'NeilGordonClaudeth HallAlbert HenryHenryLennonHutchinsonWayne JonesJonesAndray Carlton FrancisFrancis RansfordBansfordGordonDavid HallBurt Cashert HenryCarlene HytonHytonMargel Mark HytonWayne JonesJordonCarlton Francis FrancisBichard BordonGordonDavid HallCashert Cashert HenryMark Merk HytonKaren Karen HytonJordonCarlton FrancisLoo MiguelGoubourneMarale HallHallClason HenryMark HytonKaren Karen HanryJordonGeorge FrancisMiguel GubourneGoubourneMarale HallHallClason HenryDorick HenryBaacsGeorge George KarenGeorge ActaesJulian FrancisTreneace DubourneGoubourneMichael HallHallJoson HenryHenryDorick HenryBaacsGeorge Karene JacksonChristina Karena KarenaKarena HallActaesJulian FrancisFrancisDaw DubourneSherilHallOits HenryHenryDorick HenryHallActae HenryHenryDorick HenryHallAct	Inan	Foster	Kenroy	Gordon	Andrew	Hall	Donald	Hennie	Beverly	Hussett	Patrica	Jones
Tarverse AleciaFosterO'NeilGordonBaringtonHallAkintolaHenryGaryHutchinsonSoniaJonesAleciaFrancisPatrickGordonCulutethHallAlbertHenryLennonHutchinsonWayneJonesAndrayFrancisPatrickGordonDavidHallButHenryCarleneHytonAngleaJordonAndreFrancisRichardGordonDavidHallCasbertHenryCecilHytonAngleaJordonCarltonFrancisRichardGordonDavidHallCalsonHenryMarkHytonLenworthJulalCraigFrancisLeonGoulbourneMaralleHallCitionHenryDavininHytonLenworthJulalGeorgeFrancisTereacceGoulbourneMaralleHallDavinileHenryDavininHytonLenworthJulalJulanFrancisCharlesGowdieShaunHallHallDaviniHytonLenworthKaresJulanFrancisDawnGrahamTravisHallMichael HanryKareenJacksonPonreaKellyShefforFrancisDawnGrahamAbertHaniltonPetreHenryMarcenJacksonPonreaKellyShefforFrancisLanceltoGrahamJavaneHallMichael HenryBinonJacksonPonrea <t< td=""><td>Jennifer</td><td>Foster</td><td>Kirk</td><td>Gordon</td><td>Andrew</td><td>Hall</td><td>Judith</td><td>Henriques</td><td></td><td>Hutchinson</td><td>Sandra</td><td>Jones</td></t<>	Jennifer	Foster	Kirk	Gordon	Andrew	Hall	Judith	Henriques		Hutchinson	Sandra	Jones
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HenroyMintyreFloydMinottDanielNewlandMarjoriePlunktitDwightRichardsDoreanSamuelsKarteneMichilyreGavinMitchellGeorgePotingerEganRichardsJamielsJamielsGilmoreMcKanAndreModestHowardNewmanCliffordPowellJulietRichardsJamielsSamuelsGilmoreMcKanAndreModestHowardNewmanCliffordPowellJulietRichardsKamarSanuelsCarltonMcKenleyKeishaMohanNohadNewmanDelandoPowellKosginRichardsKamarSanuelsDavidMcKenzieShaneMontaqueDavNicholsonEgelPowellNoileRichardsKenardoSaudersDavidMcKenzieJosninaMoralesSimbarasheNiconEgelPowellNeileRichardsKenardoSaudersEvertonMcKenzieJosninaMoralesSimbarasheNiconEgetonPowellCarltonWayneSawyersGarthMcKenzieChristineMorganDionenNugentParledParledAlarickRickattsJohanithanSchittsHeronMcKarieLanceMorganToyloyNugentBarridginPrestonAntoePrestonAntoePrestonAntoePrestonAntoePrestonAntoePrestonAntoePrestonAntoe<	Marlon	McIntosh	Cleveland	Mills	Sydney	Nesbeth	Carlton	Pinnock	Audley	Richards	Lloyd	Salmon
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Tina GilmoreMcKainJuniorMitchellGeorge GeorgeNewmanGeorge GeorgePounaliHanoldRichardsJamineSamuelsGilmoreMcKenleyKeishaMohanNohaudNewmanDelandoPowellKosginRichardsMichardsSandersonCarltonMcKenzieShaneMontaqueDayNicholsonEgelPowellMichelleRichardsFrederickSaulasDavidMcKenzieJessieMoralesSimbarasheNixonEggetonPowellNevilleRichardsLenadoSaudersoEvertonMcKenzieJessieMoralesSimbarasheNixonEggetonPowellSeymourRichardsDamienSawyersGarthMcKenzieSabrinaMorantAlbertNobleOrdenPowellAllarickRickettsDamienSawyersEvertonMcKenzieChristineMorganDionneNugentDiventPrendergastCharltonRickettsAnnScottHeronMcKenzieLanceMorganTolyoyNugentBaringtonPrestonAllarickRickettsAnnScottLesterMcKenzieLanceMorganTolyoyNugentBaringtonPrestonAllorekAntonyScottNatalieMcKenzieRosemerieMorganTestayeO'ConnorMarlenePrinceWorneRikettsAnnScottRobertMcKenzieRosemerie <td></td> <td>· · · ·</td> <td>-</td> <td></td> <td>Patricia</td> <td></td> <td></td> <td>Pottinger</td> <td></td> <td></td> <td>Henlev</td> <td></td>		· · · ·	-		Patricia			Pottinger			Henlev	
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Shaw Shaw Shaw Shaw Shelley Shettlesworth Shortridge Simmonds Simmonds Simms Simms Simpson Simpson Simpson Simpson Simpson Simpson Simpson Simpson Simpson Sinclair Singh Skeene Slue Small Small Small Small Smallhorn Smallhorne Smalling Smart Smikle Smikle Smiley Smith Smith

Sonia Thessa Valerie Wayne William Yvonne Simone Darien Jason Garfield Jacklyn Lannette Richard Kimberley Selvin Winston Dave Narda Carol Sean Aldane Andrew Aston Daphne Diane Garfield Uriah Bryan Nicola Toniann Rudolph Adrian Carmen Errol Ferris Kirk Nordel Omar Ralston Rhys William Howard Ephraim Orane Ronald Dwight Michael Garth Wilfred Andrew Evans Robert Romar Roy Tracey-Ann Detorrie Dan Andrea Hubert

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Hugo	Thomas
Isiah	Thomas
Kemar	Thomas
Noel	Thomas
Omar	Thomas
Patrick	Thomas
Robert	Thomas
Ruben	Thomas
Shelton	Thomas
Terrence	Thomas
Winsett	Thomas
Allson	Thompson
Barrington	Thompson
Bartwrick	Thompson
Beresford	Thompson
Christopher	Thompson
Donna	Thompson
Gary	Thompson
Herline	Thompson
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Joseph	Thompson
Ludlow	Thompson
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Patrick	Thompson
Prudence	Thompson
Raflyn	Thompson
Robert	Thompson
Sheldon	Thompson
Troy	Thompson
Vivette	Thompson
Althea	Thorpe
Vinton	Thorpe
Norman	Titus
Uton	Tobin
Maston	Todd
Carl	Tomlinson
Dalton	Tomlinson
Garfield	Tomlinson
Gina	Tomlinson
Kenston	Tomlinson
William	Tomlinson
Winston	Townsend
Calvin	Treasure
Devon	Trusty
O'Dave	Tucker
Sean	Tucker
Troy	Tucker
Owen	Tugman
Horace	Tulloch
Courtney	Turnbull
Ronald	Turner
Lloyd	Tyme
Dave	Tyndale
Noel	Tyndale
Sharon	Tyndale
Howard	Umrah
Fitz	Valentine
Melisha	Valentine
Thelma	Vassall

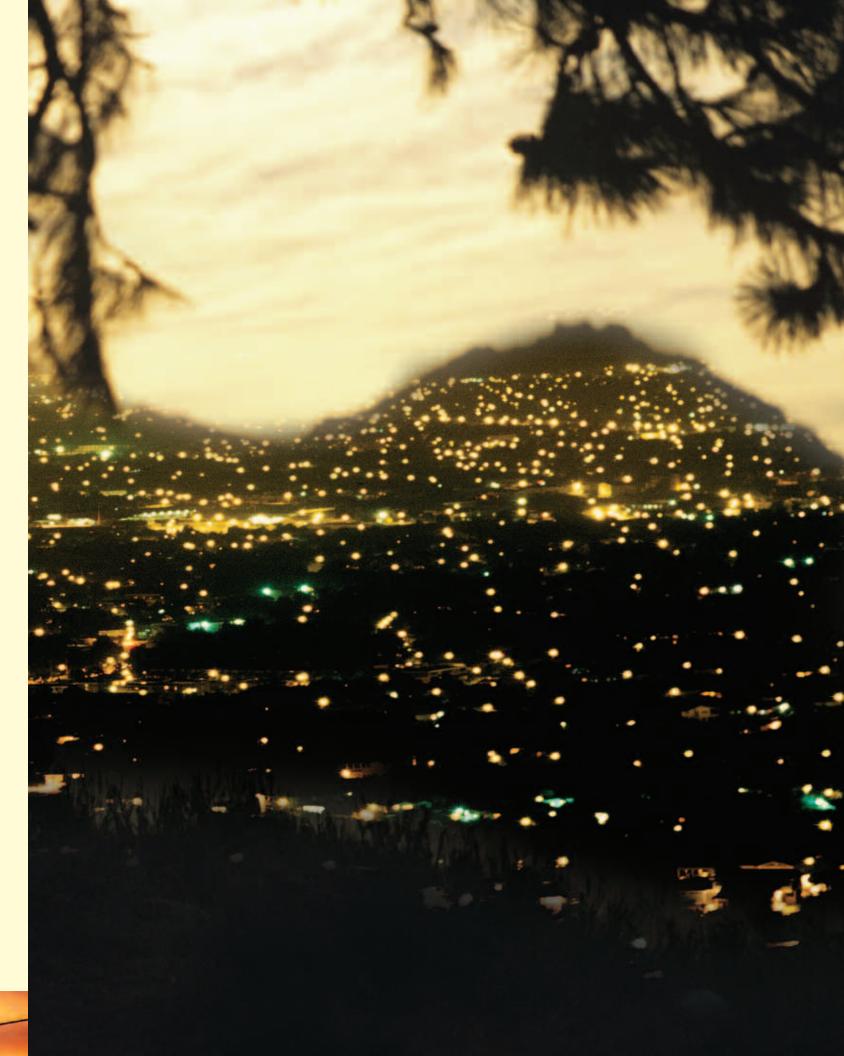
Vassell Keith Vassell Sidoney Vassell Paula Vernon Polly Vernon Allan Vickers William Vickers Sandra Vidal Lascelles Virtue Bridgette Wade Neville Waite Angella Walker Constantine Walker Diana Walker Humphrey Walker Joylett Walker Lenford Walker Patricia Walker Wallace Austin Edward Wallace Brian Walters Colin Walters Hortense Walters Jeremiah Walters Anthony Walton Denise Warren Kenroy Watkis Merlene Watkis Alston Watson Andre Watson Elton Watson Kurt Watson Marvin Watson Noel Watson Richard Watson Shane Watson Grace-Ann Watson-Dennis Davina Watt Waugh Douglas Nadrae Waugh Waugh-Evans Jean Netaro Webb Daycia Webley Judene Weir Mark Wellington Marlon Wellington Kirkon Welsh Christopher West Christine West-Meikle Yenoh Wheatle Althea White Noel White Norman White Roger White White Selvin Whitely Howard Beresford Whitter Michael Whittick Phillip Whittingham

Earl

Christine Whyte Whyte Damion Nathan Whyte Pansy Whyte Whyte Phillipa Roel Whyte Osawaki Wickham Wilkie Devon Wilkie-Hamilton Daphne Wilkinson Kenny Marlon Wilkinson Xavier Wilks Williams Alric Andrain Williams Annorea Williams Anthony Williams Ashford Williams Williams Audrey Damion Williams Williams Dave Denniston Williams Denton Williams Williams Denton Donald Williams Everton Williams Evon Williams Gareth Williams Hugh Williams Hughton Williams Williams Williams Jenifer Williams Jermaine Williams Joseph Moses Williams Oswald Williams Otony Williams Patrick Williams Paula Williams Philemon Williams Plunket Williams Ricardo Williams Ricardo Williams Rohan Williams Rupert Williams Shakira Williams Sheldon Williams Sophia Williams Suzette Williams Sydney Williams Taunderia Williams Williams Trevor Trisram Williams Williams Vaden Veronica Williams Williams Vivian Nadine Williams-Brown Desmond Williamson Donnovan Williamson Marlon Williamson

lan

Kim-Dave Willie Willie Samuel Alvin Wilson Clifton Wilson Wilson David Leroy Wilson Michael Wilson Wilson Nadine Wilson Racquel Wilson Richard Rupert Wilson Stacy Wilson Valen Wilson Steve Windross Donavan Wint Gail Witter-Anderson Stelbert Wizzard Wizzard Tameka David Wong Ann-Marie Woodham Peaches Wray Alpheus Wright Blondette Wright Clive Wright Dave Wright Devon Wright Edward Wright Eulin Wright Godfrey Wright Wright Jasmin Odel Wright Pamella Wright Percival Wright Rudolph Wright Wright Sheryl Wright Wendion Aleith Wynter Wynter Christopher Onica Yong Denise Yorke-Curtis Young Angelean Carolyn Young Deanay Young Everton Young Herbert Young Young Newton Patricia Young Ransford Young Oliver Youngsam



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