



# 2020

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## ANNUAL REPORT

**JPS**

POWERING WHAT MATTERS



## CORPORATE PROFILE

The sole distributor of electricity in Jamaica, Jamaica Public Service Company Limited (JPS), is an integrated electric utility company that generates, transmits and distributes electricity, and purchases power from a number of Independent Power Producers (IPPs).

Marubeni Corporation of Japan and Korea East-West Power (EWP) jointly own majority shares (80%) in JPS, while the Government of Jamaica and a small group of minority shareholders own the remaining shares.

JPS currently owns three power stations, holds investment in a fourth, through the joint venture partnership, South Jamaica Power Company Limited. The JPS Group operates a 5th plant owned by JAMALCO/NFE. JPS also owns nine hydroelectric plants and one wind power facility.

The JPS team stands 1300 members strong and serves over 680,000 customers within four main categories: Residential, Small Commercial, Large Commercial, and Industrial. With a strong safety and environmental focus, the Group pursues a strategy of fuel diversification for clean energy production, and boasts a vibrant corporate social responsibility portfolio, with a focus on education and youth development.

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

## VISION

We are the people leading the energy revolution, unleashing Jamaica's growth and prosperity.

## MISSION

Through inspired and committed employees, and innovative technologies, we deliver an energy solution to empower every Jamaican, fuel the growth of businesses, and support national development.

## CORE VALUES

- Accountability
- Safety
- Passion
- Integrity
- Respect
- Excellence



<b>06</b>	Message from the Chairman & CEO
<b>14</b>	Board of Directors
<b>18</b>	Executive Leadership Team
<b>20</b>	Management's Discussion & Analysis
<b>24</b>	Highlights
<b>27</b>	Operational Statistics
<b>28</b>	Key Performance Indicators
<b>32</b>	Director's Report
<b>33</b>	Corporate Data
<b>34</b>	Corporate Governance
<b>39</b>	Committees of the Board
<b>42</b>	Corporate Compliance
<b>45</b>	Ten Largest Shareholders
<b>47</b>	Audited Financial Statements
<b>133</b>	Notice of Annual General Meeting
<b>134</b>	Form of Proxy



## MESSAGE

from the Chairman & CEO

### 2020. The pandemic

COVID-19 devastated the world. Businesses were forced to make drastic decisions, adjusting working hours, cutting or furloughing staff and navigating work-from-home orders.

In Jamaica, lower commercial and industrial demand meant reduced energy production and sales that more than offset the increased residential usage from the work from home protocols.

Many of JPS business and residential customers were unable to pay in full, on time or at all, leading to lower revenue and higher bad debt for us.

In addition to the economic impact, we also had to consider staff morale. We worked hard to prevent any service disruptions, deploying teams to install, repair and maintain vital equipment throughout the year. Doing so safely meant changing the team dynamics, segregating staff, incorporating work-from-home schedules. This disrupted mental health support, camaraderie, and the strong sense of community that comes from working closely together in person. We paid close attention to the wellbeing of our staff because it is the right thing to do and because we need them to be at their best.

Taking care of our people was not limited to our employees. We supported Jamaicans through a number of initiatives. Through partnerships with the JPS Foundation, our shareholder Korea East West Power (EWP) donated diagnostic machines and testing kits to the Government to boost the country's testing capacity. Another major shareholder, Marubeni Corporation, donated computer tablets to high school students to help them study online. The JPS Foundation's COVID Relief Programme extended payment gifts to our elderly, disabled and otherwise vulnerable customers, as well as food and household supplies in care packages for the less fortunate.

Left: President & CEO Michel Gantois  
Right: Chairman of the Board Bok Hoa Jeong



01

**2020. The metamorphosis.**

Under a new leadership, we have embarked in 2020 on a major conversion of JPS from a legacy utility into a modern, agile and profitable energy company. This shift sees us more attentive to, and respectful of, our customers; more productive in our deployment and use of resources; more innovative in our products, processes and our use of digital tools. It drives us to be more focused and determined to protect our rights.

We are at the beginning of this journey. We are implementing new digital processes, new policies and procedures, new products and services and fundamental improvements in how we serve our customers. The biggest challenge is ultimately a change of culture. We have a proud history that spans a century, but the past can be a terrible burden. Ours made us complacent. Now, we are reinvigorated with a renewed focus on customers and a passion for impeccable service, innovation and excellence. These are not values and behaviors you would traditionally associate with a utility. But they represent who we are becoming.

**01.** (l-r) Minister of Energy, Hon. Fayval Williams; Minister of Foreign Affairs, Senator Kamina Johnson-Smith; Minister of Health & Wellness, Hon. Christopher Tufton; JPS Chairman, Bok Hoa Jeong; Former JPS President & CEO, Emanuel DaRosa; and JPS Foundation Chairperson, Alphie Aiken, pause for the lens after the donation of diagnostic equipment and 7,500 COVID-19 testing kits at the University Hospital of the West Indies. The gift was made possible by major JPS Shareholder EWP Korea, through the JPS Foundation. The donation is valued at approximately J\$35Million.

**02.** The JPS Foundation was pleased to be able to distribute several care packages to the elderly, disabled and other vulnerable citizens.

**03.** Young Brianna Barrett of the Merl Grove High School receives her tablet from Snr. Manager of Marubeni Caribbean, Seiichiro Aoyama, while VP of Marubeni Caribbean, Shogo Otani shares in the moment. Marubeni donated several tablets to high school students across Jamaica, to assist with online learning.



02



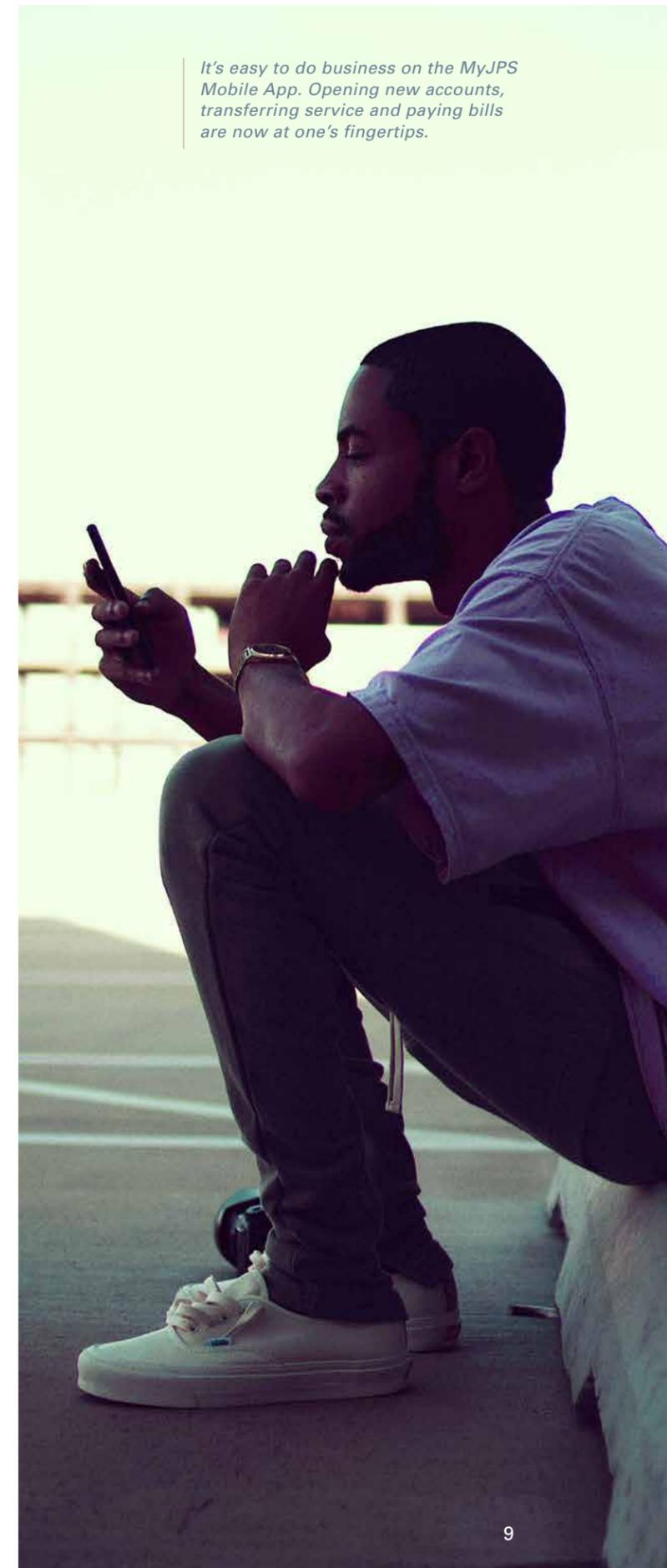
03

**2020. You.**

We had an epiphany. We are changing and improving, but how did this affect you? We introduced a simplified and much clearer electricity bill, and we launched the new MyJPS Mobile App. It was adopted by more than 10% of our customers within the first three months and allows customers to monitor their electricity usage, pay their bill, open, close and transfer accounts, upgrade service, view previous bills and more. In 2021, the Mobile App will allow you to report outages, broken street lights and the theft of electricity, and even keep you updated on the status of your reports. This is part of how we build a community where we all help improve the lives of our loved ones.

We also communicated much more about all the good things we are doing, spotlighting the people who make it all possible. We strive to remain humble in front of the challenges ahead, but we want to celebrate the women and men whose daily effort at JPS make this a better place. When our teams work miracles or when we fight for you, we want you to know we're on your side. 2020 was just the beginning of how we are improving our engagement with the public and our customers.

*It's easy to do business on the MyJPS Mobile App. Opening new accounts, transferring service and paying bills are now at one's fingertips.*





Total Jamaica Limited has signed on to partner with JPS, for the location of 4 Electric Vehicle charging stations. Team members here show excitement and solidarity in moving forward. They are (l-r): Total Marketing and Digital Manager, Toni-Ann Reid; Network Manager, Faith Gowdie-Edwards also of Total Jamaica Limited; JPS Director of Business Development, Dionne Nugent; JPS Marketing Manager, Andre Mangué; and Total Commercial Director, Antoine Bennevault



**2020. The future, now.**

We began construction of our first Combined Heat and Power plant at the location of our customer CB Group. The 10MW power plant will supply energy to the national grid as well as to CB Group for their operations, a move that helps meet their energy needs and solidifies our business relationship.

We are also installing Electric Vehicle Charging stations across the country. We've partnered with two service station operators – multinational company Total, and homegrown company Boot, to site Jamaica's first set of Electric Vehicle Charging stations. Through a partnership with the Inter-American Development Bank (IDB), the JPS Foundation will implement a project designed to make electric transportation more readily available to Jamaicans. We are providing the infrastructure, electric vehicle charging

stations, as well as growth and training opportunities for selected people who will apply these newfound skills to a new industry . What we need now are more electric vehicles.

**2020. We fight back.**

We were dismayed by the 2019-2024 Rate Submission by the Office of Utilities Regulation (OUR). We believe that the response to JPS' application for a comprehensive tariff review is a symptom of a regulatory environment that does not support investors or the creation of a stable energy sector that benefits the Jamaican economy and Jamaican consumers. Their decision could impact our ability to invest in the vital infrastructure needed to offer and maintain reliable power to Jamaicans and to satisfy customers. As a consequence, we appealed the OUR determination.



*“We want to be there at the flick of a switch. When you need it. Where you need it. Always.”*

And then, there is electricity theft. Almost one-quarter of the electricity generated is stolen. Beyond the financial burden for JPS, electricity theft puts people’s lives in danger, causes property damage, and drives up costs for our law-abiding paying customers.

Recent surveys suggest that electricity theft is generally accepted among the poor and unemployed. This is still a crime, though, and a threat to the lives and livelihoods of people across the island.

At JPS, we are doing our part. We have installed smart meters and other modern devices to better identify the source of theft and deploy teams to remove illegal connections. We have also helped convert communities into legitimate paying customers. But the best JPS technical and outreach programs cannot replace Government intervention to fight crimes or alleviate poverty. We continue to propose to the Government a deeper collaborative approach to chip away at this scourge.

**2020. The better Angels of our nature.**

In an ideal world, our customers would take the availability of electricity as a given. We want our wondrous product to be invisible yet pervasive so that the people of Jamaica never need to even think about electricity. We want to be there at the flick of a switch. When you need it. Where you need it. Always.

But there is no such miracle. Electricity is a labor of love. In 2020, we decided to fight harder to satisfy our customers and to lower our costs, find innovative sources of revenue and ultimately be more profitable.

Our passion, our goal, is to offer even cheaper and more reliable electricity to the people of Jamaica so that they never have to think about electricity again. This is not merely our goal. This is our pledge.

**Michel Gantois**  
President & CEO

**Bok Hoa Jeong**  
Chairman of the Board

## BOARD OF DIRECTORS



**Bok Hoa Jeong** (Chairman)

Appointed Director effective April 7, 2020 and Chairman of the Board of Directors, effective April 8, 2020.

Mr. Jeong brings to JPS over 30 years of industry knowledge and strong business experience, from both the Korea Electric Power Corporation, (KEPCO) and Korea East West Power Company Ltd. (EWP).

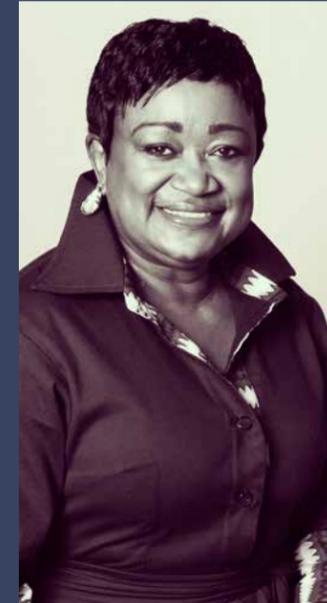
His diverse leadership experience covers several critical areas, including power generation, renewable energy development, new business creation and management of environmental matters.



**Nadani Chung**

A Finance Professional and Business Consultant with a rich blend of financial, operations, strategic management and leadership talents gained from over 27 years of executive management experience in retail, trading and hospitality organizations. She is currently Vice President of Finance for Sagicor Group Jamaica Limited.

Nadani holds a Bachelor of Science in Economics & Accounting from the University of the West Indies and an MBA from Nova South Eastern University. She is also a member of the Certified Corporate Financial Planning & Analysis body, and a part-time Lecturer at CPA Tutors & Consultants. In her spare time she enjoys reading a good book on one of Jamaica's beautiful beaches.



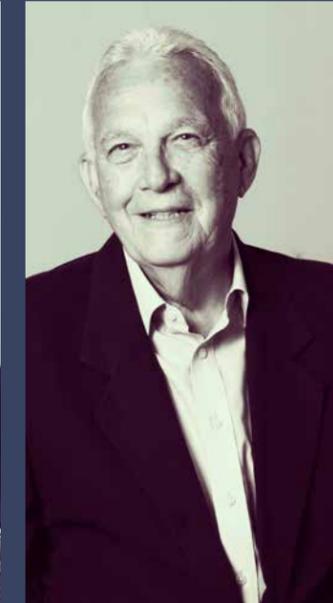
**Minna Israel**

A former banker with over 30 years of corporate, commercial and retail banking experience; she is special Advisor to the Vice Chancellor of the University of the West Indies on Resource Development, with focus on philanthropy.

Minna is the recipient of a number of local, regional and international awards, including the UWI Honorary Doctor of Laws degree, which was conferred on her in November, 2011.

Minna holds an MBA from the Richard Ivey School of Business at the Western University, Ontario, Canada; a Bachelor of Science Degree in Management Studies from the University of the West Indies; and a Diploma in Business Administration specializing in Banking from the University of Technology. Minna also completed the Executive Program at University of Michigan Business School.

Minna is a past-President of the Jamaica Bankers' Association, having served from 2009 to 2011. She was the first female to be elected president of the association.



**Hon. Charles Johnston, C.D.**

Chairman of the Jamaica Producers Group, which is one of the top five companies in Jamaica and the first Jamaican multinational company with extensive operations in the United Kingdom, Continental Europe and Central America.

He has been involved in the development of the Jamaican business sector for over 35 years, and now serves on the board of several public and private sector companies, including Jamaica Freight & Shipping Ltd., Kingston Port Workers Superannuation Fund, Kingston Wharves, Port Authority of Jamaica, and HD Hopwood and Company, Ltd.

He holds a Bachelor of Science in Economics from the University of Pennsylvania, Wharton School of Finance & Commerce and was conferred a Doctor of Science degree in International Shipping honoris causa from the Caribbean Maritime University.



**Dong Uk Kim**

President & CEO of EWP (Barbados) 1 SRL, one of the major shareholders of Jamaica Public Service Company Limited ("JPS"), since 2012. He oversees and manages EWP's assets in Jamaica, Indonesia and Guam.

He has expanded his areas of focus from the Caribbean and Southeast Asia, to include the development of business opportunities around the world - including Guam, New Caledonia, and Sri Lanka.

Dong Uk Kim's focus has also expanded from traditional fossil fuel-fired power projects to growing renewable energy projects worldwide.

He holds a Bachelor of Journalism and Mass Communications from Sungkyunkwan University, Seoul Korea.



**Mohamed Majeed**

A veteran of the United States Air Force, who has over 30 years of experience and multi-dimensional expertise in the United States and international energy sectors. His career as a leader began in the electric utility company in Washington DC.

He is an alumni of the University of Maryland, with a BSc. in Engineering and an MSc. in Engineering Management.

Mohamed Majeed currently holds the positions of Chief Operating Officer (COO) of Marubeni Power International, and Managing Director of their Caribbean Operations. He is also the current serving Chairman of the Board of South Jamaica Power Company (SJPC).

He has worked with Jamaica Public Service Company Limited (JPS) in various shareholder capacities since its privatization in 2001.



**Dennis Morgan**

Throughout his career, he has held executive and leadership positions including CEO of Protection and Security Limited, and Executive VP and Group Investment Controller of Jamaica Mutual Life Insurance Company Limited. He has also served on the Jamalco Board and was Chairman of the Operating Committee.

He has served on several public and private sector boards including National Commercial Bank Jamaica Limited, Petrojam Limited and National Solid Waste Management Authority.

He holds a Masters in Business Administration in Finance and a Bachelor of Science in Economics.



**Hon. Danville Walker, O.J., J.P.**

Held several leadership positions, including National Project Director in the Ministry of Economic Growth and Job Creation; Group Managing Director at ATL Industrial Group; and Commissioner of Customs at the Jamaica Customs Department. He holds a Masters in Business Administration, Bachelor of Business Administration and is a Certified Public Accountant.



**Shogo Otani**

Brings to JPS over 15 years of power industry knowledge and experience developed during years of service in Marubeni Corporation.

Prior to his appointment at JPS, Shogo Otani served as Managing Director at PIC Asia Pacific Sdn.Bhd, which is one of Marubeni's subsidiary in Kuala Lumpur, Malaysia. PIC provided O&M services for various power plants across the countries in Southeast Asia. Earlier in his career, Mr. Otani worked with EPC business for Gas Combined Cycle, Geothermal and Coal Fired Power Plants.

He holds a Master's degree in Architecture and Building Science from Tohoku University in Japan.

## ALTERNATE DIRECTORS



**Emanuel DaRosa**



**Keisuke Harada**



**Masao Imazato**



**Hyung Chae Yang**

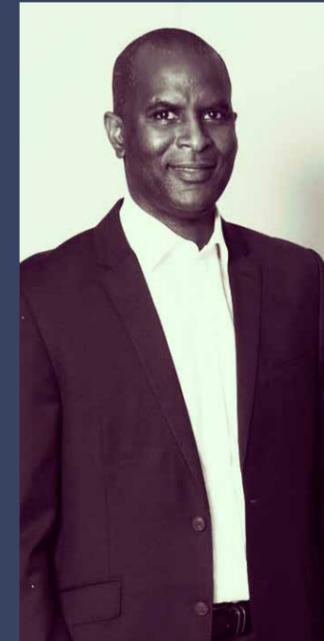
EXECUTIVE  
LEADERSHIP  
TEAM



**Michel Gantois**  
President & CEO



**Gary Barrow**  
Chief Operating Officer



**Vernon Douglas**  
Chief Financial Officer



**Melanie Gilchrist**  
General Counsel &  
Company Secretary



**Charmaine Heslop DaCosta**  
SVP People Operations



**Blaine Jarrett**  
SVP Energy Delivery



**Ramsay McDonald**  
SVP Customer Services



**Joseph Williams**  
SVP Generation and  
Special Projects

# MANAGEMENT'S DISCUSSION & ANALYSIS

*“The Group saw a 26% decline in net profit results compared to the previous year, with many contributing factors to consider.”*

The Covid 19 pandemic and the subsequent Government public health mandates, including stay-at-home orders and curfews, have had a constricting effect on the local economy. Consumer spending plummeted, impacting the economy in general, and the local energy sector in particular. With the population facing restricted movement, a rise in residential energy consumption patterns emerged. The reduced demand within the Commercial and Industrial sectors, particularly the hard-hit Hospitality sector, led to deficits in core revenues too great for residential usage to compensate. These losses were somewhat mitigated by the Group's diversification

initiatives into the provision of operation and maintenance services for entities within the energy industry which resulted in Operating Revenues totaling US\$888.7 million, which represented a less than 1% increase against the previous year.

Fuel and gas costs declined as a result of the Covid-19 impact on movement and the subsequent diminished demand. Greater reliance on more efficient generation plants (South Jamaica Power Company Limited and NFE South Power Holdings Limited) was another contributing factor, resulting in the annual Cost of Sales totaling US\$525.1 million, down 9% against the previous year.



## IN 2020

- Operating revenues increased by 1% at US\$888.7M
- Cost of sales decreased by 9% at US\$525.1M
- Operating expenses increased by US\$29.2M
- Net Finance costs increased by US\$24.7M
- Investment in South Jamaica Power Company Ltd provided a return of US\$8.2M which contributed to overall net profit after tax of US\$31.1M

The Group continued its effort to comply with the national mandate to reduce the country's reliance on oil as the primary fuel source. This undertaking led to energy from renewable sources contributing 13% of the total energy supplied to the national grid over the period and a shift in generating capacity due to a greater utilization of Independent Power Producers of approximately 13.6%. Additionally, the impact of the treatment of power purchase agreements under IFRS 16 will alter the Group's financials with reduced cost of sales, offset by increased depreciation and interest costs.

Operating expenses (including impairment losses on receivables) rose to US\$251.8 million, an increase of US\$29.2 million compared to the previous year. Right of Use assets from lease arrangements and their associated depreciation

charges contributed US\$23.5 million towards the increase, as did the enhanced provisioning for expected credit losses on receivables of US\$12.4 million.

Net finance costs were US\$80.3 million against the US\$55.6 million of the prior year as a direct result of the additional interest on lease arrangements from Power Purchase Agreements, which became fully operational during the year.

The Group's investment in associated company, South Jamaica Power Company Limited, generated a return of US\$8.2 million, which, along with the other factors mentioned above, contributed to the overall net profit after tax of US\$31.1 million earned for the year. This represents a return on equity of approximately 6.1%, as a percentage of US\$506.8 million in total equity compared to 9.5% for the previous year.

*“Management successfully instituted a specialized team to review and approve major expenditures across the company to reduce costs and improve the overall efficiency of each spend.”*



### Cash Flow

In response to the Covid-19 pandemic and the corresponding decrease in overall economic activity, the Group undertook a variety of initiatives to mitigate the financial impact of reduced collections and sales by controlling economic activity including curtailing several capital projects and sustaining activities essential to administering basic operations. A temporary extension in payment terms was negotiated with key suppliers as a proactive move to offset the reduction in receivables collection as customers navigated increased economic challenges arising from the pandemic.

With a continued focus on cash and working capital management, the Group was able to generate US\$195.0 million (2019 – US\$ 150.8 million) of net cash from operating activities and reduced its cash used in investing activities to \$74.9 million (2019 –US\$109.8 million). Net cash used in financing activities increased to US\$100.8 million (2019 –US\$33.3 million), as the Group focused on servicing its existing debt obligations. These initiatives have resulted in an overall increase in cash and cash equivalents to US\$54.4 million against US\$35.0 million in 2019.

### Balance Sheet

The Group’s total assets was US\$1,800 million, representing a slight decline when contrasted against the prior year’s total of US\$1,807 million (restated). This was due to a reduction in the value of Right of Use assets, offset by an improvement in the value of Property, plant and equipment associated with revaluations conducted during the year, as well as improvement in current assets driven by the strengthened cash position as discussed above. Total liabilities declined by 3% to total US\$1,293 million, due in large part to a reduction in short term payable balances as part of the Group’s cash management and working capital initiatives.

Due to the performance of the Group, Shareholder’s equity grew by 6% to \$506.8 million, which allowed for the declaration of a dividend of US\$10 million to our ordinary shareholders.

### Risk Management

JPS has a risk management framework to monitor, evaluate and manage the principal risks assumed in conducting its activities, which include credit, liquidity, market and operational risks. Risk is managed through a framework of principles, organizational structures, and risk measurement and monitoring activities that are aligned to the Company’s activities.

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 risk and adhere to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions. The Group, through training and management standards and procedures, aims to develop a disciplined and constructive control environment, in which all employees understand their roles and obligations.

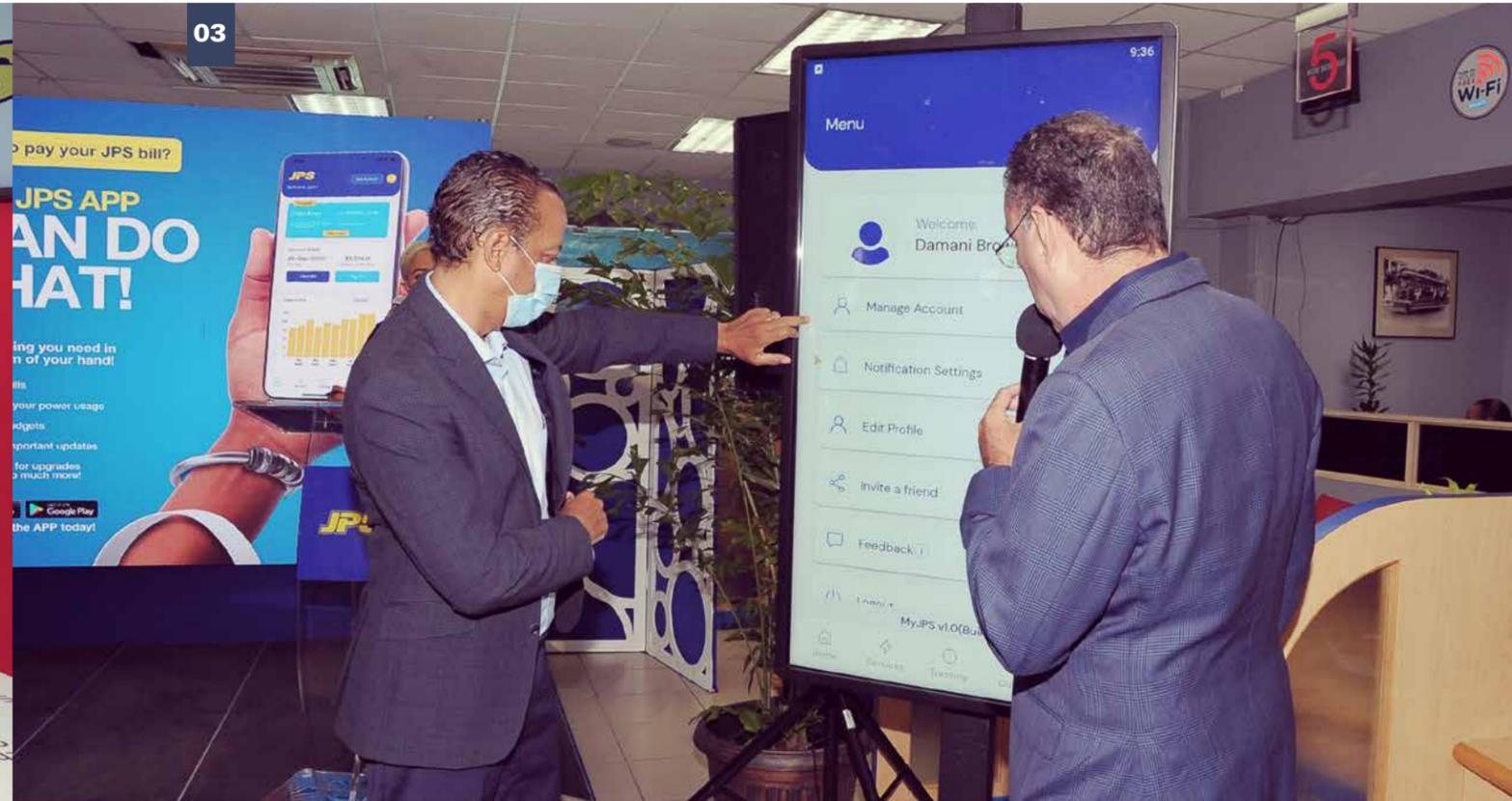
The Board of Directors, in managing the business of the Company, oversees the Group’s risk management framework. Key management has responsibility for monitoring the Group’s risk management policies in their specified areas and reporting on their activities to the Board of Directors on a quarterly basis.



# HIGHLIGHTS



01



03



02

**01.** Ramsay McDonald, Deputy Chairman of the JPS Foundation signs CSEC Grant Cheque under the watchful eyes of Min. of Education, Hon Fayval Williams, JPS Foundation Scholar, Shemour Martin, and JPS President & CEO, Michel Gantois

**02.** JPS Foundation Engineering Scholarship recipient, Shemour Martin (centre) is all smiles. He is flanked by proud mother Patricia Reid and father Mr. Marlon Martin. Sharing in the moment are JPS Foundation Board members, Camille Lumsden-Dyer and Kenroy Williams.



04

**03.** Chief Operating Officer, Gary Barrow (left) shows Minister of Energy, Hon. Daryl Vaz, the many capabilities of the new MyJPS Mobile app.

**04.** CEO celebrates APP Launch with Team Members



05

05. JPS President & CEO, Michel Gantois; JPS Board Director, Mo Majeed; JPS Board Director, Emanuel DaRosa; and Former CEO of CB Group, Mark Haskins discuss the development of the 10 MW Combined Heat and Power plant at the CB Group's site at Hill Run in St. Catherine.



06

06. JPS linemen get busy carrying out important maintenance work.

## OPERATIONAL STATISTICS

	Dec-31-20	Dec-31-19	Dec-31-18	Dec-31-17	Dec-31-16
<b>OPERATING REVENUES (\$000'S)</b>					
Residential	358,467	319,451	338,772	317,205	283,459
Commercial & Industrial (Sml.)	367,183	393,331	393,306	363,187	304,727
Commercial & Industrial (Lge)	125,950	148,213	154,431	134,104	104,136
Other	37,106	20,158	21,745	22,373	20,212
<b>TOTAL</b>	<b>888,706</b>	<b>881,153</b>	<b>908,254</b>	<b>836,869</b>	<b>712,534</b>

<b>AVERAGE NO. OF CUSTOMERS</b>					
Residential	605,174	594,567	587,592	574,458	564,242
Commercial & Industrial (Sml.)	71,034	70,313	69,750	67,874	66,750
Commercial & Industrial (Lge.)	173	170	169	162	157
Other	498	482	486	450	419
<b>TOTAL</b>	<b>676,879</b>	<b>665,532</b>	<b>657,997</b>	<b>642,944</b>	<b>631,568</b>

<b>NET GENERATION &amp; PURCHASES (MWh)</b>					
Steam & Slow Speed Diesel	459,696	1,229,418	1,354,599	1,466,690	1,668,268
Hydro	135,581	155,212	179,153	156,754	118,893
Gas Turbines	60,240	239,150	124,818	91,897	64,386
Combined Cycle Plant	740,009	815,713	901,834	820,466	705,634
Purchases	2,831,903	1,990,338	1,795,132	1,827,273	1,792,097
<b>TOTAL</b>	<b>4,227,429</b>	<b>4,429,831</b>	<b>4,355,536</b>	<b>4,363,079</b>	<b>4,349,278</b>

Losses & Unaccounted for (MWh)	1,135,883	1,156,503	1,153,885	1,155,940	1,169,970
Systems losses as a % of Net Generation	26.9%	26.1%	26.5%	26.5%	26.9%
Heat Rate JPS Thermal (Kj/kWh)	10,226	11,317	11,221	11,330	11,571

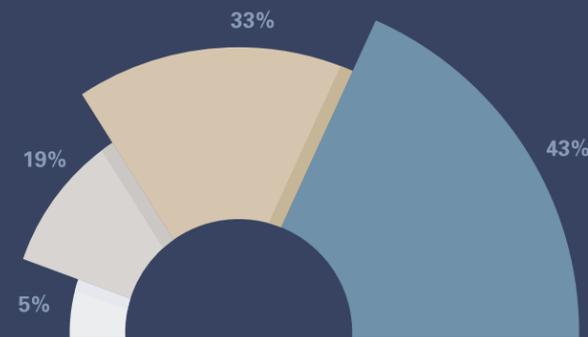
<b>ENERGY SALES (MWh)</b>					
Residential	1,157,455	1,099,666	1,062,732	1,068,594	1,077,148
Commercial & Industrial (Sml.)	1,315,407	1,426,194	1,394,572	1,381,376	1,380,791
Commercial & Industrial (Lge)	566,201	688,076	682,132	646,669	625,219
Other	52,483	59,392	62,214	110,500	96,150
<b>TOTAL</b>	<b>3,091,546</b>	<b>3,273,328</b>	<b>3,201,650</b>	<b>3,207,139</b>	<b>3,179,308</b>

<b>AVERAGE USE &amp; REVENUE per residential customer</b>					
Annualized kWh Consumption/Customer	1,913	1,850	1,809	1,860	1,909
Annualized Revenues/Customer	592	537	577	552	502
US Dollars per kWh	0.31	0.29	0.32	0.30	0.26
Average billing exchange rate for period	142.00	134.02	129.30	128.57	125.10

# KEY PERFORMANCE INDICATORS

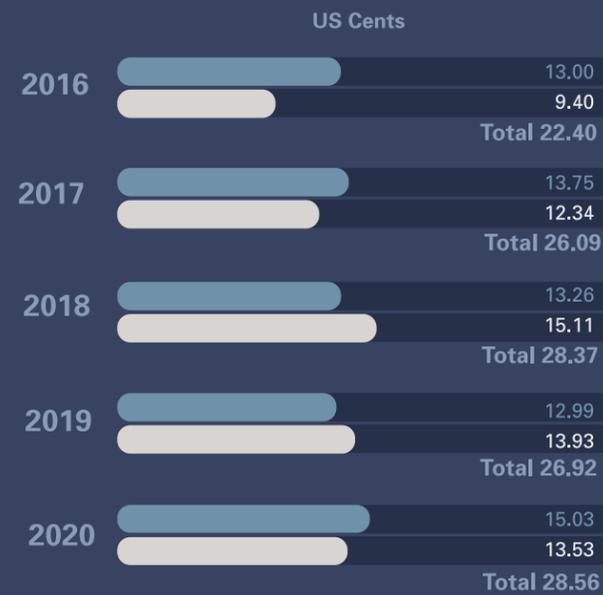
## Sales (kWh)

Customers	Sales % (kWh)
Commercial & Industrial (Sml.)	43%
Residential	33%
Commercial & Industrial (Lge.)	19%
Other	5%



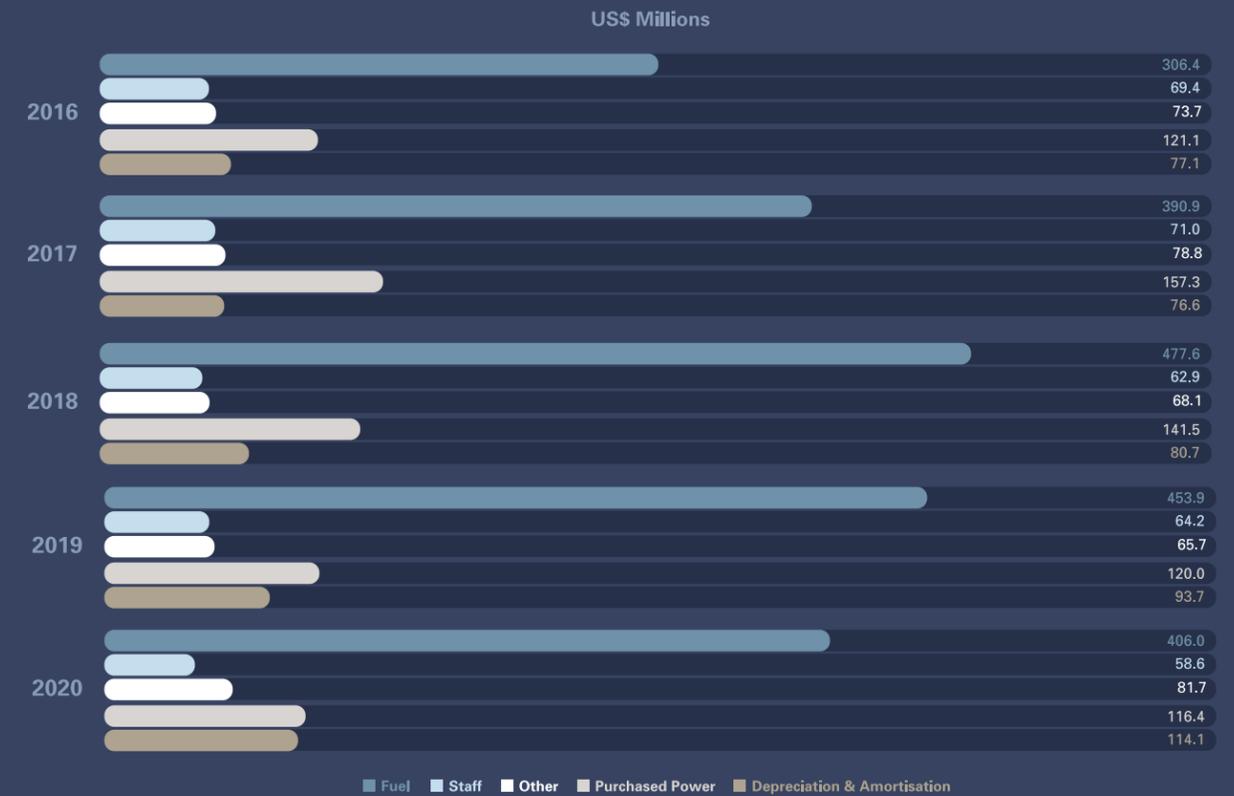
## Revenue

Year	Non-Fuel	Fuel	Total
2016	13.00	9.40	22.40
2017	13.75	12.34	26.09
2018	13.26	15.11	28.37
2019	12.99	13.93	26.92
2020	15.03	13.52	28.56



## Expenses

Year	Fuel	Staff	Other	Purchased Power	Depreciation & Amortisation
2016	306.4	69.4	73.7	121.1	77.1
2017	390.9	71.0	78.8	157.3	76.6
2018	477.6	62.9	68.1	141.5	80.7
2019	453.9	64.2	65.7	120.0	93.7
2020	406.0	58.6	81.7	116.4	114.1



## Electricity Demand

Year	Net Gen (GWh)	Sales GWh	Peak Demand MW
2016	4,349	3,179	656
2017	4,363	3,207	667
2018	4,356	3,202	655
2019	4,430	3,273	661
2020	4,227	3,092	638

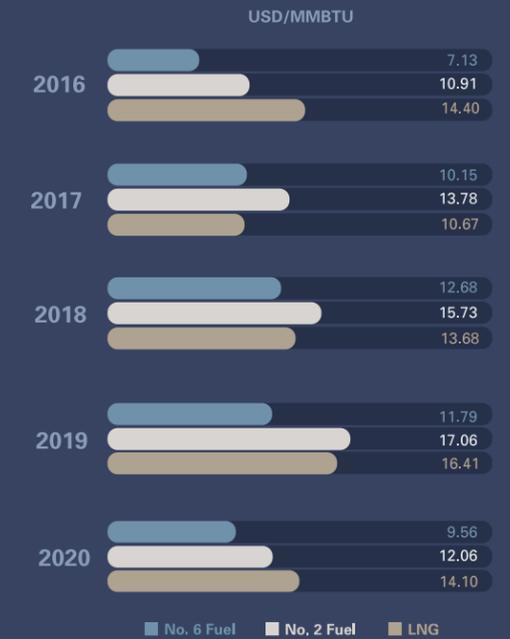
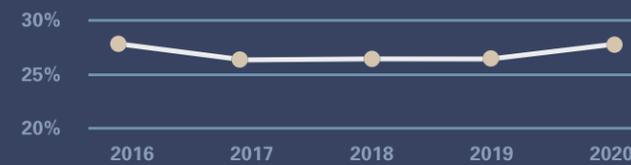
### Peak Demand



## Fuel Price & System Losses

Year	No. 6 Fuel	No. 2 Fuel	LNG	System Losses
2016	7.13	10.91	14.40	27%
2017	10.15	13.78	10.67	26%
2018	12.68	15.73	13.68	26%
2019	11.79	17.06	16.41	26%
2020	9.56	12.06	14.10	27%

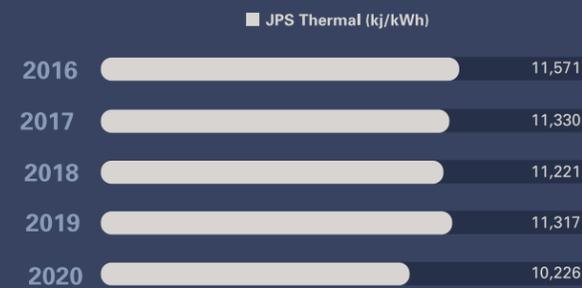
### System Losses



## Heat Rate & Capacity Factor

Year	JPS Thermal (kj/kWh)	Capacity Factor
2016	11,571	49%
2017	11,330	52%
2018	11,221	51%
2019	11,317	50%
2020	10,226	40%

### Capacity Factor



## Availability & Forced Outage Factor

Year	Forced Outage	Availability
2016	11%	81%
2017	8%	87%
2018	6%	89%
2019	6%	90%
2020	11%	84%



# DIRECTOR'S REPORT

## Jamaica Public Service Company Limited

The Directors of the Jamaica Public Service Company Limited submit herewith their Annual Report with the Audited Financial Statements for the year ended December 31, 2020

	THE COMPANY		THE GROUP	
	Year ended Dec-31-20	Year ended Dec-31-19 •restated	Year ended Dec-31-20	Year ended Dec-31-19 •restated
	US\$'000	US\$'000	US\$'000	US\$'000
<b>OPERATING REVENUES</b>				
Profit before Taxation	26,751	26,698	35,657	49,596
Taxation	(4,358)	(7,419)	(4,544)	(7,419)
Net Profit attributable to shareholders	22,393	19,279	31,113	42,177
Dividends on Preference Shares				
- Classes 'B' through 'E'	1.3	1.3	1.3	1.3
- Classes 'F'	2,340	2,334	2,340	2,334
Dividends on Ordinary Shares	10,000	10,000	10,000	10,000



### Dividends

The dividends for the year on the preference shares for Classes B-E have been paid in full; dividends for the Class F preference shares have all been paid in full except for the fourth (4th) quarter of 2020; Dividends were declared on the ordinary stocks for the year 2020 and subsequently paid in 2021.



### Auditors

In accordance with Section 154 of the Companies Act, a resolution proposing the appointment of the Auditors and for the Directors to fix the Auditors' remuneration will be put to the Annual General Meeting.



### Directors

In accordance with Articles 62, 86 and 123 of the Company's Articles of Incorporation, Nadani Chung, Dennis Morgan, Hon. Danville Walker, O.J., J.P., Shogo Otani, Emanuel DaRosa, Masao Imazato, and Keisuke Harada, having been appointed to the Board since the last Annual General Meeting shall cease to hold office and being eligible, offer themselves for election. In addition, in accordance with Articles 117 and 119 of the Company's Articles of Incorporation, Director Minna Israel having been appointed to the Board shall cease to hold office and being eligible, offer herself for re-election.

The Directors wish to thank the Management and staff of the Company for their performance during the year under review which posed a challenge to all, locally and globally due to the Covid 19 pandemic.

# CORPORATE DATA

## Registrar

Cumulative Preference Shares and Ordinary Stock & Shares  
Jamaica Central Securities Depository Limited  
40 Harbour Street  
Kingston  
Jamaica WI

## Registered Office

6 Knutsford Boulevard  
Kingston 5  
Jamaica WI

## Auditors

KPMG  
6 Duke Street  
Kingston  
Jamaica WI

## Attorneys-at-Law

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

Nunes Scholefield DeLeon & Co.  
Attorneys-at-Law  
6a Holborn Road  
Kingston 5

Clinton Hart & Co.  
Attorneys-at-Law  
58 Duke Street  
Kingston

Symone Mayhew  
Attorney-at-Law  
17 Herb McKinley Drive  
Kingston 6

Hylton Powell  
Attorneys-at-Law  
11a Oxford Road  
Kingston 5

Hart Muirhead Fatta  
Attorneys-at-Law  
53 Knutsford Boulevard  
Kingston 5

## Bankers

National Commercial Bank  
Jamaica Ltd.  
3rd Floor, 32 Trafalgar Road  
Kingston 10  
Jamaica W.I.

Bank of Nova Scotia Jamaica Ltd.  
Scotiabank Centre  
Cnr Duke & Pt. Royal Streets  
Kingston, Jamaica

Citibank, N.A.  
19 Hillcrest Avenue  
Kingston 6

# CORPORATE GOVERNANCE



*“...the Board of Directors, as the governance gatekeepers, reviews this framework outlined in its Governance Guidelines, Core Values, Code of Ethics, operational and ethical policies with a view to improving its corporate governance practices.”*

Corporate governance provides a framework for effective, efficient, transparent and accountable decision-making; thus facilitating prudent management and safeguarding the long-term viability of an organisation. The Jamaica Public Service Company Limited (the Company) places emphasis on balancing and reconciling divergent interests, strategic planning, succession planning, accessing capital, cultivating a positive company image in the community, ensuring

legal compliance; all while remaining agile so as to respond to the ever changing environment within which it operates. The Company, therefore, operates within an established governance framework that leads to long-term sustainability, improved operational performance, effective decision-making, improved oversight, monitoring and evaluation and ethical behaviour. Periodically, the Board of Directors, as the governance gatekeepers,

reviews this framework outlined in its Governance Guidelines, Core Values, Code of Ethics, operational and ethical policies with a view to improving its corporate governance practices.

The Directors are fully cognizant of their legal and corporate governance responsibilities and they undertake these with honesty, probity and integrity. The Board works together with Management to set a “tone at the top” that demonstrates the

Company’s commitment to integrity and legal compliance. This tone lays the groundwork for a corporate culture that is communicated to personnel at all levels of the organization. This is important especially as it pertains to doing the right thing in our business and ensuring compliance within the established governance structure. The Board, through its work and the work of its Committees together with the Executive Leadership Team, and the Legal, Risk & Insurance Departments, monitors and ensures the effectiveness of the Company’s corporate governance practices and approves changes, as needed. The Board of Directors last reviewed and approved the Corporate Governance Guidelines in 2021.

Compliance is a key tenet of the Company’s strategic risk management framework. Risk management is the basis of any successful entity and is the foundation upon which the Company must continue to grow as a true first class corporate brand while fulfilling its Vision and Mission of providing a solution for every Jamaican for the growth and for powering the development of Jamaica. The Board oversees the process for identifying and managing the significant risks facing the Company. The Board and the Executive Leadership Team agree on the Company’s risk appetite, and the Board is comfortable that the strategic plans are consistent with the Company’s risk appetite. The Board has an established structure for overseeing risk, delegating responsibility to Committees and overseeing the designation of senior management responsible for risk management. Management is responsible for the execution of an agreed upon strategy and for all operational matters. The Committees of the Board also provide technical oversight that supports Management. The year in review tested the agility of the organisation to readily identify and respond to unforeseen major threats to the organisation’s operations and financial position namely, the COVID 19 pandemic, which impacted Jamaica as a whole.

Our Corporate Governance Guidelines are available on our website at: [www.myjpsco.com](http://www.myjpsco.com).



**Board Purpose and Oversight Responsibility**

The Board works to achieve the purpose defined by the Company’s vision, mission and value statements and is committed to and ultimately accountable for enhancing value to stakeholders by providing an advisory role in consultation with Management regarding the strategic and operational direction of the Company. In addition, the Board provides oversight in monitoring the Company’s performance, which it did closely in 2020 to assess and develop the response initiatives to the crippling effect of the COVID 19 pandemic. The responsibilities of the Board are separate and distinct from those of Management and focuses on establishing strategies and structures that enable accountability to shareholders as well as responsibility to our stakeholders.

The Board meets at least once per quarter with special meetings being convened to deal with urgent and

critical issues which may arise. In addition, members of the Board are encouraged to meet regularly with key members of the senior Management Team to consider critical financial and operational issues and matters of strategic importance to the Company.

**Nomination, Appointment, Term, Election, Remuneration and Retirement of Directors**

The Company believes in the philosophy that diversity on boards facilitates high performance. Diversity not only in age and gender but through a balanced composition of directors of differing backgrounds, skills and experience to enable deeper and richer discussions and bring appropriate expertise to the challenges faced by the Company and meet the expectations of its customers and shareholders. The Company’s Board consists of Directors who have diverse skillsets, strong experience and varied backgrounds which

include local and international experience in engineering, finance and audit, strategic management, banking and risk management. They are recognized as strong leaders in their respective fields of work. The Board makes its decision after robust discussions and careful deliberation of all relevant information.

In accordance with the Company’s Articles of Incorporation, the Board is comprised of nine (9) directors and two (2) alternate directors and is chaired by Mr. Bok Hoa Jeong, a representative from one of our majority shareholders, EWP (Barbados) 1, SRL. As

at December 31, 2020 five (5) of our nine (9) directors are independent of the Company. There are no Executive Directors on the Board of the Company. The Board is represented as follows, in keeping with the Articles of Incorporation:

- Three (3) directors nominated by MaruEnergy JPSCO I, SRL;
- Three (3) directors nominated by EWP (Barbados) 1, SRL; and
- Three (3) directors nominated by the Government of Jamaica.

SERVICE DIRECTORS		
DIRECTOR	SERVICE YEAR 2020	SERVICE YEAR 2021
Bok Hoa Jeong – Chairman	☑ Appointed Chairman-Apr. 8, 2020	☑
Dong Uk Kim	☑	☑
Seiji Kawamura	☑	☑ Resigned Feb. 15, 2021
Mohamed Majeed	☑	☑
Shogo Otani	☑ Alternate Director	☑ Appointed Director Feb 18, 2021
Minna Israel	☑	☑
Hon. Charles Johnston, C.D.	☑	☑
Suzette Buchanan	☑ Resigned Dec. 2, 2020	
Fitzroy Vidal	☑ Resigned Dec. 3, 2020	
Colin Williams	☑ Resigned Dec 2, 2020	
Ha Kyoung Song	☑ Resigned Apr. 6, 2020	
Hon. Danville Walker, O.J., J.P.	☑ Appointed Dec. 3, 2020	☑
Nadani Chung	☑ Appointed Dec. 3, 2020	☑
Dennis Morgan	☑ Appointed Dec. 3, 2020	☑
Hyung Chae Yang (Alternate Director)	☑ Appointed Apr. 7, 2020	☑
Hyun Woo Kim (Alternate Director)	☑ Resigned Jul. 30, 2020	
Emanuel DaRosa (Alternate Director)	☑ Appointed Jul. 31, 2020	☑
Masao Imazato (Alternate Director)		☑ Appointed Feb. 18, 2021
Kengo Aoki (Alternate Director)	☑	☑ Resigned Mar. 25, 2021
Keisuke Harada (Alternate Director)		☑ Appointed Mar. 26, 2021

MEMBERS OF THE BOARD OF DIRECTORS AS AT DECEMBER 31, 2020			
DIRECTOR	STATUS	NO. OF BOARD MEETINGS HELD	NO. OF BOARD MEETINGS ATTENDED
Bok Hoa Jeong – Chairman	NI*	6	5
Seiji Kawamura	NI	6	4
Mohamed Majeed	NI	6	5
Minna Israel	I*	6	6
Hon. Charles Johnston, C.D.	I	6	6
Dong Uk Kim (Represented by Hyun Woo Kim & Emanuel DaRosa – Alternate Directors)	NI	6	6
Nadani Chung	I	6	2
Hon. Danville Walker, O.J., J.P.	I	6	2
Dennis Morgan	I	6	2
DIRECTORS WHO RESIGNED FROM THE BOARD PRIOR DECEMBER 31, 2020			
Ha Kyoung Song	NI	6	1
Suzette Buchanan	I	6	4
Masao Imazato	NI	6	1
Fitzroy Vidal	NI	6	5
Colin Williams	I	6	4

Non-independent (NI)\*, Independent (I)\*\*

All Directors automatically retire from the Board at the end of a three-year appointment. Each year at the Annual General Meeting, the Board recommends and the shareholders elect the retiring directors or new directors as the case may be in accordance with the Company's Articles of Incorporation; in addition being welcomed by the Chairman to pose questions, each shareholder present is given the opportunity to raise any concerns or issues on the presentation of resolutions. The last Annual General Meeting of the Company was held on July 23, 2020.

In accordance with the Articles of Incorporation, Director compensation is paid to non-shareholder members of the Board who receive a fixed amount equivalent to US\$1,000 for attendance at each Board or Committee meeting, and any other meeting requiring a director's attendance. Representatives appointed by MaruEnergy JPSCo 1, SRL and EWP (Barbados) I, SRL receive no compensation.

#### Director Orientation, Evaluation and Training Opportunities

Directors are afforded continuous education about the Company,

corporate governance practices, technological developments in the electricity industry, new energy products and business opportunities in the Energy Sector. This training assists Directors in identifying strategic business opportunities for the organisation, in the constant pursuit of long-term viability. All Directors have access to and are encouraged to meet with the Chairman, the President & Chief Executive Officer and key members of the Executive Team. Members of the Executive Leadership team often present to the Board not only on the Company's operations but also on a variety of topics in an effort to keep Directors apprised of developments in the energy sector and of business opportunities which the Company has the option to pursue, together with threats to the business. This affords Directors, an opportunity to pose questions to and interact with senior Management on key topics.

Directors and the members of the Executive Leadership Team were afforded specialised one day face-to-face governance training during the period which targeted overall governance requirements including insider trading, and process of managing conflicts of interest.

Approximately 67% of the Directors were in attendance.

Through its Corporate Governance Guidelines, the Board encourages periodic review of the Board and

its Committees to ensure continued performance in keeping with applicable standards of corporate governance.

## COMMITTEES OF THE BOARD

### Audit Committee

The Audit Committee is one of the main pillars of the corporate governance system in our Company. Charged with the principal oversight of financial reporting and disclosure, the Audit Committee aims to enhance the confidence in the integrity of the company's financial reports and announcements, the internal control processes and procedures and the risk management systems, the latter through the enterprise risk management framework which ensures business continuity. The primary

responsibilities of the Company's established and active Audit Committee are to assist the Board of Directors in carrying out its duties as they relate to the organization's accounting policies, internal controls, financial reporting practices and the risk management framework.

In addition to addressing matters arising from the annual internal audit plan, the Audit Committee oversaw the work of the Policy Taskforce which was established to provide targeted focus on the review and updating of the Company's policies.

MEMBERS OF THE AUDIT COMMITTEE			
DIRECTOR	STATUS	NO. OF MEETINGS	MEETINGS ATTENDED
Minna Israel	I*	3	3
Dong Uk Kim	NI**	3	1
Nadani Chung	I	n/a	n/a
DIRECTORS WHO RESIGNED FROM THE COMMITTEE			
Ha Kyoung Song	NI	3	1
Colin Williams	I	3	3

Independent (I)\*, Non-Independent (NI)\*\*, Emanuel DaRosa (Alternate Director) attended on behalf of Director Dong Uk Kim

Other invitees to the Committee's meeting include:

- Mr. Bok Hoa Jeong – JPS Board Chairman
- Mr. Michel Gantois – President & CEO
- Mr. Vernon Douglas - Chief Financial Officer
- Mr. Emru Williams – Financial Controller
- Ms. Melanie Gilchrist– Company Secretary
- Other executives or managers as required
- Representatives of the Company's external auditor, KPMG, attend Committee meetings as needed.



The Charter of the Company's Audit Committee is reviewed from time to time and where appropriate may be revised and approved by the Board. The Committee has oversight responsibility for the Company specifically in relation to the following areas:

- The integrity of the financial reporting of the Company and associated system of internal controls and accounting policies;
- Ensuring compliance with legal and regulatory requirements, and governance of general internal controls and policies;
- The performance of the internal Audit and external auditors; and
- Risk management.

Prior to the adjournment of Audit Committee meetings, the Chair of the Committee has the option to meet independently with the Internal Auditors (Executive Session) to discuss any areas of concern.

The Audit Committee reviewed and recommended for approval (where relevant) the following items during the year:

- Management accounts for the Company
- Audited Financial Statements
- Engagement Letter of the External Auditors
- External Audit Fees
- Internal Audit Reports
- Examination Reports and Management Response
- Connected Party list and transactions
- Compliance Reports
- Management Letter from the External Auditor

#### Operations Committee

The Operations Committee is established consistent with the requirements of the Company's Articles of Incorporation. The Operations Committee's responsibility is to assist the Board of Directors in the performance of its function to provide technical advice and strategic guidance to Management with respect to the day-to-day technical operations of the Company subject to, of course, the powers, authority, direction and control of the Board. Through



this function, therefore, the Committee drilled down into the financial and operational impact of COVID 19 on the Company, and developed the strategies to be deployed throughout the organisation to mitigate against the effects and manage the effect on employees and staff engagement the latter of which is a key performance indicator which is measured by Management and monitored by the Board specifically through the Operations Committee.

Having regard to the potential impact on the environment, the Board, specifically through the Operations Committee monitors the overall potential impact of the Company's operations on the environment through specific key performance indicators. By extension, Management ensures that the daily operations of the Company are compliant with the environmental regulations, permits and licences.

MEMBERS OF THE OPERATIONS COMMITTEE			
DIRECTOR	STATUS	NO. OF MEETINGS	MEETINGS ATTENDED
Emanuel DaRosa	NI*	7	3
Hyun Chae Yang	NI	7	n/a
Shogo Otani	NI	7	2
Mohamed Majeed	NI	7	7
Dennis Morgan	I**	7	1
Hon. Danville Walker, O.J., J.P.	I	7	1
DIRECTORS WHO RESIGNED FROM THE COMMITTEE			
Ha Kyoung Song	NI	7	3
Hyun Woo Kim	I	7	6
Seiji Kawamura	NI	7	5
Audley Darmand	I	7	6
Fitzroy Vidal	NI	7	6

Non-independent (NI)\*, Independent (I)\*\*

Other invitees to Committee meetings include:

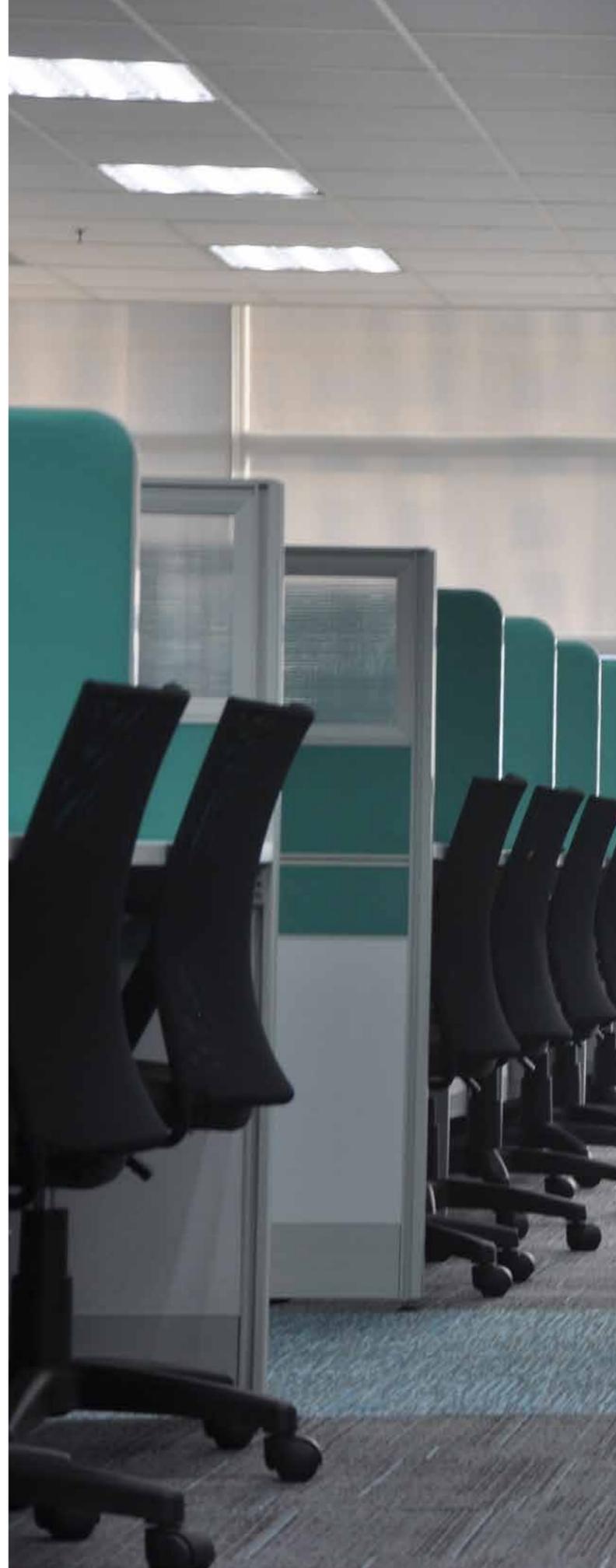
- Mr. Michel Gantois – President & CEO
- Ms. Melanie Gilchrist – Company Secretary
- Ms. Kim Robinson – Assistant Secretary
- Other Members of the Executive Leadership Team

# CORPORATE COMPLIANCE

JPS Code of Ethics & Conduct

*“The Company periodically reviews and updates its Code of Conduct confirming its commitment to demonstrably lead and promote good corporate governance...”*

The Company is committed to ensuring sound business conduct and our success is always dependent on the trust and confidence we earn from our employees, customers, stakeholders and shareholders. As a commitment to being a going concern and having continued viability, the Company has a Code of Ethics and Business Conduct which incorporates our Core Values, legal compliance obligations, privacy, confidentiality and whistleblowing mechanism. It is a core component of the Company’s Compliance Programme, which endeavours to ensure that the Board of Directors, employees and service providers work in accordance with principles of good corporate governance.



The Code also specifically addresses the issues of sexual harassment, the Protected Disclosure or ‘Whistle Blower’ legislation and the Company’s attendant policies. In order to foster the confidence of its shareholders, employees, investors and the general public, it goes beyond the legal and regulatory framework in Jamaica and reflects internationally recognised principles and practices. The Company periodically reviews and updates its Code of Conduct confirming its commitment to demonstrably lead and promote good corporate governance and the highest standards of ethical and business conduct. The Code was last reviewed in 2021.

The Board of Directors, the Management and all employees of the Company are required to observe the Company’s Code of Ethics and Business Conduct and in this regard, annual certification of due compliance is required and this is achieved through the annual Questionnaire. There is also a Declaration of Interest Form for persons to disclose any potential or actual conflict of interest. The Code of Ethics and Business Conduct provides guidance on key topics of business ethics including but not limited to:



Guidelines on how to avoid conflicts of interest



Guidelines on how to conduct business honestly and with integrity



Keeping the Company’s transactions, communications and information accurate, confidential and secure and all customers’ safe



The need to treat persons fairly and equitably – whether customers, suppliers, employees or others who deal with the Company.



# TEN LARGEST SHAREHOLDERS' LISTINGS

As at December 31, 2020

All employees, directors and service providers strive to avoid any conflict of interest between the interests of the Company on the one hand, and personal, professional, and business interests on the other. This includes avoiding actual conflicts of interest as well as the perception of conflicts of interest. Although the Code provides standards of conduct for many situations, it does not cover all the possible situations that may arise. Accordingly, all stakeholders are expected to conduct themselves in accordance with their legal responsibilities and in a manner consistent with the spirit and letter of this Code and avoid even the perception of improper behaviour.

## Management

As it relates to the Management of the Company, the Majority Shareholders select the President & Chief Executive Officer in accordance with the Company's Articles of Incorporation and they conduct the performance review of the President. Members of the Management team are selected by the President & CEO in conjunction with the Board. Persons with a high standard of expertise, integrity and significant experience in the particular area are sought and engaged.

RANK	NAME OF SHAREHOLDER	NO. OF UNITS
1	Philip Harvey-Lewis	130,666
2	Security Brokers Ltd.	81,005
3	Everard Smith	79,585
4	Jamaica Mutual Life Assurance Society	16,567
5	Crown Life Insurance Company	10,000
6	John Headcock	7,410
7	National Utility Fund	5,600
8	Kimberly Burrowes	5,597
9	Est. George H Scott	5,000
10	Uraïne Ferro	4,950

RANK	NAME OF SHAREHOLDER	NO. OF UNITS
1	Everard Smith	7,206
2	Security Brokers Ltd.	6,917
3	Philip Harvey-Lewis	6,728
4	Renata Headcock	4,460
5	Jamaica Mutual Life Assurance Society	3,610
6	Herma Sassoon (Deceased)	1,900
7	Uraïne Ferro	1,800
8	Prudential Stockbrokers Ltd.	1,628
9	Buck Security Brokers Ltd.	1,566
10	Estate Cecily Howe	1,500
11	Leycester H. Lyon	1,500

RANK	NAME OF SHAREHOLDER	NO. OF UNITS
1	Everad Smith	155,719
2	Philip Harvey-Lewis	82,817
3	Security Brokers Ltd.	64,470
4	Jamaica Mutual Life Assurance Society	52,795
5	Crown Life Insurance Company Ltd.	20,000
6	Grethel Forrester-Benjamin	20,000
7	Prudential Stockbrokers Ltd.	18,185
8	Ronald W. Kuper	13,600
9	Jamaica Mutual Life Assurance Society	9,605
10	Uraïne Ferro	9,202
11	Winston G. Headcock	9,085

JPS PREFERENCE E SHARES (6%)		
RANK	NAME OF SHAREHOLDER	NO. OF UNITS
1	Everad Smith	116,767
2	Security Brokers Ltd.	30,000
3	Susan Headcock	30,000
4	Jamaica Mutual Life Assurance Society Staff S/A Fund	11,060
5	Crown Life Insurance Company Ltd.	10,000
6	Grethel Forrester-Benjamin	8,250
7	Estate Charles O. Edwards (Deceased)	5,000
8	Imperial Optical Company (WI) Ltd	5,000
9	Berkeley Properties Ltd	3,613
10	Winston G. Headcock	3,400
11	Monica Powell	3,300

JPS PREFERENCE F SHARES (9.5%)		
RANK	NAME OF SHAREHOLDER	NO. OF UNITS
1	National Insurance Fund	350,000
2	PAM- Pooled Equity Fund	271,450
3	GraceKennedy Pension Fund Custodian Ltd for GraceKennedy Pension Scheme	250,000
4	JPS Employees' Superannuation Fund	246,361
5	Guardian Life Ltd.	149,900
6	Ideal Portfolio Services Company Limited	107,384
7	ATL Group Pension Fund Trustee Nominee	100,000
8	Sagicor Life Jamaica Limited	98,643
9	SJIML A/C 3119	98,137
10	Sagicor Pooled Foreign Currency Fund	78,914

JPS ORDINARY STOCKS		
RANK	NAME OF SHAREHOLDER	NO. OF UNITS
1	EWP (Barbados) 1, SRL	155,366,792
2	MaruEnergy JPSCO I, SRL	155,366,792
3	National Investment Bank of Jamaica Ltd.	2,183,237
4	R,S Gamble and Son Ltd.	108,139
5	Faith A. Myers	74,394
6	Melle Marguerite Simard (Deceased)	59,514
7	Frank Renfrette	45,462
8	John George	43,396
9	Agnes Theresa Fong Yee	31,410
10	Renee Rosier Joel	29,757

JPS ORDINARY SHARES		
RANK	NAME OF SHAREHOLDER	NO. OF UNITS
1	EWP (Barbados) 1 SRL	8,575,911,306
2	MaruEnergy JPSCO 1, SRL	8,575,911,306
3	Accountant General	2,386,573,897
4	Accountant General	1,974,065,546

## AUDITED FINANCIAL STATEMENTS



KPMG  
Chartered Accountants  
P.O. Box 436  
6 Duke Street  
Kingston  
Jamaica, W.I.  
+1 (876) 922 6640  
firmmail@kpmg.com.jm

INDEPENDENT AUDITORS' REPORT

To the Members of  
JAMAICA PUBLIC SERVICE COMPANY LIMITED

**Report on the Audit of the Financial Statements**

*Opinion*

We have audited the separate financial statements of Jamaica Public Service Company Limited ("the Company") and the consolidated financial statements of the Company and its subsidiaries ("the Group"), set out on pages 57 to 132 which comprise the Company's and the Group's statements of financial position as at December 31, 2020. The Company's and the Group's statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of and the Company and the Group as at December 31, 2020, and of the Company's and the Group's financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) and the Jamaican Companies Act.

*Basis for Opinion*

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

KPMG, a Jamaican partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.

R. Tarun Handa  
Cynthia L. Lawrence  
Rajan Trehan  
Norman O. Rainford  
Nigel R. Chambers  
Nyssa A. Johnson  
W. Gihan C. de Mel  
Wilbert A. Spence  
Rochelle N. Stephenson  
Sandra A. Edwards



INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of  
JAMAICA PUBLIC SERVICE COMPANY LIMITED

**Report on the Audit of the Financial Statements (continued)**

*Key Audit Matters*

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

<b>Recoverability of trade receivables</b>	<b>How the matter was addressed in our audit</b>
<p>The Group has significant overdue balances with government and residential customers. There is significant judgment involved in determining the levels of allowance for impairment on these balances, because of the uncertainty involved in estimating the timing and amount of future collections.</p> <p>Management considered the increased uncertainty about potential future economic scenarios and their impact on credit losses due to the impact of Covid-19.</p>	<p>Our audit procedures in response to this matter, included:</p> <ul style="list-style-type: none"> <li>• Testing the Group's manual and automated controls over the recording and ageing of receivables. Our testing of automated controls involved using our own information technology audit specialist to test the design, implementation and operating effectiveness of automated controls.</li> <li>• Reviewing the expected credit loss (ECL) model calculations and agreeing the data inputs.</li> <li>• Comparing the Group's definition of default for the ECL measurement, as outlined in the accounting policy, against the definition that management uses for credit risk management.</li> <li>• Evaluating the appropriateness of economic parameters including the use of forward looking information.</li> <li>• Testing the accuracy of the ECL calculation.</li> <li>• Evaluating the adequacy of the Group's allowance for impairment recognised in respect of trade receivables by assessing management's assumptions including determining compliance with the requirements of <i>IFRS 9, Financial Instruments</i>.</li> <li>• Considering the adequacy of the Group's disclosures about the degree of estimation involved in arriving at the allowance for impairment.</li> </ul>



INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of  
JAMAICA PUBLIC SERVICE COMPANY LIMITED

**Report on the Audit of the Financial Statements (continued)**

*Key Audit Matters (continued)*

**Revenue recognition - unbilled revenue**

The matter involves significant management judgment to estimate the customer electricity and fuel consumption between the last meter reading date and the end of the reporting period.

**How the matter was addressed in our audit**

Our audit procedures in response to this matter, included:

- Testing the Group's key controls over the determination of the estimate of unbilled revenue.
- Assessing the adequacy of the Group's unbilled revenue model by comparing it against industry norms and regulatory requirements.
- Testing the assumptions used in determining the estimate by:
  - Testing volume data; and
  - Comparing the prices applied by management to actual fuel and independent power providers' costs incurred.
- Re-performing independently, the calculation of the estimate of unbilled revenues on a meter-read cycle basis, and comparing our results to management's reported amount.

**Measurement of lease liabilities**

The Group has significant contracts with Independent Power Providers. A number of these contracts were identified as containing a lease.

The determination of the lease liability in respect of these contracts requires management to make certain assumptions relating to discount rates, and separation of lease and non-lease components which have a material effect on the estimate.

**How the matter was addressed in our audit**

Our audit procedures in response to this matter, included:

- Evaluating the appropriateness of management's determination of the lease terms and lease payments.
- Evaluating the appropriateness of the discount rate used to calculate the present value of the lease liabilities.
- Re-performing independently, the calculation of the estimate of lease liabilities and comparing our results to management's reported amounts.



INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of  
JAMAICA PUBLIC SERVICE COMPANY LIMITED

**Report on the Audit of the Financial Statements (continued)**

*Key Audit Matters (continued)*

**Valuation of employee benefits asset**

The Group operates a defined benefit pension plan that provides retirement benefits to the members. Significant estimates are made in valuing the group's employee benefit asset.

The valuation of these benefits is considered to be a significant risk, as given the value of the assets, small changes in the assumptions can have a material financial impact on the group. The key assumptions involved in calculating employee benefit asset and obligations are discount rates, inflation, and future increases in salaries and pensions.

Management appointed an external actuarial expert in measuring the employee benefit asset and obligations at the reporting date.

The use of significant assumptions increases the risk that management's estimate can be materially misstated.

**How the matter was addressed in our audit**

Our audit procedure in response to this matters, include

- Evaluating the independence and objectivity of the appointed actuarial expert.
- Determining that the actuarial valuation was performed in accordance with the requirements of IAS 19 *Employee Benefits*.
- Testing employee data provided by management to the actuarial expert.
- Assessing key assumptions used by the actuary, including inflation and discount rates, by comparing them to information from independent sources.
- Assessing whether disclosures in the financial statements are appropriate in respect of the group's employee benefit arrangements.



INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of  
JAMAICA PUBLIC SERVICE COMPANY LIMITED

**Report on the Audit of the Financial Statements (continued)**

*Emphasis of Matter – Comparative information*

We draw attention to note 34 of the financial statements which indicates that the comparative information presented as at and for year ended December 31, 2019 has been restated. Our opinion is not modified in respect of the matter.

*Other Information*

Management is responsible for the other information. The other information comprises the information included in the annual report but does not include the financial statements and our auditors' report thereon. The annual report is expected to be made available to us after the date of this auditors' report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

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

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

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

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



INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of  
JAMAICA PUBLIC SERVICE COMPANY LIMITED

**Report on the Audit of the Financial Statements (continued)**

*Responsibilities of Management and Those Charged with Governance for the Financial Statements (continued)*

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

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

The Board of Directors is responsible for overseeing the group's financial reporting process.

*Auditors' Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is included in the Appendix to this auditors' report. This description, which is located at pages 55-56, forms part of our auditors' report.



INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of  
JAMAICA PUBLIC SERVICE COMPANY LIMITED

**Report on additional matters as required by the Jamaican Companies Act**

We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

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

The partner on the audit resulting in this independent auditors' report is Sandra Edwards.

Chartered Accountants  
Kingston, Jamaica

April 15, 2021



INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of  
JAMAICA PUBLIC SERVICE COMPANY LIMITED

**Appendix to the Independent Auditors' report**

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 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 Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Members of  
JAMAICA PUBLIC SERVICE COMPANY LIMITED

**Appendix to the Independent Auditors' report (continued)**

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

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

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

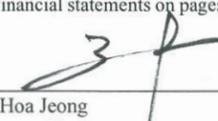
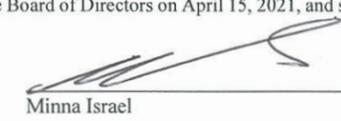
From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the 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.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Company Statement of Financial Position  
December 31, 2020  
(Expressed in United States Dollars)

	Notes	2020 \$'000	2019 \$'000 (Restated*)
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property, plant and equipment	5	809,867	788,816
Right-of-use assets	6	550,946	584,118
Intangible assets	7	17,091	17,869
Investment in subsidiaries	8(a)	-	-
Employee benefits asset	9	51,514	60,482
		<u>1,429,418</u>	<u>1,451,285</u>
<b>Current assets</b>			
Cash and cash equivalents	10	54,350	37,037
Restricted cash	11	48,512	44,627
Accounts receivable	12	149,893	152,193
Due from related parties	18(a)(i)	47,510	54,099
Inventories	13	39,289	41,845
Corporation tax recoverable		-	3,883
		<u>339,554</u>	<u>333,684</u>
<b>Total assets</b>		<u>1,768,972</u>	<u>1,784,969</u>
<b>Shareholders' equity</b>			
Share capital	14	261,786	261,786
Capital reserve	15	19,288	4,760
Capital redemption reserve	16	3,000	3,000
Retained earnings		<u>191,856</u>	<u>188,142</u>
		<u>475,930</u>	<u>457,688</u>
<b>Current liabilities</b>			
Bank overdraft	11	-	2,021
Accounts payable and provisions	17	112,018	147,875
Corporation tax payable		4,982	-
Due to related parties	18(a)(ii)	28,592	13,180
Lease liabilities	6	26,473	22,641
Short-term loans	20(a)	-	14,000
Current portion of long-term loans	20(b)	47,469	53,470
		<u>219,534</u>	<u>253,187</u>
<b>Non-current liabilities</b>			
Customers' deposits	19	29,163	31,638
Long-term loans	20(b)	408,265	386,052
Lease liabilities	6	544,588	566,314
Preference shares	21	24,688	24,688
Deferred taxation	22	32,419	47,358
Decommissioning provision	23	27,010	10,041
Employee benefits obligation	9(b)	7,375	8,003
		<u>1,073,508</u>	<u>1,074,094</u>
<b>Total liabilities</b>		<u>1,293,042</u>	<u>1,327,281</u>
<b>Total shareholders' equity and liabilities</b>		<u>1,768,972</u>	<u>1,784,969</u>

The financial statements on pages, 57 to 132 were approved by the Board of Directors on April 15, 2021, and signed on its behalf by:

 Chairman  
 Director  
 Bok Hoa Jeong  
 \*See note 34  
 Minna Israel

The accompanying notes form an integral part of the financial statements.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Company Statement of Profit or Loss and Other Comprehensive Income  
Year ended December 31, 2020  
(Expressed in United States Dollars)

	Notes	2020 \$'000	2019 \$'000 (Restated*)
Operating revenue	24	882,898	881,153
Cost of sales	25(a)	(525,088)	(574,948)
Gross profit		357,810	306,205
Operating expenses	25(b)	(228,713)	(217,084)
Impairment loss on trade receivables	12	( 17,986)	( 5,507)
Operating profit		<u>111,111</u>	<u>83,614</u>
Finance income		6,997	8,137
Finance costs		( 87,307)	( 63,710)
Net finance costs	25(c)	( 80,310)	( 55,573)
Other income	26(a)	4,740	3,453
Other expenses	26(b)	( 8,790)	( 4,796)
Profit before taxation		26,751	26,698
Taxation	27	( 4,358)	( 7,419)
Profit for the year		<u>22,393</u>	<u>19,279</u>
Other comprehensive income			
Items that will never be reclassified to profit or loss:			
Gain on revaluation of property, plant and equipment	5	14,528	-
Remeasurement (loss)/ gain on defined benefit plan	9(a)(iv)	( 13,019)	10,988
Tax on remeasurement			
Gain/(loss) on defined benefit plan	22	<u>4,340</u>	( 3,663)
Other comprehensive gain, net of tax		<u>5,849</u>	<u>7,325</u>
Total comprehensive income attributable to shareholders		<u>28,242</u>	<u>26,604</u>
Earnings per share	28	<u>0.10 ¢</u>	<u>0.09¢</u>

\* See note 34

The accompanying notes form an integral part of the financial statements.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Company Statement of Changes in Shareholders' Equity  
Year ended December 31, 2020  
(Expressed in United States Dollars)

	Share capital \$'000 (Note 14)	Capital reserve \$'000 (Note 15)	Capital redemption reserve \$'000 (Note 16)	Retained earnings \$'000	Total \$'000
Balance at December 31, 2018	<u>261,786</u>	<u>4,760</u>	<u>3,000</u>	<u>171,538</u>	<u>441,084</u>
Total comprehensive income for the year:					
Profit for the year				23,143	23,143
As previously reported	-	-	-	( 3,864)	( 3,864)
Prior year adjustment (note 34)	-	-	-		
As restated	-	-	-	19,279	19,279
Other comprehensive income:					
Remeasurement gain on defined benefit plan, net of tax	-	-	-	<u>7,325</u>	<u>7,325</u>
Total comprehensive income for the year as restated	-	-	-	<u>26,604</u>	<u>26,604</u>
Transactions with owners of the company:					
Dividends [note 29(a)]	-	-	-	( 10,000)	( 10,000)
Balances at December 31, 2019, as restated	261,786	4,760	3,000	188,142	457,688
Total comprehensive income for the year:					
Profit for the year	-	-	-	22,393	22,393
Other comprehensive income:					
Remeasurement loss on defined benefit plan, net of tax	-	-	-	( 8,679)	( 8,679)
Revaluation gain	-	<u>14,528</u>	-	-	<u>14,528</u>
Total comprehensive income for the year	-	<u>14,528</u>	-	<u>13,714</u>	<u>28,242</u>
Transactions with owners of the company:					
Dividends [note 29(a)]	-	-	-	( 10,000)	( 10,000)
Balance at December 31, 2020	<u>261,786</u>	<u>19,288</u>	<u>3,000</u>	<u>191,856</u>	<u>475,930</u>

The accompanying notes form an integral part of the financial statements.

**JAMAICA PUBLIC SERVICE COMPANY LIMITED**

Company Statement of Cash Flows  
Year ended December 31, 2020  
(Expressed in United States Dollars)

	Notes	2020 \$'000	2019 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Profit for the year		22,393	19,279
Adjustments for:			
Depreciation and amortisation	5,6,7	114,109	93,711
Loss on disposal of property, plant and equipment		131	25
Amortisation of debt issuance costs		1,527	4,043
Unrealised foreign exchange (gains)/losses		( 4,776)	3,890
Interest expense		78,446	50,967
Interest income	25(c)	( 5,329)	( 5,638)
Interest capitalised	25(c)	( 1,668)	( 2,499)
Taxation expense	27	14,957	6,392
Deferred tax	22	( 10,599)	1,027
Employee benefits asset/obligation, net		( 7,469)	( 3,699)
Cash generated before changes in working capital		201,722	167,498
Restricted cash		( 3,885)	( 3,302)
Accounts receivable		( 2,204)	30,656
Inventories		4,407	( 1,773)
Accounts payable and provisions		( 20,727)	( 36,941)
Due from/to related parties		22,001	( 5,514)
Customers' deposits and advances		( 193)	2,188
Cash generated from operations		201,121	152,812
Taxation paid		( 6,092)	( 11,218)
Net cash provided by operating activities		<u>195,029</u>	<u>141,594</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of property, plant and equipment		( 79,826)	(104,663)
Purchase of intangible assets	7	( 1,515)	( 1,456)
Interest received		<u>6,435</u>	<u>5,538</u>
Net cash used in investing activities		<u>( 74,906)</u>	<u>(100,581)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Short-term loans received, net		( 14,000)	( 6,000)
Long-term loans received		69,460	270,741
Repayment of long-term loans		( 45,990)	(218,852)
Payment of lease liabilities		( 23,549)	( 10,453)
Interest and dividend paid		( 86,710)	( 68,700)
Net cash used in financing activities		<u>(100,789)</u>	<u>( 33,264)</u>
Net increase in cash and cash equivalents		19,334	7,749
Net cash and cash equivalents at beginning of year		<u>35,016</u>	<u>27,267</u>
<b>NET CASH AND CASH EQUIVALENTS AT END OF YEAR</b>			
		<u>54,350</u>	<u>35,016</u>
Comprised of:			
Cash and cash equivalents		54,350	37,037
Bank overdraft		-	( 2,021)
		<u>54,350</u>	<u>35,016</u>

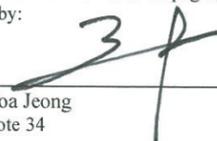
The accompanying notes form an integral part of the financial statements.

**JAMAICA PUBLIC SERVICE COMPANY LIMITED**

Group Statement of Financial Position  
December 31, 2020  
(Expressed in United States Dollars)

	Notes	2020 \$'000	2019 \$'000 (Restated*)
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property, plant and equipment	5	809,867	788,816
Right-of-use assets	6	550,958	584,118
Intangible assets	7	17,091	17,869
Investment in equity-accounted investee	8(b)	76,292	68,127
Employee benefits asset	9(a)(i)	<u>51,514</u>	<u>60,482</u>
		<u>1,505,722</u>	<u>1,519,412</u>
<b>Current assets</b>			
Cash and cash equivalents	10	54,350	37,037
Restricted cash	11	48,512	44,627
Accounts receivable	12	150,441	152,193
Due from related parties	18(a)(i)	1,503	8,099
Inventories	13	39,289	41,845
Corporation tax recoverable		-	3,883
		<u>294,095</u>	<u>287,684</u>
<b>Total assets</b>		<u>1,799,817</u>	<u>1,807,096</u>
<b>Shareholders' equity</b>			
Share capital	14	261,786	261,786
Capital reserve	15	19,288	4,760
Capital redemption reserve	16	3,000	3,000
Retained earnings		<u>222,703</u>	<u>210,269</u>
		<u>506,777</u>	<u>479,815</u>
<b>Current liabilities</b>			
Bank overdraft	10	-	2,021
Accounts payable and provisions	17	112,295	147,875
Corporation tax payable		5,168	-
Due to related parties	18(a)(ii)	28,115	13,180
Lease liabilities	6	26,478	22,641
Short-term loans	20(a)	-	14,000
Current portion of long-term loans	20(b)	<u>47,469</u>	<u>53,470</u>
		<u>219,525</u>	<u>253,187</u>
<b>Non-current liabilities</b>			
Customers' deposits	19	29,163	31,638
Long-term loans	20(b)	408,265	386,052
Lease liabilities	6	544,595	566,314
Preference shares	21	24,688	24,688
Deferred taxation	22	32,419	47,358
Decommissioning provision	23	27,010	10,041
Employee benefits obligation	9(b)	<u>7,375</u>	<u>8,003</u>
		<u>1,073,515</u>	<u>1,074,094</u>
<b>Total liabilities</b>		<u>1,293,040</u>	<u>1,327,281</u>
<b>Total shareholders' equity and liabilities</b>		<u>1,799,817</u>	<u>1,807,096</u>

The financial statements on pages, 57 to 132 were approved by the Board of Directors on April 15, 2021, and signed on its behalf by:

 Chairman  
 Bok Hoa Jeong  
 \*See note 34

 Director  
 Minna Israel

The accompanying notes form an integral part of the financial statements.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Group Statement of Profit or Loss and Other Comprehensive Income  
Year ended December 31, 2020  
*(Expressed in United States Dollars)*

	Notes	2020 \$'000	2019 \$'000 <i>(Restated*)</i>
Operating revenue	24	888,706	881,153
Cost of sales	25(a)	(525,088)	(574,948)
Gross profit		363,618	306,205
Operating expenses	25(b)	(233,775)	(217,084)
Impairment loss on trade receivables	12	(17,986)	(5,507)
Operating profit		111,857	83,614
Finance income		6,997	8,137
Finance costs		(87,308)	(63,710)
Net finance costs	25(c)	(80,311)	(55,573)
Other income	26(a)	4,740	3,453
Other expenses	26(b)	(8,790)	(4,796)
		27,496	26,698
Share of profit in equity-accounted investee	8(b)	8,161	22,898
Profit before taxation		35,657	49,596
Taxation	27	(4,544)	(7,419)
Profit for the year		31,113	42,177
Other comprehensive income			
Items that will never be reclassified to profit or loss:			
Gain on revaluation of property, plant and equipment	5	14,528	-
Remeasurement (loss)/ gain on defined benefit plan	9(a)(iv)	(13,019)	10,988
Tax on remeasurement gain/(loss) on defined benefit plan	22	4,340	(3,663)
Other comprehensive gain, net of tax		5,849	7,325
Total comprehensive income attributable to shareholders		36,962	49,502
Earnings per share	28	0.14¢	0.19¢

\* See note 34

The accompanying notes form an integral part of the financial statements.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Group Statement of Changes in Shareholders' Equity  
Year ended December 31, 2020  
*(Expressed in United States Dollars)*

	Share capital \$'000 (Note 14)	Capital reserve \$'000 (Note 15)	Capital redemption reserve \$'000 (Note 16)	Retained earnings \$'000	Total \$'000
Balance at December 31, 2018	261,786	4,760	3,000	170,767	440,313
Total comprehensive income for the year:					
Profit for the year:					
As previously reported	-	-	-	46,041	46,041
Prior year adjustment (note 34)	-	-	-	(3,864)	(3,864)
As restated	-	-	-	42,177	42,177
Other comprehensive income:					
Remeasurement gain on defined benefit plan, net of tax	-	-	-	7,325	7,325
Total comprehensive income for the year	-	-	-	49,502	49,502
Transactions with owners of the company:					
Dividends [note 29(a)]	-	-	-	(10,000)	(10,000)
Balances at December 31, 2019	261,786	4,760	3,000	210,269	479,815
Total comprehensive income for the year:					
Profit for the year				31,113	31,113
Other comprehensive income:					
Remeasurement loss on defined benefit plan, net of tax	-	-	-	(8,679)	(8,679)
Revaluation gain	-	14,528	-	-	14,528
Total comprehensive income for the year	-	14,528	-	22,434	36,962
Transactions with owners of the company:					
Dividends [note 29(a)]	-	-	-	(10,000)	(10,000)
Balance at December 31, 2020	261,786	19,288	3,000	222,703	506,777

The accompanying notes form an integral part of the financial statements.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Group Statement of Cash Flows  
Year ended December 31, 2020  
*(Expressed in United States Dollars)*

	<u>Notes</u>	<u>2020</u> \$'000	<u>2019</u> \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Profit for the year		31,113	42,177
Adjustments for:			
Depreciation and amortisation	5,6,7	114,114	93,711
Loss on disposal of property, plant and equipment		131	25
Amortisation of debt issuance costs		1,527	4,043
Unrealised foreign exchange (gain)/ losses		( 4,776)	3,890
Interest expense		78,446	50,967
Interest income	25(c)	( 5,329)	( 5,638)
Interest capitalised	25(c)	( 1,668)	( 2,499)
Taxation expense	27	15,143	6,392
Deferred tax	22	( 10,599)	1,027
Employee benefits asset/obligation, net		( 7,469)	( 3,699)
Share of profit in equity-accounted investee	8(b)	( 8,161)	( 22,898)
Cash generated before changes in working capital		202,472	167,498
Restricted cash		( 3,885)	( 3,302)
Accounts receivable		( 2,752)	30,656
Inventories		4,407	( 1,773)
Accounts payable and provisions		( 20,450)	( 36,941)
Due from/to related parties		21,531	3,660
Customers' deposits and advances		( 193)	2,188
Cash generated from operations		201,130	161,986
Taxation paid		( 6,092)	( 11,218)
Net cash provided by operating activities		<u>195,038</u>	<u>150,768</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Acquisition of share in equity-accounted investee		( 4)	( 9,174)
Purchase of property, plant and equipment		( 79,826)	(104,663)
Purchase of intangible assets	7	( 1,515)	( 1,456)
Interest received		<u>6,435</u>	<u>5,538</u>
Net cash used in investing activities		<u>( 74,910)</u>	<u>(109,755)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Short-term loans received, net		( 14,000)	( 6,000)
Long-term loans received		69,460	270,741
Repayment of long-term loans		( 45,990)	(218,852)
Payment of lease liabilities		( 23,554)	( 10,453)
Interest and dividend paid		( 86,710)	( 68,700)
Net cash used in financing activities		<u>(100,794)</u>	<u>( 33,264)</u>
Net increase in cash and cash equivalents		19,334	7,749
Net cash and cash equivalents at beginning of year		<u>35,016</u>	<u>27,267</u>
<b>NET CASH AND CASH EQUIVALENTS AT END OF YEAR</b>		<u><u>54,350</u></u>	<u><u>35,016</u></u>
Comprised of:			
Cash and cash equivalents		54,350	37,037
Bank overdraft		-	( 2,021)
		<u>54,350</u>	<u>35,016</u>

The accompanying notes form an integral part of the financial statements.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
*(Expressed in United States Dollars)*

1. Identification, Regulation and Licence

(a) Identification:

Jamaica Public Service Company Limited ("the Company") is incorporated and domiciled in Jamaica as a limited liability company. The company is owned by MaruEnergy JPSCO 1 SRL and EWP (Barbados) 1 SRL, each holding 40% interest in the Company's shares, with the Government of Jamaica (GOJ) holding 19.9% and private individuals 0.1%.

MaruEnergy JPSCO 1 SRL is incorporated in Barbados and is ultimately owned by Marubeni Corporation, which is incorporated in Japan. EWP (Barbados) 1 SRL is incorporated in Barbados and is ultimately owned by the Korea Electric Power Corporation, which is incorporated in South Korea. The Government of Jamaica's ownership in the Company is held collectively through the Accountant General's Department and the Development Bank of Jamaica Limited.

In accordance with a Shareholder's Agreement, the majority shareholders have the right to appoint six members of the Board of Directors while the GOJ has the right to appoint three. Additionally, certain significant decisions of the Board of Directors require a unanimous vote of the appointed directors.

The principal activities of the Company are generating, transmitting, distributing and supplying electricity in accordance with the terms of the amended Electricity Licence, 2016 (the Licence), granted on January 27, 2016, by the Minister of Science, Technology, Energy and Mining.

The Company holds a 100% interest in South Jamaica Energy Holdings Limited (SJEH). The primary activity of SJEH is the holding of investments.

The Company also holds a 100% interest in Caribbean Blue Skies Energy Limited (CBSE) whose primary activities are the provision of operation and maintenance services to entities within in the energy industry.

The registered office of the Company and its Subsidiaries is situated at 6 Knutsford Boulevard, Kingston 5, Jamaica, W. I., and its preference shares are listed on the Jamaica Stock Exchange.

(b) Regulatory arrangements and tariff structure:

The Licence authorises the Company to supply electricity for public and private purposes within the Island of Jamaica, subject to regulation by the Office of Utilities Regulation (OUR). The OUR is established pursuant to the Office of Utility Regulation Act, 1995, and as subsequently amended, with power and authority to require observance and performance by the Company of its obligations under the Licence, and to regulate the rates charged by the Company.

Under the provisions of the Licence, the Company is granted the exclusive right to transmit, distribute and supply electricity throughout the Island of Jamaica for a period of twenty years and to develop new generation capacity within the first three years from the effective date of the Licence.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

1. Identification, Regulation and Licence (continued)

(b) Regulatory arrangements and tariff structure (continued):

Since the expiration of this initial three year period, the Company has the right, together with other persons, to compete for the right to develop new generation capacity. The Licence was extended in August 2007 for an additional period of six years through to 2027 upon the sale of the Company by Mirant Corporation to Marubeni Corporation.

Schedule 3 of the Licence defines the rates for electricity and the mechanism for rate adjustments.

Under the Licence, the rates for electricity consist of a Non-Fuel Base Rate, which is adjusted annually using the Performance Based Rate-making Mechanism; and a Fuel Rate, which is adjusted monthly to reflect fluctuations in actual fuel costs, net of adjustments for prescribed efficiency targets. Both rates (fuel and non-fuel) are adjusted monthly to account for movements in the monetary exchange rate between the United States (US) dollar and the Jamaica dollar.

These rates are determined in accordance with the tariff regime, which provides that the OUR annually reviews the Company's efficiency levels (system losses and heat rate) and, where appropriate, adjusts these in the tariff. Under the rate schedule, the Company should recover its actual fuel costs, net of the prescribed efficiency adjustments, through its Fuel Rate.

As of March 1, 2004, and thereafter, on each succeeding fifth anniversary, the Company must submit a filing to the OUR for further rate adjustments to its Non-Fuel Base Rate. The rate filing, which requires OUR approval, is based on a test year and includes defined "efficient" non-fuel operating costs, depreciation expenses, taxes, and a fair return on investment.

Embedded in the OUR approved tariff is an amount to be set aside monthly to provide for a Self Insurance Sinking Fund in case of a major catastrophe affecting the Company's operations.

2. Statement of compliance and basis of preparation

(a) Statement of compliance:

The financial statements are prepared in accordance with International Financial Reporting Standards (IFRS) and their interpretations issued by the International Accounting Standards Board and comply with the provisions of the Jamaican Companies Act.

Certain new, revised and amended standards and interpretations came into effect during the current financial year. The group has assessed them and has adopted those which are relevant to its financial statements but their adoption did not result in any changes to amounts recognised or disclosed in these financial statement.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

2. Statement of compliance and basis of preparation (continued)

(b) Basis of preparation:

These financial statements are presented in United States dollars, which is the functional currency of the Company and its Subsidiaries. The United States dollar is the functional currency, as it is that of the primary economic environment in which the Group operates.

Except where otherwise indicated, all financial information presented in United States dollars has been rounded to the nearest thousands.

The financial statements are prepared under the historical cost basis, modified for the inclusion of land at valuation, and defined benefits obligation/(asset) at fair value of plan assets less the present value of the defined benefits obligation as explained in note 3(b).

*Basis of consolidation*

The consolidated financial statements comprise of the Company and its subsidiaries for the year ended December 31, 2020.

A subsidiary is an entity controlled by and forming part of the Group. Control exists when the Group has the power to govern the financial and operating policies of an entity, exposure to variable returns from the investee and a link between the power the Group has and the variability of returns. In assessing control, the existence and effect of potential voting rights that are currently exercisable are considered. Subsidiaries are consolidated from the date on which the Group effectively takes control until the date that control ceases. Accounting policies of subsidiaries are aligned with the policies adopted by the Group.

Intercompany transactions, balances and unrealised gains on transactions between Group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

(c) Use of estimates and judgements:

The preparation of the financial statements in accordance with IFRS requires management to make estimates and assumptions that affect the reported amounts of, and disclosures relating to, assets, liabilities, contingent assets and contingent liabilities at the reporting date and the income and expenses for the year then ended. Actual amounts could differ from those estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods, if applicable.

Notes to the Financial Statements (Continued)  
December 31, 2020  
 (Expressed in United States Dollars)

2. Statement of compliance and basis of preparation (continued)

(c) Use of estimates and judgements (continued):

The preparation of the financial statements in accordance with IFRS requires management to make estimates and assumptions that affect the reported amounts of, and disclosures relating to, assets, liabilities, contingent assets and contingent liabilities at the reporting date and the income and expenses for the year then ended. Actual amounts could differ from those estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods, if applicable.

Judgements made by management in the application of IFRS that have significant effect on the financial statements and estimates with a significant risk of material adjustment in the next financial year are discussed below:

(i) Post-employment benefits:

The amounts recognised in the consolidated statement of financial position and consolidated statement of profit or loss and other comprehensive income for post-employment benefits are determined actuarially using several assumptions.

The primary assumptions used in determining the amounts recognised include expected rates of salary and pension increases, and the discount rate used to determine the present value of estimated future cash flows required to settle the pension obligation.

The discount rate is determined based on the estimate of yield on long-term government securities that have maturity dates approximating the terms of the Group's obligation; in the absence of such instruments in Jamaica, it has been necessary to estimate the rate by extrapolating from the longest-tenure security on the market. Any changes in these assumptions will affect the amounts recorded in the financial statements for these obligations.

(ii) Allowance for impairment losses on receivables:

Allowances for doubtful accounts are determined upon origination of the trade accounts receivable based on a model that calculates the expected credit loss ("ECL") of the trade accounts receivable.

Under this ECL model, the Group segments its accounts receivable in a matrix by days past due and determined for each age bracket an average rate of ECL, considering actual credit loss experience over the last 12 months and analysis of future delinquency, that is applied to the balance of the accounts receivable.

The average ECL rate increases in each segment of days past due until the rate is 100% for the segment of 365 days or more past due. The use of assumptions make uncertainty inherent in such estimates.

Notes to the Financial Statements (Continued)  
December 31, 2020  
 (Expressed in United States Dollars)

2. Statement of compliance and basis of preparation (continued)

(c) Use of estimates and judgements (continued):

(iii) Lease arrangements:

Management evaluates all purchase arrangements to assess whether they contain leases [Notes 3(q) and 4].

(iv) Unbilled revenue:

Unbilled revenue at each month-end is estimated consistently based on the average amounts billed in the billing period immediately preceding each reporting date, including amounts unbilled for Independent Power Provider (IPP) charges.

(v) Capitalisation and useful lives of property, plant and equipment:

Management exercises judgement in determining whether the costs incurred can accrue significant future economic benefits to the Group to enable the expenditure to be treated as a capital expense.

Further judgement is applied in the annual review of the useful lives of all categories of property, plant and equipment and the resulting depreciation thereon.

(vi) Allowance for inventory obsolescence:

The Group assesses its inventory on an annual basis to determine any allowance that should be carried for items that are in good condition, but will not be used in the foreseeable future. Allowance is also made for items that have deteriorated or become damaged while in stock.

3. Summary of significant accounting policies

(a) Property, plant and equipment and intangible assets:

*Recognition and measurement*

In accordance with IAS 16, additions to property, plant and equipment, replacement of retirement units of plant in service, or additions to construction work-in-progress include direct labour, materials, professional fees and an appropriate charge for overheads. When significant parts of property, plant and equipment are required to be replaced at intervals, the Group recognises such parts as individual assets with specific useful lives and depreciates them accordingly.

Specialised plant and equipment is measured at deemed cost at the IFRS transition date of January 1, 2003, less accumulated depreciation and impairment losses, while all other property, plant and equipment is measured at cost except for land, which is measured at revalued amounts.

Notes to the Financial Statements (Continued)  
December 31, 2020  
 (Expressed in United States Dollars)

3. Summary of significant accounting policies (continued)

(a) Property, plant and equipment and intangible assets (continued):

*Recognition and measurement (continued)*

Land was last revalued as at December 31, 2020, by an independent valuator using the Market Comparable Basis which utilises the sale values for similar properties within the relevant period.

Valuations are performed with sufficient frequency to ensure that the fair value of the revalued asset does not differ materially from its carrying amount at the reporting date.

Property, plant and equipment being constructed are carried at cost less recognised impairment losses.

Intangible assets includes computer software measured at cost, less amortisation and impairment losses, and land rights measured at cost. Impairment losses are recognised in profit or loss in operating expenses.

*Depreciation and amortisation:*

Land and land rights are not depreciated. Other property, plant and equipment and intangible assets are depreciated or amortised on the straight-line basis at annual rates estimated to write down the assets to their recoverable values over their expected useful lives.

The depreciation rates, which are specified by the Licence, are as follows:

Steam production plant	4%
Hydraulic production plant	2%, 2.5% & 3.08%
Other production plant	2.5, 4%, 4.17% & 5%
Transmission plant	4%
Distribution plant	3.33%, 4%, 6.67%, 10% & 20%
General plant & equipment:	
Buildings and structures	2%
Transport equipment	8.33% & 14.29%
Other equipment	6.67%, 8.33%, 10%, 16.67% & 20%

Computer software which is classified as an intangible asset is amortised at 16.67% per annum. Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the asset. All other expenditure is recognised in profit or loss as incurred.

Useful lives and residual values are reviewed at each reporting date and adjusted as appropriate.

Notes to the Financial Statements (Continued)  
December 31, 2020  
 (Expressed in United States Dollars)

3. Summary of significant accounting policies (continued)

(b) Employee benefits:

Employee benefits comprising pensions and other post-employment assets and obligations included in these financial statements have been actuarially determined by a qualified independent actuary, appointed by management.

The appointed actuary's report outlines the scope of the valuation and the actuary's opinion. The actuarial valuations are conducted in accordance with IAS 19, and the financial statements reflect the Group's post-employment benefits asset and obligation as computed by the actuary.

(i) Pension assets:

The Group participates in two pension plans (a defined benefit plan and a defined contribution pension plan), the assets of which are held separately from those of the Group.

Obligations for contributions to the defined contribution pension plan are recognised as an expense in profit or loss as incurred.

The defined benefit pension plan requires the Group to contribute a percentage of employees' pensionable earnings and employees to contribute a similar amount. Such contributions, which are actuarially determined, provide for current costs and amounts to amortise any past service deficits disclosed over the average future working lifetime of the active membership.

The Group's net obligation in respect of the defined benefit pension plan is calculated at each reporting date by estimating the amount of future benefits that employees have earned in return for their service in the current and prior periods, discounting it to determine its present value, and deducting the fair value of the plan assets.

To the extent that the obligation is less than the fair value of the plan assets, the asset recognised is restricted to the discounted value of future benefits available to the Group in the form of future refunds or reductions in contributions.

The discount rate applied is the yield at reporting date on long-term government instruments that have maturity dates approximating the term of the Group's obligation. In the absence of such instruments in Jamaica, it has been necessary to estimate the rate by extrapolating from the longest-tenure security on the market.

The calculation of the net defined benefits obligation/asset is performed by the appointed actuary using the Projected Unit Credit Method.

Remeasurements of the net defined benefits obligation/asset, which comprise actuarial gains and losses, and the effect of the asset ceiling (if any, excluding interest), are recognised in other comprehensive income.

Notes to the Financial Statements (Continued)  
December 31, 2020  
 (Expressed in United States Dollars)

3. Summary of significant accounting policies (continued)

(b) Employee benefits (continued):

(i) Pension assets (continued):

The Group determines the net interest expense/income on the net defined benefit liability/asset for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period to the net defined benefit obligation/asset, taking into account any changes in the net defined benefit obligation/asset during the period as a result of contributions and benefit payments.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

(ii) Other employee benefits:

A provision is made for unutilised vacation and sick leave in respect of service rendered by employees up to the reporting date. Pursuant to collective bargaining agreements, employees are entitled to a termination benefit in relation to their unutilised vacation and sick leave entitlements that accumulate in certain instances over the life of their service. The provision includes estimated employer's statutory contributions arising on leave-vesting. No discounting is applied to unutilised vacation and leave as the timing cannot reliably be determined.

(c) Cash and cash equivalents:

Cash and cash equivalents comprise cash and bank balances including short-term deposits with maturities ranging between one and three months from the reporting date.

For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, net of outstanding bank overdrafts.

(d) Accounts receivable:

Trade and other accounts receivables are measured at amortised cost less impairment losses. An impairment loss is recognised using the expected credit loss model for the entire lifetime of such financial assets on initial recognition, and at each subsequent reporting period, even in the absence of a credit event or if a loss has not yet been incurred, considering for their measurement past events and current conditions, as well as reasonable and supportable forecasts affecting collectability [see also note 3(1)].

(e) Inventories:

Inventories comprise fuel stocks; and generation, transmission and distribution spare parts. Inventories are valued at the lower of cost, determined on a weighted average cost basis, and net realisable value.

Notes to the Financial Statements (Continued)  
December 31, 2020  
 (Expressed in United States Dollars)

3. Summary of significant accounting policies (continued)

(f) Accounts payable:

Trade and other accounts payable are recorded initially at amounts representing the fair value of the consideration to be paid for goods and services received by the reporting date, whether or not billed. Thereafter they are measured at amortised cost.

(g) Provisions:

A provision is recognised in the statement of financial position when the Group has an obligation as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made of that obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a rate that reflects current market assessments of the time value of money, and, where appropriate, the risks specific to the obligation.

*Decommissioning obligations*

The Group's activities give rise to dismantling, decommissioning and site disturbance remediation activities. Provision is made for the estimated cost of site restoration and capitalised in the relevant asset category. Decommissioning obligations are measured at the present value of management's best estimate of the expenditure required to settle the present obligation as at the reporting date.

Subsequent to the initial measurement, the obligation is adjusted at the end of each period to reflect the passage of time and changes in the estimated future cash flows underlying the obligation. The increase in the provision due to the passage of time (and unwinding of the discount) is recognised within finance costs whereas increases/decreases due to changes in the estimated future cash flows or changes in the discount rate are capitalised. Actual costs incurred upon settlement of the decommissioning obligations are charged against the provision to the extent the provision was established.

(h) Borrowings:

(i) Capitalisation of borrowing costs:

Borrowing costs directly attributable to the construction of qualifying assets are added to the cost of those assets, until such time as the assets are substantially ready for their intended use. All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

(ii) Debt issuance costs:

These represent legal, accounting and financing fees associated with securing certain long-term loans, which are amortised on an effective rate basis over the lives of the loans.

Notes to the Financial Statements (Continued)  
December 31, 2020  
 (Expressed in United States Dollars)

3. Summary of significant accounting policies (continued)

(h) Borrowings (continued):

(iii) Interest-bearing borrowings:

Interest-bearing borrowings are recognised initially at fair value plus transaction costs directly attributable to the issue of the financial liabilities. Subsequent to initial recognition, interest-bearing borrowings are measured at amortised cost using effective interest method.

(i) Customers' deposits:

Given the long-term nature of customer relationships, customers' deposits and construction advances are shown in the statement of financial position as non-current liabilities (i.e., amounts not likely to be repaid within twelve months of the reporting date). Interest is credited annually on customers' deposits at rates prescribed by the Licence.

(j) Preference shares:

The Group's redeemable preference shares are classified as liabilities because they bear non-discretionary dividends and are redeemable in cash by the holders. Non-discretionary dividends thereon are recognised as interest expense in profit or loss as accrued.

(k) Share capital:

Ordinary shares are classified as equity.

(l) Impairment

*Financial assets*

The Group recognises loss allowances for Expected credit losses (ECLs) on:

- financial assets measured at amortised cost; and
- contract assets

The Group measures loss allowances at an amount equal to lifetime ECLs. Loss allowances for trade receivables and contract assets are always measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and including forward looking information.

Notes to the Financial Statements (Continued)  
December 31, 2020  
 (Expressed in United States Dollars)

3. Summary of significant accounting policies (continued)

(l) Impairment (continued)

*Financial assets (continued)*

The Group assumes that the credit risk on financial assets has increased significantly if it is more than 365 days past due.

The Group recognises loss allowances for ECLs and considers a financial asset to be in default when:

- the borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to action such as realising security if any is held; or
- the financial asset is more than 365 days past due.

Life-time ECLs are the ECLs that result from all possible default events over the expected life of the financial instrument. The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

*Measurement of ECLs*

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive).

*Credit-impaired financial assets*

At each reporting date, the Group assesses whether financial assets carried at amortised costs are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the borrower or issuer;
- a breach of contract such as a default or past due event;
- it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for a security because of financial difficulties.

*Presentation of allowance for ECL in the statement of financial position*

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets.

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

3. Summary of significant accounting policies (continued)

(l) Impairment (continued)

*Write-off*

The gross carrying amount of a financial asset is written off (either partially or in full) when there is no reasonable expectation of recovering a financial asset in its entirety or a portion thereof. This is the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. This assessment is carried out at the individual asset level.

Recoveries of amounts previously written off are included in 'impairment losses on financial instruments' in the statement of profit or loss.

Financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due.

*Non-financial assets*

The carrying amount of the Group's non-financial assets (other than inventories and deferred tax assets) are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit (CGU) exceeds its recoverable amount. Impairment losses are recognised in profit or loss.

The recoverable amount of an asset or CGU 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 an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

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 assets' carrying amount does not exceed the carrying amount that would have been determined, if no impairment loss had been recognised.

A contract with a customer that results in a recognised financial instrument in the Group's financial statements may be partially in the scope of IFRS 9 and partially in the scope of IFRS 15. If this is the case, then the Group first applies IFRS 9 to separate and measure the part of the contract that is in the scope of IFRS 9 and then applies IFRS 15 to the residual.

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

3. Summary of significant accounting policies (continued)

(m) Revenue recognition:

*Sales of electricity*

Revenue is recognised at a point in time in the amount of the price, before tax on sales, expected to be received by the company for electricity supplied as a result of their ordinary activities, as contractual performance obligations are fulfilled, and the electricity is consumed by the customer. Revenues are decreased by any trade discounts granted to customers.

*Sales of goods*

Revenue is recognised at a point in time in the amount of the price, before tax on sales, expected to be received by the company for goods and services supplied as a result of their ordinary activities, as contractual performance obligations are fulfilled, and control of goods and services passes to the customer. Revenues are decreased by any trade discounts granted to customers. Transactions between related parties are eliminated on consolidation.

Variable consideration is recognised when it is highly probable that a significant reversal in the amount of cumulative revenue recognised for the contract will not occur and is measured using the expected value or the most likely amount method, whichever is expected to better predict the amount based on the terms and conditions of the contract.

For contracts that permit return of goods, revenue is recognised to the extent that it is highly probable that a significant reversal will not occur.

The right to recover returned goods is measured at the former carrying amount of inventory less any expected cost to recover.

*Interest income*

Interest income is recognised in profit or loss using the effective interest method. The "effective interest rate" is the rate that exactly discounts the estimated future cash receipts through the expected life of the financial instruments to its gross carrying amount.

When calculating the effective interest rate for financial instruments, the Group estimates future cash flows considering all contractual terms of the financial instrument, but not ECL.

The calculation of the effective interest rate includes transaction costs and fees paid or received that are an integral part of the effective interest rate. Transaction costs include incremental costs that are directly attributable to the acquisition of a financial asset.

The 'amortised cost' of a financial asset is the amount at which the financial asset is measured on initial recognition minus the principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount and, for financial assets, adjusted for any expected credit loss allowance.

Notes to the Financial Statements (Continued)  
December 31, 2020  
 (Expressed in United States Dollars)

3. Summary of significant accounting policies (continued)

(m) Revenue recognition (continued):

*Interest income (continued)*

The 'gross carrying amount of a financial asset' is the amortised cost of a financial asset before adjusting for any expected credit loss allowance.

The effective interest rate of a financial asset is calculated on initial recognition of a financial asset. In calculating interest income, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired). The effective interest rate is revised as a result of periodic re-estimation of cash flows of floating rate instruments to reflect movements in market rates of interest.

However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

(n) Taxation:

Current and deferred taxes:

Taxation on profit or loss for the year comprises current and deferred tax. Taxation is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income, in which case it is also recognised in other comprehensive income.

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

Deferred tax is computed by providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted at the reporting date.

A deferred tax liability is recognised for taxable temporary differences, except to the extent that the Group is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

(o) Related parties:

A related party is a person or company that is related to the entity which is preparing its financial statements (referred to in IAS 24 *Related Party Disclosures* as the "reporting entity", that is, "the Company and Group").

Notes to the Financial Statements (Continued)  
December 31, 2020  
 (Expressed in United States Dollars)

3. Summary of significant accounting policies (continued)

(o) Related parties (continued):

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

- (i) Has control or joint control over the Group;
- (ii) Has significant influence over the Group; or
- (iii) Is a member of the key management personnel of the Group or of a parent of the Company.

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

- (i) The entity and the Group are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
- (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
- (iii) Both entities are joint ventures of the same third party.
- (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
- (v) The entity is a post-employment benefit plan established for the benefit of employees of either the Group or an entity related to the Group.
- (vi) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
- (vii) The entity is a post-employment benefit plan established for the benefit of employees of either the Group or an entity related to the Group.
- (viii) The entity is controlled, or jointly controlled by a person identified in (a).
- (ix) A person identified in (a)(i) has significant influence over the reporting entity or is a member of the key management personnel of the reporting entity (or of a parent of the entity).
- (x) The entity or any member of a group of which it is a part, provides key management services to the company.

A related party transaction involves the transfer of resources, services or obligations between a reporting entity and a related party, regardless of whether a price is charged.

The Group's key related party relationships are with its primary shareholders, their parent companies, subsidiary, fellow subsidiaries and associated companies, the Government of Jamaica, directors, key management personnel and its two pension plans.

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

3. Summary of significant accounting policies (continued)

(p) Interests in equity-accounted investees:

The Group's interest in equity-accounted investees comprise interest in associate and interest in joint venture. They are classified and accounted for as follows:

- Associates – entities in which the Group has significant influence, but not control or joint control, over the financial and operating policies.
- Joint venture – when the Group has rights only to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

Interests in associates and the joint venture are accounted for using the equity method.

They are initially recognised at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's share of the profit or loss and OCI of equity-accounted investees, until the date on which significant influence or joint control ceases.

(q) Leases:

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group uses the definition of a lease in IFRS 16.

(i) As a lessee

At commencement or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices. However, for the leases of property the Group has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option.

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

3. Summary of significant accounting policies (continued)

(q) Leases (continued):

(i) As a lessee (continued)

In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurement of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group, the lessee's incremental borrowing rate is used, being the rate that the lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

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

- fixed payments, including in-substance fixed payments, less any incentives receivable;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is:

- a change in future lease payments arising from a change in an index or rate;
- a change in the Group's estimate of the amount expected to be payable under a residual value guarantee;
- a change in the Group's assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

3. Summary of significant accounting policies (continued)

(q) Leases (continued):

(i) As a lessee (continued)

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

*Short-term leases and leases of low-value assets*

The Group has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases, including IT equipment. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

(ii) As a lessor

At inception or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices.

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

If an arrangement contains lease and non-lease components, then the Group applies IFRS 15 to allocate the consideration in the contract.

The Group applies the derecognition and impairment requirements in IFRS 9 to the net investment in the lease. The Group further regularly reviews estimated unguaranteed residual values used in calculating the gross investment in the lease.

The Group recognises lease payments received under operating leases as income on a straight-line basis over the lease term as part of 'other revenue'.

Generally, the accounting policies applicable to the Group as a lessor in the comparative period were not different from IFRS 16 except for the classification of the sub-lease entered into during current reporting period that resulted in a finance lease classification.

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

3. Summary of significant accounting policies (continued)

(r) Foreign currencies:

Transactions in foreign currencies are converted at the rates of exchange ruling on the dates of those transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to United States dollars at the rates of exchange ruling at that date. Gains and losses arising from fluctuations in exchange rates are included in profit or loss.

For the purposes of the statement of cash flows, realised foreign currency gains and losses are treated as cash items and included in cash flows from operating or financing activities along with movement in the relevant balances.

(s) Segment reporting:

An operating segment is a component of an entity:

- (i) that engages in business activities from which it may earn revenues and incur expenses (including revenues and expenses relating to transactions with other components of the same entity),
- (ii) whose operating results are regularly reviewed by the entity's chief operating decision maker to make decisions about resources to be allocated to the segment and assess its performance, and
- (iii) for which discrete financial information is available.

The Group maintains an integrated operating structure and its operations are reviewed by management and directors as a whole and not in segments. Consequently, no segment disclosures are included in the financial statements.

(t) Financial instruments and fair value measurement:

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. In these financial statements, financial assets comprise trade and other receivables, cash and cash equivalents, long term receivables, due from related parties, other assets and restricted cash. Financial liabilities comprise trade and other payables, loan from bank due to related parties, also financial substitutes; preference shares, customer deposits and other payables.

(i) Recognition and initial measurement

Trade receivables are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the company becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

Notes to the Financial Statements (Continued)  
December 31, 2020  
 (Expressed in United States Dollars)

3. Summary of significant accounting policies (continued)

(t) Financial instruments and fair value measurement (continued):

(ii) Classification and subsequent measurement

The financial assets that meet both of the following conditions and are not designated as at fair value through profit or loss: a) are held within a business model whose objective is to hold assets to collect contractual cash flows, and b) its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding, are classified as “Held to collect” and measured at amortised cost.

Amortised cost represents the net present value (“NPV”) of the consideration receivable or payable as of the transaction date. This classification of financial assets comprises the following captions:

- Cash and cash equivalents
- Trade receivables
- Due from related parties

Due to their short-term nature, the company initially recognises these assets at the original invoiced or transaction amount less expected credit losses.

*Subsequent measurement*

The subsequent measurement of financial assets depends on their classification as described in the particular recognition methods disclosed in their individual policy statements associated with each item.

*Impairment of financial assets*

Impairment losses of financial assets, including receivables, are recognised using the expected credit loss model for the entire lifetime of such financial assets on initial recognition, and at each subsequent reporting period, even in the absence of a credit event or if a loss has not yet been incurred, considering their measurement past events and current conditions, as well as reasonable and supportable forecasts affecting collectability.

*Derecognition*

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired, or the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a ‘pass-through’ arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Notes to the Financial Statements (Continued)  
December 31, 2020  
 (Expressed in United States Dollars)

3. Summary of significant accounting policies (continued)

(t) Financial instruments and fair value measurement (continued):

(ii) Classification and subsequent measurement (continued)

*Financial liabilities*

*Initial recognition and measurement*

All financial liabilities are recognised initially at fair value and in the case of loans and borrowings, plus directly attributable transaction costs. The company’s financial liabilities, which include payables and accruals, loan obligations, due to parent and related companies and redeemable preference shares which are recognised initially at fair value.

*Subsequent measurement*

The subsequent measurement of financial liabilities depends on their classification as described in the particular recognition methods disclosed in their individual policy statements associated with each item.

*Derecognition*

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the statement of profit or loss.

*Offsetting of financial instruments*

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

*Derivative financial instruments*

The Group may use derivative financial instruments such as interest rate swaps to hedge its interest rate risks. Such derivative financial instruments are initially recognised at fair value on the date on which the derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as financial liabilities when the fair value is negative. Any gains or losses arising from changes in the fair value of derivatives are taken to profit or loss.

Notes to the Financial Statements (Continued)  
December 31, 2020  
 (Expressed in United States Dollars)

3. Summary of significant accounting policies (continued)

(t) Financial instruments and fair value measurement (continued):

(ii) Classification and subsequent measurement (continued)

*Fair value measurement*

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. The fair value is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- in the principal market for the asset or liability, or
- in the absence of a principal market, in the most advantageous market for the asset or liability.

A fair value measurement of a non-financial assets takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are classified within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities.
- Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.
- Level 3 – Valuation technique for which the lowest level input that is significant to the fair value measurement is unobservable.

(u) New and amended standards and interpretations issued but not yet effective:

At the date of authorisation of the financial statements, certain new and amended standards and interpretations are in issue but were not yet effective and have not been adopted early by the Group. Those which may have an impact on the Group's financial statements are as follows:

- Amendments to IFRS 9 Financial Instruments, *IAS 39 Financial Instruments: Recognition and Measurement*, IFRS 7 Financial Instruments: Disclosures, IFRS 16 Leases, is effective for annual accounting periods beginning on or after January 1, 2021 and address issues affecting financial reporting in the period leading up to interbank offered rates (IBOR) reform. The second phase amendments apply to all hedging relationships directly affected by IBOR reform.

Notes to the Financial Statements (Continued)  
December 31, 2020  
 (Expressed in United States Dollars)

3. Summary of significant accounting policies (continued)

(u) New and amended standards and interpretations issued but not yet effective (continued):

- Amendments to IFRS 9 Financial Instruments (continued)

The amendments principally address practical expedient for modifications. A practical expedient has been introduced where changes will be accounted for by updating the effective interest rate if the change results directly from IBOR reform and occurs on an 'economically equivalent' basis. A similar practical expedient will apply under IFRS 16 Leases for lessees when accounting for lease modifications required by IBOR reform. In these instances, a revised discount rate that reflects the change in interest rate will be used in remeasuring the lease liability. The amendments also address specific relief from discontinuing hedging relationships as well as new disclosure requirements.

The group is assessing the impact that the amendment will have on its 2021 financial statements.

- Amendments to IAS 37 Provision, Contingent Liabilities and Contingent Assets is effective for annual periods beginning on or after January 1, 2022 and clarifies those costs that comprise the costs of fulfilling the contract.

The amendments clarify that the 'costs of fulfilling a contract' comprise both the incremental costs - e.g. direct labour and materials; and an allocation of other direct costs - e.g. an allocation of the depreciation charge for an item of property, plant and equipment used in fulfilling the contract. This clarification will require entities that apply the 'incremental cost' approach to recognise bigger and potentially more provisions. At the date of initial application, the cumulative effect of applying the amendments is recognised as an opening balance adjustment to retained earnings or other component of equity, as appropriate. The comparatives are not restated.

The group is assessing the impact that the amendment will have on its 2022 financial statements.

- Annual Improvements to IFRS Standards 2018-2020 cycle contain amendments to IFRS 1 First-time Adoption of International Financial Reporting Standards, IFRS 9 Financial Instruments, IFRS 16 Leases, IAS 41 Agriculture, and are effective for annual periods beginning on or after January 1, 2022.

(i) IFRS 9 Financial Instruments amendment clarifies that - for the purpose of performing the '10 per cent test' for derecognition of financial liabilities - in determining those fees paid net of fees received, a borrower includes only fees paid or received between the borrower and the lender, including fees paid or received by either the borrower or lender on the other's behalf.

(ii) IFRS 16 Leases amendment removes the illustration of payments from the lessor relating to leasehold improvements.

The Group is assessing the impact that those amendments will have on its financial statements when they become effective.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
*(Expressed in United States Dollars)*

4. Power purchase contracts

The Group has entered into agreements with Independent Power Providers (IPPs) for the purchase of energy capacity and net energy output. The IPP arrangements are:

	<u>Contract termination date</u>
Jamaica Aluminum Company Limited (JAMALCO)	December 2020
The Jamaica Private Power Company Limited (JPPC)	December 2024
Wigton Wind Farm Limited (Wigton)	April 2024, December 2030 & March 2036
Jamaica Energy Partners (JEP)	February 2026
West Kingston Power Partners (WKPP)	July 2032
Content Solar Limited (CS)	August 2036
BMR Jamaica Wind Limited (BMR)	June 2036
South Jamaica Power Company (SJPC)	December 2039
NFE South Power Holdings Limited	November 2039

All agreements are subject to termination prior to the contract dates upon the occurrence of certain events of default as specified in the agreements, and are renewable for an additional period, provided the party seeking the extension gives written notice, ranging from two to six years, before the end of the initial term.

Certain agreements require payment for available energy capacity and for certain operating costs and overheads. Additionally, certain agreements require the Group to provide a banker's guarantee in relation to contractual payments. The Group has financing arrangements with financial institutions, which guarantee access to funds by IPPs for contractually agreed payments. As at December 31, 2020, the total guarantees under Standby Letters of Credit amounted to \$57.1 million (2019: \$33.3 million). These facilities were not accessed during the year.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
*(Expressed in United States Dollars)*

5. Property, plant and equipment

The Company and Group

	<u>Land &amp; buildings</u>	<u>Production (generation) plant &amp; equipment</u>	<u>Transmission and distribution plant &amp; equipment</u>	<u>General plant &amp; machinery</u>	<u>Computer equipment, office fixtures &amp; fittings</u>	<u>Construction work-in-progress</u>	<u>Total</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Cost or valuation:							
December 31, 2018	65,337	808,624	1,159,976	39,905	103,647	111,690	2,289,179
Additions	53	3,498	15,883	669	615	86,444	107,162
Transfers	1,181	19,392	126,278	717	1,737	(149,305)	-
Disposals/retirements and adjustments	<u>1</u>	<u>-</u>	<u>-</u>	<u>(41)</u>	<u>(477)</u>	<u>-</u>	<u>(517)</u>
December 31, 2019	66,572	831,514	1,302,137	41,250	105,522	48,829	2,395,824
Additions	8	17,791	11,552	522	339	50,678	80,890
Transfers	266	11,241	14,678	17	1,406	(27,608)	-
Disposals/retirements and adjustments	<u>-</u>	<u>(22,129)</u>	<u>(1,583)</u>	<u>(178)</u>	<u>(23,354)</u>	<u>-</u>	<u>(47,244)</u>
Revaluation	14,528	-	-	-	-	-	14,528
December 31, 2020	<u>81,374</u>	<u>838,417</u>	<u>1,326,784</u>	<u>41,611</u>	<u>83,913</u>	<u>71,899</u>	<u>2,443,998</u>
Depreciation:							
December 31, 2018	14,379	630,171	758,751	35,500	94,848	-	1,533,649
Charge for the year	1,020	35,205	33,825	562	3,239	-	73,851
Disposals/retirements and adjustments	<u>-</u>	<u>-</u>	<u>(2)</u>	<u>216</u>	<u>(706)</u>	<u>-</u>	<u>(492)</u>
December 31, 2019	15,399	665,376	792,574	36,278	97,381	-	1,607,008
Charge for the year	942	26,335	41,742	672	2,693	-	72,384
Disposals/retirements and adjustments	<u>-</u>	<u>(21,797)</u>	<u>(64)</u>	<u>(50)</u>	<u>(23,350)</u>	<u>-</u>	<u>(45,261)</u>
December 31, 2020	<u>16,341</u>	<u>669,914</u>	<u>834,252</u>	<u>36,900</u>	<u>76,724</u>	<u>-</u>	<u>1,634,131</u>
Net book values:							
December 31, 2020	<u>65,033</u>	<u>168,503</u>	<u>492,532</u>	<u>4,711</u>	<u>7,190</u>	<u>71,899</u>	<u>809,867</u>
December 31, 2019	<u>51,173</u>	<u>166,138</u>	<u>509,563</u>	<u>4,972</u>	<u>8,141</u>	<u>48,829</u>	<u>788,816</u>

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

5. Property, plant & equipment (continued)

- (a) Land and buildings include land, at valuation, aggregating approximately \$41 million (2019: \$26.2 million). Of this amount, the cost of land, amounted to \$21.7 million (2019: \$21.4 million). Land, which is considered a separate class of assets, was revalued in 2020 by an independent professional valuator.
- (b) The fair value of land is categorised as level 3 in the fair value hierarchy. The following table shows the valuation technique used in measuring fair value as well as the significant unobservable inputs used.

Valuation techniques	Significant unobservable inputs	Inter-relationship between key unobservable inputs and fair value measurement
<p><i>Market comparable approach:</i></p> <ul style="list-style-type: none"> <li>The approach is based on the principle of substitution whereby the purchaser with perfect knowledge of the property market pays no more for the subject property than the cost of acquiring an existing comparable assuming no cost delay in making the substitution.</li> <li>The approach requires comparison of the subject property with others of similar design and utility, inter alia, which were sold in the recent past.</li> <li>However, as no two properties are exactly alike, adjustment is made for the difference between the property subject to valuation and comparable properties.</li> </ul>	<ul style="list-style-type: none"> <li>Details of the sales of comparable properties.</li> <li>Conditions influencing the sale of comparable properties.</li> <li>Comparability adjustments.</li> </ul>	<p>The estimated fair value would increase/(decrease) if:</p> <ul style="list-style-type: none"> <li>Sale value of comparable properties were higher/(lower).</li> <li>Comparability adjustments were higher/(lower).</li> </ul>

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

5. Property, plant & equipment (continued)

- (c) Interest capitalised during construction for the year amounted to approximately \$1.7 million (2019: \$2.5 million). The capitalisation rate used for the year was 3.54% (2019: 4.11%)
- (d) The composite rate of depreciation for the year was approximately 6.01% (2019: 6.40%).

6. Leases

- (a) Amounts recognised in the statement of financial position:

(i) Right-of-use asset

	The Company				
	Land and buildings \$'000	Generation equipment \$'000 (Restated*)	Motor vehicles \$'000	Computer equipment \$'000	Total \$'000 (Restated*)
Balance at January 1, 2019	4,710	142,186	-	183	147,079
Additions to right-of-use assets	-	452,329	-	-	452,329
Depreciation charge for the year	( 550)	( 14,667)	-	( 73)	( 15,290)
Balance at December 31, 2019	4,160	579,848	-	110	584,118
Addition to right-of-use-assets	-	-	5,655	-	5,655
Depreciation charge for the year	( 541)	( 37,325)	( 888)	( 73)	( 38,827)
Balance at December 31, 2020	<u>3,619</u>	<u>542,523</u>	<u>4,767</u>	<u>37</u>	<u>550,946</u>

	The Group				
	Land and buildings \$'000	Generation equipment \$'000 (Restated*)	Motor vehicles \$'000	Computer equipment \$'000	Total \$'000 (Restated*)
Balance at January 1, 2019	4,710	142,186	-	183	147,079
Additions to right-of-use assets	-	452,329	-	-	452,329
Depreciation charge for the year	( 550)	( 14,667)	-	( 73)	( 15,290)
Balance at December 31, 2019	4,160	579,848	-	110	584,118
Addition to right-of-use-assets	-	-	5,655	17	5,672
Depreciation charge for the year	( 541)	( 37,325)	( 888)	( 78)	( 38,832)
Balance at December 31, 2020	<u>3,619</u>	<u>542,523</u>	<u>4,767</u>	<u>49</u>	<u>550,958</u>

\* See note 34

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

6. Leases (continued)

(a) Amounts recognised in the statement of financial position (continued):

(ii) Lease liability	The Company		The Group	
	2020 \$'000	2019 \$'000 (Restated*)	2020 \$'000	2019 \$'000 (Restated*)
Current	26,473	22,641	26,478	22,641
Non-current	544,588	566,314	544,595	566,314
	<u>571,061</u>	<u>588,955</u>	<u>571,073</u>	<u>588,955</u>

(b)(i) Amount recognised in profit or loss:

	The Company	
	2020 \$'000	2019 \$'000
Depreciation charge on right-of-use asset	( 38,827)	( 15,290)
Interest on lease liabilities	( 42,648)	( 10,453)
Expenses relating to short-term leases	( 3,034)	( 5,841)
Expenses relating to leases of low-value assets, excluding short-term leases of low-value assets	( 49)	( 85)
Expenses related to variable lease payment not included in lease liabilities	( 64,530)	(119,605)

(ii) Amount recognised in statement of cash flows

Total cash outflow for lease	<u>66,195</u>	<u>20,906</u>
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(c)

(iii) Amount recognised in profit or loss:

	The Group	
	2020 \$'000	2019 \$'000
Depreciation charge on right-of-use asset	( 38,832)	( 15,290)
Interest on lease liabilities	( 42,649)	( 10,453)
Expenses relating to short-term leases	( 3,034)	( 5,841)
Expenses relating to leases of low-value assets, excluding short-term leases of low-value assets	( 49)	( 85)
Expenses related to variable lease payment not included in lease liabilities	( 64,530)	(119,605)

(iv) Amount recognised in statement of cash flows

Total cash outflow for lease	<u>66,200</u>	<u>20,906</u>
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\* See note 34

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

6. Leases (continued)

(e) Leases as lessee

The Group leases power generation facilities. The leases typically run for a period of 20 years, with an option to renew the lease after that date. Lease payments are derived based on a formula set by the regulator. The contracts provide for additional rent payments that are based on changes in local price indices.

Property leases were entered into many years ago as combined leases of land and buildings. Previously, these leases were classified as operating leases under IAS 17.

The Group leases other equipment with contract terms of one to three years. These leases are short-term and/or leases of low-value items. The Group has elected not to recognise right-of-use assets and lease liabilities for these leases.

Contracts may contain both lease and non-lease components. The group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices.

For property leases, the Group has elected not to separate lease and non-lease components accounting for them as a single lease component.

• Extension options

Some property leases contain extension options exercisable by the Group up to one year before the end of the non-cancellable contract period. Where practicable, the Group seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Group and not by the lessors. The Group assesses at lease commencement date whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control.

(f) Leases as lessor

The Group leases out certain properties consisting of its owned commercial properties as well as leased property. All leases are classified as operating leases from a lessor perspective with the exception of a sub-lease, which the Group has classified as a finance sub-lease.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
 (Expressed in United States Dollars)

7. Intangible assets

This represents acquired software costs capitalised and land rights purchased as follows:

The Company and Group

	<u>Software</u> \$'000	<u>Land rights</u> \$'000	<u>Total</u> \$'000
Cost or valuation:			
December 31, 2018	33,282	7,882	41,164
Additions	<u>1,340</u>	<u>116</u>	<u>1,456</u>
December 31, 2019	34,622	7,998	42,620
Additions	1,289	226	1,515
Adjustments	<u>605</u>	<u>-</u>	<u>605</u>
December 31, 2020	<u>36,516</u>	<u>8,224</u>	<u>44,740</u>
Depreciation:			
December 31, 2018	20,181	-	20,181
Charge for the year	<u>4,570</u>	<u>-</u>	<u>4,570</u>
December 31, 2019	24,751	-	24,751
Charge for the year	<u>2,898</u>	<u>-</u>	<u>2,898</u>
December 31, 2020	<u>27,649</u>	<u>-</u>	<u>27,649</u>
Net book values:			
December 31, 2020	<u>8,867</u>	<u>8,224</u>	<u>17,091</u>
December 31, 2019	<u>7,998</u>	<u>7,998</u>	<u>17,869</u>

Software includes software projects in development of \$1.6 million (2019: \$1.1 million).

8. Subsidiaries and Equity-Accounted Investee

a) Subsidiaries

i. South Jamaica Energy Holdings Limited (SJEH)

The company holds 1 ordinary class share at \$1 per share representing 100% ownership. The primary activity of SJEH is the holding of investments.

ii. Caribbean Blue Skies Energy Limited

The company holds 1 ordinary class share at \$1 per share representing 100% ownership. The primary activities of Caribbean Blue Skies Energy Limited are the provision of operation and maintenance services to entities within the energy industry.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
 (Expressed in United States Dollars)

8. Subsidiaries and Equity-Accounted Investee (continued)

b) Equity Accounted Investee – South Jamaica Power Company (SJPC)

Through SJEH, the Group holds a 50% interest in SJPC. The primary activity of SJPC is the operation of a power plant pursuant to an electricity generation licence. The Group has rights to its share of the net assets/ (liabilities) of the entity. SJPC achieved its commercial operating date in December 2019, at which point the Group was able to exert significant influence over SJPC and it became an investment in an associated company.

The investment in SJPC, was previously accounted for as an interest in a joint venture. There has been no change in the treatment as the equity method is also used in accounting for interests in associated companies. See table below:

	<u>Interest in Associate</u>		<u>Interest in Joint Venture</u>	
	<u>2020</u> \$'000	<u>2019</u> \$'000	<u>2020</u> \$'000	<u>2019</u> \$'000
Balance at the start of the year	68,127	-	-	36,055
Investment during the year	4	-	-	9,174
Transfer during the year		45,229	-	(45,229)
Share of profit	<u>8,161</u>	<u>22,898</u>	<u>-</u>	<u>-</u>
Balance at the end of the year	<u>76,292</u>	<u>68,127</u>	<u>-</u>	<u>-</u>

The following table represents the summarised financial information for the equity-accounted investee as at the year end.

	<u>Interest in Associate</u>		<u>Interest in Joint Venture</u>	
	<u>2020</u> \$'000	<u>2019</u> \$'000	<u>2020</u> \$'000	<u>2019</u> \$'000
Current assets	67,597	51,303	-	-
Non-current assets	322,785	317,597	-	-
Current liabilities	( 44,073)	( 27,676)	-	-
Non-current liabilities	<u>193,738</u>	<u>(204,970)</u>	<u>-</u>	<u>-</u>
Net assets	<u>152,571</u>	<u>136,254</u>	<u>-</u>	<u>-</u>

	<u>Interest in Associate</u>		<u>Interest in Joint Venture</u>	
	<u>2020</u> \$'000	<u>2019</u> \$'000	<u>2020</u> \$'000	<u>2019</u> \$'000
Revenue	173,143	6,196	-	-
Other income	2,000	52,605	-	-
Profit for the year, being total comprehensive income	<u>16,322</u>	<u>45,795</u>	<u>-</u>	<u>-</u>
Group's share of total comprehensive income	<u>8,161</u>	<u>22,898</u>	<u>-</u>	<u>-</u>

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

8. Subsidiaries and Joint Ventures (continued)

b) Equity Accounted Investee – South Jamaica Power Company (SJPC) (continued)

Reconciliation of summarised financial information to the carrying amount of the Group's interest in equity accounted investee:

	<u>Interest in Associate</u>	
	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Net Assets as at the end of the year	<u>152,571</u>	<u>136,254</u>
Carrying value	<u>76,292</u>	<u>68,127</u>
Interest in equity-accounted investee	50%	50%

9. Employee benefits

(a) Defined benefit pension plan:

The Group administers a defined-benefit pension plan for selected employees and their beneficiaries. The accumulated fund is administered by the trustees who are assisted by an independent plan administrator and three fund managers; Sagicor Life of Jamaica Limited, Victoria Mutual Pensions Management Limited and NCB Insurance Company Limited. The administrator is Employee Benefits Administrator Limited, a wholly owned subsidiary of Sagicor Life Jamaica Limited, whose offices are located at 48 Barbados Avenue, Kingston 5, Jamaica, W.I. Effective February 1, 2007, the fund was closed to new entrants.

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The administrator is Employee Benefits Administrator Limited, a wholly owned subsidiary of Sagicor Life Jamaica Limited, whose offices are located at 48 Barbados Avenue, Kingston 5, Jamaica, W.I. Effective February 1, 2007, the fund was closed to new entrants.

On retirement, a member is entitled to be paid an annual pension of 1.9% (2019: 1.9%) on the highest average of the member's annual pensionable salary during any consecutive three year period of pensionable service, multiplied by the number of years of pensionable service.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

9. Employee benefits (continued)

(a) Defined benefit pension plan (continued):

The plan was approved and registered pursuant to Section 13 of the Pensions (Superannuation Funds and Retirement Schemes) Act, 2004 on December 16, 2009.

(i) Employee benefits:

	<u>The Company and Group</u>	
	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Present value of funded obligations	( 91,508)	(107,218)
Fair value of plan assets	198,548	228,182
Unrecognised amount due to limitation	( 55,526)	( 60,482)
Asset recognised in statement of financial position	<u>51,514</u>	<u>60,482</u>

(ii) Movements in funded obligations:

	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Balance at beginning of year	(107,218)	(101,947)
Benefits paid	4,239	1,918
Current service cost	( 2,538)	( 2,687)
Interest cost	( 7,464)	( 6,999)
Voluntary contributions	( 545)	( 484)
Gains on curtailment	1,620	1,205
Remeasurement gain/(loss) on obligation for OCI	12,822	( 1,957)
Exchange gain	<u>7,576</u>	<u>3,733</u>
Balance at end of year	<u>(91,508)</u>	<u>(107,218)</u>

(iii) Movements in plan assets:

	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Fair value of plan assets at beginning of year	228,182	194,855
Contributions paid:		
Employer	1,167	1,021
Employees	1,712	1,506
Interest income on assets	15,849	13,158
Benefits paid	( 4,239)	( 1,918)
Administrative expenses	( 117)	( 113)
Remeasurement (loss)/gain on assets for OCI	( 27,880)	26,806
Exchange loss	( 16,126)	( 7,113)
Fair value of plan assets at end of year	<u>198,548</u>	<u>228,182</u>

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

9. Employee benefits (continued)

(a) Defined benefit pension plan (continued):

(iii) Movements in plan assets (continued):

	<u>The Company and Group</u>	
	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Plan assets consist of the following:		
Investments quoted in active markets:		
Equities	77,969	109,486
Government bonds	52,502	50,445
Corporate bonds and other debt securities	29,772	25,747
Pooled pension investments	19,155	22,796
Unquoted investments:		
Real estate	13,936	15,340
Net current assets	<u>5,214</u>	<u>4,368</u>
	<u>198,548</u>	<u>228,182</u>

Included in the plan assets as at December 31, 2020 are:

- Real estate occupied by the Group with a fair value of \$13 million (2019: \$15.0 million); and
- JPS 7.35% promissory notes with a fair value of \$819,000 (2019: \$826,000).

All investments are issued by the Jamaican government or companies domiciled in Jamaica.

(iv) Credit/(debit) recognised in the statement of profit or loss:

	<u>The Company and Group</u>	
	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Current service cost	2,538	2,687
Interest cost	7,464	6,999
Administrative expenses	117	113
Interest income on assets	(15,849)	(13,158)
Gain on curtailment	( 1,620)	( 1,205)
Exchange loss	<u>( 2,432)</u>	<u>-</u>
Total credit	<u>( 9,782)</u>	<u>( 4,564)</u>
Net credit recognised due to limitation	<u>( 2,884)</u>	<u>( 2,282)</u>

The credit is recognised in staff cost-other employees' costs in profit or loss [Note 25(b)].

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

9. Employee benefits (continued)

(a) Defined benefit pension plan (continued):

(v) Remeasurement (gain)/loss recognised in other comprehensive income:

	<u>The Company and Group</u>	
	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Remeasurement (gain)/loss on obligation for OCI	(12,822)	1,957
Remeasurement loss/(gain) on assets for OCI	27,880	(26,806)
Exchange loss on asset and obligation for OCI	<u>10,980</u>	<u>2,873</u>
Total remeasurement loss/(gain), net	<u>26,038</u>	<u>(21,976)</u>
Remeasurement loss/(gain) recognised due to limitation	<u>13,019</u>	<u>(10,988)</u>

(vi) Remeasurement (gain)/loss on defined benefit obligation arising from:

	<u>The Company and Group</u>	
	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Changes in financial assumptions	11,344	2,200
Experience adjustments	<u>1,478</u>	<u>(4,157)</u>
Remeasurement loss/(gain) on defined benefit obligation	<u>12,822</u>	<u>(1,957)</u>

(vii) Remeasurement (gain)/loss on defined benefit assets arising from:

	<u>The Company and Group</u>	
	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Return on plan assets	43,729	39,964
Interest income on plan assets	<u>(15,849)</u>	<u>(13,158)</u>
	<u>27,880</u>	<u>26,806</u>

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

9. Employee benefits (continued)

(a) Defined benefit pension plan (continued):

(viii) Principal actuarial assumptions at the reporting date (expressed as weighted averages):

	<u>The Company and Group</u>	
	<u>2020</u>	<u>2019</u>
Inflation rate	6.00%	4.00%
Discount rate	9.00%	7.50%
Future salary increases	6.00%	4.00%
Future pension increases	<u>0.00%*</u>	<u>0.00%*</u>

\* 3% per annum for pensioners who retired and deferred pensioners who left before September 30, 2015.

Assumptions regarding future mortality are based on GAM(94)M and GAM(94)F tables with ages reduced by five years. The expected long-term rate of return is based on the assumed long-term rate of inflation.

The weighted average duration of the defined benefit obligation as at December 31, 2020, is 16.4 years (2019: 17.5 years).

The Group's estimated contribution for the 12 months following reporting date is \$1.17 million (2019: \$1.41 million).

(ix) Sensitivity analysis:

The calculation of the projected benefit obligation is sensitive to the assumptions used. The table below summarises how the defined benefit obligation measured at the end of the reporting period would have increased/ (decreased) as a result of a change in the respective assumptions by one percentage point. In preparing the analysis for each assumption, all others were held constant.

	<u>The Company and Group</u>			
	<u>2020</u>		<u>2019</u>	
	<u>Increase</u>	<u>Decrease</u>	<u>Increase</u>	<u>Decrease</u>
	0.5%	0.5%	0.5%	0.5%
	\$'000	\$'000	\$'000	\$'000
Discount rate	85,891	97,771	99,810	115,538
Future salary growth	<u>93,526</u>	<u>89,595</u>	<u>109,893</u>	<u>104,705</u>

There were no changes to the methods used to prepare the sensitivity analyses as compared to those used in the prior year.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

9. Employee benefits (continued)

(b) Other employee benefits obligation:

	<u>The Company and Group</u>	
	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Accumulated sick and vacation pay	<u>7,375</u>	<u>8,003</u>

(c) Defined contribution pension plan:

The Group's contributions to the defined contribution pension plan for the year aggregated \$1.2 million (2019: \$1.2 million). These are recognised in staff cost-other employees' costs [Note 26(b)] in profit or loss.

10. Net cash and cash equivalents

	<u>The Company and Group</u>	
	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Cash at bank and in hand	54,350	37,037
Bank overdraft	-	( 2,021)
Net cash and cash equivalents	<u>54,350</u>	<u>35,016</u>

11. Restricted cash

	<u>The Company and Group</u>	
	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Self-insurance sinking fund	47,511	43,626
Deposit guarantees on staff loans, IPP contracts etc.	<u>1,001</u>	<u>1,001</u>
	<u>48,512</u>	<u>44,627</u>

The self-insurance sinking fund represents cash maintained as part of the self-insurance sinking fund administered under the direction of the OUR [Note 1(b)]. The term deposits in the sinking fund earn interest at an average rate of 3.27% (2019: 3.38%) per annum.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

12. Accounts receivable

	<u>The Company</u>		<u>The Group</u>	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
	\$'000	\$'000	\$'000	\$'000
Trade receivables	175,961	166,531	175,961	166,531
Allowance for impairment losses (i)	( 64,938)	( 54,375)	( 64,938)	( 54,375)
	111,023	112,156	111,023	112,156
Unbilled revenue	24,755	9,801	24,755	9,801
Prepayments	7,470	7,548	7,470	7,548
Other receivables	<u>6,645</u>	<u>22,688</u>	<u>7,193</u>	<u>22,688</u>
	<u>149,893</u>	<u>152,193</u>	<u>150,441</u>	<u>152,193</u>

Allowances for impaired accounts are determined upon origination of the trade accounts receivable based on a model that calculates the expected credit loss ("ECL") of the trade accounts receivable and are recognised over their term.

Under this ECL model, the Group uses its accounts receivable based on days past due and determines an average rate of ECL, considering actual credit loss experience over the last 12 months and analysis of future delinquency, that is applied to the balance of the accounts receivable. The average ECL rate used as at December 31, 2020 to apply against the accounts receivable balance less 90 days was 4.824% (2019: 4.394%) [Note 32 (a)[i].

(i) Movement in impairment losses for trade receivables is as follows:

	<u>The Company and Group</u>	
	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Balance at beginning of year	54,375	61,592
Impairment loss recognised	17,896	5,507
Amounts recovered	( 145)	( 170)
Amounts written off	( 7,188)	(12,554)
Balance at end of year	<u>64,938</u>	<u>54,375</u>

13. Inventories

	<u>The Company and Group</u>	
	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Fuel	4,316	13,404
Generation spares	11,335	6,254
Transmission, distribution and other spares	<u>36,585</u>	<u>24,409</u>
	52,236	44,067
Less: Allowance for impairment	(12,947)	( 2,222)
	<u>39,289</u>	<u>41,845</u>

In 2020, inventories of \$53 million (2019: \$187.7million) were recognised as an expense during the year and included in cost of sales.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

14. Share capital

	<u>No of shares</u>		
	<u>'000</u>	<u>2020</u>	<u>2019</u>
		\$'000	\$'000
Authorised ordinary share capital:			
Ordinary stock units at no par value			315,733
Ordinary shares at no par value			<u>30,000,000</u>
Balance as at December 31, 2019 and 2020			<u>30,315,733</u>
		<u>The Company and Group</u>	
	<u>No of shares</u>	<u>2020</u>	<u>2019</u>
	'000	\$'000	\$'000
Issued and fully paid:			
Ordinary share capital			
Ordinary stock units	315,733	5,684	5,684
Ordinary shares	<u>21,512,462</u>	<u>256,102</u>	<u>256,102</u>
At year end (Note 29)	<u>21,828,195</u>	<u>261,786</u>	<u>261,786</u>

15. Capital reserve

	<u>The Company and Group</u>	
	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Revaluation surplus	<u>19,288</u>	<u>4,760</u>

16. Capital redemption reserve

This represents the value of the Class "G" preference shares redeemed.

17. Accounts payable and provisions

	<u>The Company</u>		<u>The Group</u>	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
	\$'000	\$'000	\$'000	\$'000
Trade payables	67,712	84,701	67,712	84,701
Interest accrued on customer deposits and loans	10,482	8,754	10,482	8,754
Dividend payable (Note 29)	10,621	10,612	10,621	10,612
Other payables	21,018	42,258	21,295	42,258
Provisions (see below)	<u>2,185</u>	<u>1,550</u>	<u>2,185</u>	<u>1,550</u>
	<u>112,018</u>	<u>147,875</u>	<u>112,295</u>	<u>147,875</u>

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

17. Accounts payable and provisions (continued)

Movement in provisions during the year was as follows:

	<u>The Company and Group</u>	
	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
At beginning of year	1,550	6,922
Provisions made during the year	1,078	169
Provisions utilised during the year	( 443)	(5,541)
At the end of year	<u>2,185</u>	<u>1,550</u>

18. Related party balances and transactions

(a) The following balances were due from/to related parties:

	<u>Company</u>		<u>Group</u>	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
	\$'000	\$'000	\$'000	\$'000
(i) Due from:				
South Jamaica Power Company Limited	1,455	8,037	1,455	8,037
South Jamaica Energy Holdings Limited	46,007	46,000	-	-
Marubeni Caribbean Holding	<u>48</u>	<u>62</u>	<u>48</u>	<u>62</u>
	<u>47,510</u>	<u>54,099</u>	<u>1,503</u>	<u>8,099</u>
(ii) Due to:				
South Jamaica Power Company Limited	25,599	11,612	25,599	11,612
Caribbean Blue Skies Energy Limited	477	-	-	-
EWP (Barbados) 1 SRL	<u>2,516</u>	<u>1,568</u>	<u>2,516</u>	<u>1,568</u>
	<u>28,592</u>	<u>13,180</u>	<u>28,115</u>	<u>13,180</u>

These balances are unsecured, interest-free and are payable on demand. No impairment allowance has been recognised in the current year in respect of amounts owed by related companies.

(b) Related party transactions:

(i) The Group has various ongoing transactions with related companies. These include the provision of technical support and related professional services, the acquisition of specialised equipment and spare parts and operation and maintenance support services. These transactions include charges from MaruEnergy JPSCO 1 SRL, EWP (Barbados) 1 SRL and South Jamaica Power Company of approximately \$2.4 million (2019: \$2.4 million) and recharges of approximately \$1 million (2019: \$6.2 million).

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

18. Related party balances and transactions (continued)

(b) Related party transactions (continued):

- (ii) The Group entered into a commercial lease agreement for its Head Office land and building situated at 6 Knutsford Boulevard, Kingston 5 with The Jamaica Public Service Company Limited (JPSCO) (Original 1973) Employees' Pension Plan, a related party.
- (iii) The lease agreement is for an initial lease term of ten (10) years which commenced on January 1, 2013 and is renewable for a further period of five (5) years. Rental payments for the year were \$0.82 million (2019: \$0.82 million).
- (iv) The Group supplies electricity to related parties including the Government of Jamaica [see note 32 (a)(i)]. Total revenue from the Government for the year 2020 was \$133 million (2019: \$140 million).

The above transactions were executed in the ordinary course of business.

19. Customers' deposits

	<u>The Company and Group</u>	
	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
Customers' deposits for electricity service (i)	16,177	16,907
Customers' advances for construction (ii)	<u>12,986</u>	<u>14,731</u>
	<u>29,163</u>	<u>31,638</u>

- (i) In general, the Group requires a deposit from customers before providing service. The deposit is refundable upon termination of service subject to certain conditions. Interest is paid annually to customers and applied to their electricity accounts according to rates prescribed by the OUR [Note 1(b)], which are broadly equivalent to rates applicable to saving deposit accounts.
- (ii) Customer advances for construction relate to non-interest-bearing deposits obtained by the Group in relation to construction projects being undertaken by potential customers. These amounts are refundable subject to certain conditions.

20. Borrowings

	<u>The Company and Group</u>	
	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
(a) <u>Short-term Loans</u>		
(i) Citibank	-	6,000
(ii) Bank of Nova Scotia	<u>-</u>	<u>8,000</u>
	<u>-</u>	<u>14,000</u>

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

20. Borrowings (continued)

(b) Long-term Loans

	The Company and Group	
	2020 \$'000	2019 \$'000
(iii) Kreditanstalt fur Weideraufbau of Frankfurt Government of Jamaica (KFW/GOJ), 7% fixed rate, repayable 2030 [€3.9 million (2019: €3.9 million)]	4,809	4,512
(iv) International Finance Corporation (IFC) variable rate, repaid December 2020	-	3,325
(v) Citibank Japan/NEXI variable rate, repaid November 2020	-	7,890
(vi) Proparco variable rate, repaid November 2020	-	6,689
(vii) OPEC Fund for International Development variable rate, repaid November 2020	-	2,767
(viii) Peninsula Corporation 5.25% fixed rate, repayable 2022	10,000	10,000
(ix) Export Development Canada variable rate, repayable 2020	-	334
(x) NCB Syndicated J\$2.45B Loan 9.95% fixed rate, repayable 2023	33,891	38,034
(xi) Citibank/Overseas Private Investment Corporation US\$120M 6.5% variable rate, repayable 2021 & 2026	102,076	82,517
(xii) Caribbean Development Bank US\$15M variable rate, repayable 2029	22,500	25,000
(xiii) CIBC FirstCaribbean International Bank US\$ 80.625M fixed rate, repayable 2028		
Tranche A - US\$50.625M 6% fixed rate	47,288	50,019
Tranche B - J\$1.370B 7.5% fixed rate	8,937	10,334
Tranche C - US\$20.0M 5.5% fixed rate	19,444	19,832
(xiv) Sagicor Investments 9% fixed rate US\$180M JMD portion, repayable 2024	<u>73,885</u>	<u>79,511</u>
(xv) Sagicor Investments 9% fixed rate US\$180M USD portion, repayable 2024	98,890	98,758
(xvi) BNS J\$2.362B 5.75% fixed rate, repayable 2027	16,560	-
(xvii) BNS US\$17.5M 4.75% fixed rate, repayable 2027	<u>17,454</u>	<u>-</u>
Total long-term loans	455,734	439,522
Less: Current portion	( 47,469)	( 53,470)
Non-current portion	<u>408,265</u>	<u>386,052</u>

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

20. Borrowings (continued)

(b) Long-term Loans (continued)

- (i) This short-term loan was received from Citibank in the amount of US\$6 million in November 2019. This loan was fully repaid in February 2020.
- (ii) This short term facility was received from the Bank of Nova Scotia in the amount of US\$8.0 million in November 2019. This loan was fully repaid in February 2020.
- (iii) This loan was received from the Government of Jamaica (GOJ), based on a formal on-lending agreement dated January 17, 1996. Under the terms of the original agreement with KFW, the loan is unsecured and repayable commencing in 2010 through 2030. Interest is payable semi-annually in arrears.
- (iv) This loan is unsecured and repayable in eighteen semi-annual instalments of \$1.7 million commencing March 2012. The variable interest rate is based on LIBOR plus 5.50% until 2014 and a spread of 5.25% thereafter. Interest is paid semi-annually commencing March 2011. This loan was fully repaid in September 2020.
- (v) This loan is unsecured and is repayable in sixteen semi-annual instalments of \$4 million, which commenced in June 2013. Interest is also paid semi-annually. This loan was fully paid in December 2020.
- (vi) This loan is unsecured and is repayable in eighteen semi-annual instalments of \$3.3 million, which commenced in May 2012. The variable interest rate is based on LIBOR plus 5.50% per annum until 2018 and 5.25% thereafter. This loan was fully repaid in November 2020.
- (vii) This loan is unsecured and is repayable in eighteen semi-annual instalments of \$1.4 million, which commenced in May 2012. The variable interest rate is based on LIBOR plus 5.50% per annum until 2014 and 5.25% thereafter. This loan was fully repaid in November 2020.
- (viii) This loan is unsecured and is repayable by a bullet payment at maturity in January 2022. Interest is paid quarterly at a fixed interest rate of 6%.
- (ix) This loan is unsecured and attracts interest at a rate of 6 month LIBOR plus 1.6%. The utilization of the funds is restricted to capital expenditure on goods and services originating in Canada. The principal amounts were drawn on various dates with interest and principal repayable quarterly for each draw-down. This loan was fully repaid in September 2020.
- (x) This loan is an unsecured Syndicated Jamaican Dollar loan and has a fixed interest rate 5.95% and 5.96%. The funds are to be utilised for refinancing of existing loan, capital expenditure and general corporate purposes. Repayment is in quarterly instalments of J\$212.46 million beginning December 2019 with bullet payment of J\$1.274 billion at maturity. The amount due is carried net of debt issuance costs of \$0.36 million (2019: \$ 0.42 million).
- (xi) This loan is unsecured and is in two tranches - \$100 million from OPIC and \$20 million from Citibank. The funds are to be utilised for capital expenditure.

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

20. Borrowings (continued)

(b) Long-term Loans (continued)

(xi) (Continued)

The OPIC tranche has a variable interest rate of 3 month LIBOR plus 5.4% and matures on December 15, 2026. The Citibank tranche has a variable rate of 3 month LIBOR plus 4.4% and matures on December 15, 2021. Repayment is in quarterly instalments beginning March 2020. The amount due is carried net of debt issuance cost of \$1.66 million (2019: \$ 2.48 million).

(xii) This loan is unsecured and has a variable rate calculated using a spread of 1.24% over the weighted cost of borrowings for the previous three-month period. The utilisation of the funds is restricted to Street Lighting Retrofitting Project. There is a two-year moratorium on the principal beginning January 2020, with interest payment quarterly. Repayment will be in forty (40) equal instalments of \$0.625 million.

(xiii) This loan is unsecured and is in three tranches – US\$50.625 million (Tranche A) with a fixed rate of 6% for the first five years and J\$1.370 billion (US\$10 million equivalent) – (Tranche B) with a fixed rate of 7.5% for the first five years and US\$20 million with a fixed rate of 5.5% (Tranche C). Thereafter, interest is paid at a variable rate of 3-month LIBOR plus 3.5% on Tranche A and WATBY plus 4.50% on Tranche B and 3-month LIBOR plus 2.8% on Tranche C. Principal is repaid in quarterly instalments of US\$2.24 million and J\$38.05 million respectively commencing January 2020. Interest is paid quarterly. The amount due is carried net of debt issuance costs, in the amount of \$0.67 million. (2019: \$0.77 million).

(xiv) Sagicor US\$180 million (JMD portion - J\$10.68 billion) – This loan is unsecured and has a fixed rate of 8.4% with a 5-year moratorium on the principal. The funds were utilised for liquidating and refinancing of existing debt. Quarterly principal repayment of J\$267 million will begin in May 2024 with maturity in February 2034. The amount due is carried net of debt issuance cost \$0.98 million. (2019: \$1.05 million)

(xv) Sagicor US\$180 million (USD portion - US \$100 million) – This loan is unsecured and has a fixed rate of 7.35% with a 5-year moratorium on the principal. The funds were utilised for liquidating and refinancing of existing debt. Quarterly principal repayment of US\$5 million will begin in May 2024 with maturity in February 2029. The amount due is carried net of debt issuance cost \$1.11 million. (2019: \$1.24 million).

(xvi) This loan is unsecured and has a fixed rate of 4.75%. The funds were utilised for general corporate purposes. There is a six-month moratorium with semi-annual principal repayment of US\$875k to begin January 2021 and mature in July 2027. The amount carried is net of debt issuance cost \$0.05 million.

(xvii) This loan is unsecured and has a fixed rate of 5.75%. The funds were utilised for general corporate purposes. There is a six-month moratorium with semi-annual principal repayment of J\$118.125 million to begin January 2021 and mature in July 2027.

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

21. Preference shares

This comprises cumulative preference shares as follows:

Group	The Company and Group		The Company and	
	Number of shares		2020 \$'000	2019 \$'000
	2020 '000	2019 '000		
7% Class B shares	420	420	38	38
5% Class C shares	66	66	6	6
5% Class D shares	680	680	61	61
6% Class E shares	300	300	27	27
9.5% Class F shares	2,456	2,456	<u>24,556</u>	<u>24,556</u>
			<u>24,688</u>	<u>24,688</u>

The preference shares listed as Classes B, C, D and E are cumulative non-voting and are preferred only in respect of return of capital and any dividends in arrears on a winding up. Dividends on these shares are payable quarterly at fixed rates per annum in Jamaica dollars.

Class F preference shares are listed on the Jamaica Stock Exchange and are non-redeemable. The significant terms and conditions of these shares are as follows:

- (i) Priority of payment to receive all dividends over any form of capital distributions;
- (ii) Full voting rights on winding up;
- (iii) Ranking in priority to ordinary shares and stock units in issue (but behind preference shares listed as classes B, C, D and E) in the event of a winding up; and
- (iv) Dividends are payable quarterly at fixed rates per annum in Jamaica dollars indexed to the United States dollar.

Preference shares have been classified in these financial statements as financial liabilities.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

22. Deferred taxation

Deferred taxation relates to:

	The Company and Group						
	Balance at December 31 <u>2018</u> \$'000	Recognised in profit or loss \$'000 [Note 27(a)]	Recognised in other comprehensive income \$'000	Balance at December 31 <u>2019</u> \$'000	Recognised in profit or loss \$'000 [Note 27(a)]	Recognised in other comprehensive income \$'000	Balance at December 31, <u>2020</u> \$'000
		(Restated*)	(Restated*)				
Employee benefits, net	(12,886)	( 944)	(3,663)	( 17,493)	( 1,560)	4,340	(14,713)
Unrealised foreign exchange gains	( 4,232)	1,286	-	( 2,946)	685	-	( 2,261)
Property, plant & equipment	(35,585)	( 2,495)	-	( 38,080)	( 4,272)	-	( 42,352)
Right-of-use assets	-	(194,706)	-	(194,706)	11,058	-	(183,648)
Lease obligations	-	196,318	-	196,318	( 5,965)	-	190,353
Cumulative tax losses	1,210	( 1,210)	-	-	-	-	-
Accounts payable	6,858	187	-	7,045	6,444	-	13,489
Other	<u>1,967</u>	<u>537</u>	<u>-</u>	<u>2,504</u>	<u>4,209</u>	<u>-</u>	<u>6,713</u>
	<u>(42,668)</u>	<u>( 1,027)</u>	<u>(3,663)</u>	<u>( 47,358)</u>	<u>10,599</u>	<u>4,340</u>	<u>( 32,419)</u>

\*See note 34

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

23. Decommissioning provision

	The Company and Group	
	<u>2020</u> \$'000	<u>2019</u> \$'000
Decommissioning obligation at the beginning of the year	10,041	9,629
Additional provision recognised	16,569	-
Unwinding of discount (included in finance costs)	430	412
Provision utilized during the year	( 30)	-
	<u>27,010</u>	<u>10,041</u>

The Group estimates the total undiscounted amount of cash flows required to settle its decommissioning obligations is approximately \$27 million, which will be incurred between 2021 and 2024.

24. Operating revenue

The Group's revenue arises from the supply of electricity services in accordance with the Licence [Notes 1(a) and 1(b)] and the provision of operation and maintenance services to other parties.

25. Expenses

(a) Cost of sales

	The Company and Group	
	<u>2020</u> \$'000	<u>2019</u> \$'000
Fuel	(406,047)	(453,928)
Purchased power (excluding fuel) [Note 4]	(116,388)	(119,959)
Other	( 2,653)	( 1,061)
	<u>(525,088)</u>	<u>(574,948)</u>

(b) Operating expenses

	The Company	
	<u>2020</u> \$'000	<u>2019</u> \$'000
Depreciation and amortisation	(114,109)	( 93,711)
Staff cost – Other employees' costs	( 54,308)	( 62,756)
Staff cost – Key management	( 1,507)	( 1,479)
Directors' fees and emoluments	( 51)	( 45)
Repairs and maintenance	( 7,211)	( 11,730)
Selling expense (advertising and marketing)	( 451)	( 454)
Audit fees	( 172)	( 178)
General expenses	( 50,904)	( 46,731)
	<u>(228,713)</u>	<u>(217,084)</u>

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

25. Expenses (continued)

(b) Operating expenses

	<u>The Group</u>	
	<u>2020</u> \$'000	<u>2019</u> \$'000
Depreciation and amortisation	(114,114)	( 93,711)
Staff cost – Other employees' costs	( 57,081)	( 62,756)
Staff cost – Key management	( 1,507)	( 1,479)
Directors' fees and emoluments	( 51)	( 45)
Repairs and maintenance	( 7,211)	( 11,730)
Selling expense (advertising and marketing)	( 451)	( 454)
Audit fees	( 172)	( 178)
General expenses	( 53,188)	( 46,731)
	<u>(233,775)</u>	<u>(217,084)</u>

(c) Net finance costs

	<u>The Company</u>	
	<u>2020</u> \$'000	<u>2019</u> \$'000
Foreign exchange (losses)/gains, net	( 7,335)	( 8,700)
Other finance costs:		
Short-term loans	( 51)	( 789)
Long-term loans	( 31,691)	( 32,153)
Leases	( 42,648)	( 10,453)
Customer deposits	( 509)	( 400)
Bank overdraft and other	( 474)	( 873)
Preference dividends	( 2,340)	( 2,334)
Debt issuance costs and expenses	( 1,527)	( 4,043)
Other debt expenses	( 733)	( 3,965)
	<u>( 79,973)</u>	<u>( 55,010)</u>
Finance income:		
Interest income	5,329	5,638
Interest capitalised during construction [Note 5(c)]	<u>1,668</u>	<u>2,499</u>
	<u>6,997</u>	<u>8,137</u>
	<u>( 80,310)</u>	<u>( 55,573)</u>

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

25. Expenses (continued)

(c) Net finance costs

	<u>The Group</u>	
	<u>2020</u> \$'000	<u>2019</u> \$'000
Foreign exchange (losses)/ gains, net	( 7,335)	( 8,700)
Other finance costs:		
Short-term loans	( 51)	( 789)
Long-term loans	(31,691)	(32,153)
Leases	(42,649)	(10,453)
Customer deposits	( 509)	( 400)
Bank overdraft and other	( 474)	( 873)
Preference dividends	( 2,340)	( 2,334)
Debt issuance costs and expenses	( 1,527)	( 4,043)
Other debt expenses	( 732)	( 3,965)
	<u>(79,973)</u>	<u>(55,010)</u>
Finance income:		
Interest income	5,329	5,638
Interest capitalised during construction [Note 5(c)]	<u>1,668</u>	<u>2,499</u>
	<u>6,997</u>	<u>8,137</u>
	<u>(80,311)</u>	<u>(55,573)</u>

Interest income arises materially from treasury transactions entered into in the ordinary course of business.

26. Other income and expenses

(a) Other income comprises:

	<u>The Company and Group</u>	
	<u>2020</u> \$'000	<u>2019</u> \$'000
Rental income	101	228
Credit balances and other deposits written off	80	341
Miscellaneous proceeds from scrap sales and other settlements	<u>4,559</u>	<u>2,884</u>
	<u>4,740</u>	<u>3,453</u>

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

26. Other income and expenses (continued)

(b) Other expenses comprise:

	The Company and Group	
	2020 \$'000	2019 \$'000
Miscellaneous expenses	( 762)	-
Restructuring costs	(5,900)	(4,034)
Inventory and other costs written off	(1,997)	( 762)
Loss on disposal of property, plant and equipment	( 131)	-
	<u>(8,790)</u>	<u>(4,796)</u>

27. Taxation

(a) Taxation is computed at 33½% of the Group's results for the year, adjusted for tax purposes and comprises:

	Company		Group	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
		(Restated*)		(Restated*)
Current tax expense:				
Current income tax expense	14,957	6,392	15,143	6,392
Deferred tax:				
Origination and reversal of temporary differences (Note 22)	(10,599)	1,027	(10,599)	1,027
Taxation expense	<u>4,358</u>	<u>7,419</u>	<u>4,544</u>	<u>7,419</u>

(b) Reconciliation of tax expense:

	Company		Group	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
		(Restated*)		(Restated*)
Profit before taxation	26,751	26,698	35,657	49,596
Computed "expected" tax at 33½%	8,917	8,899	11,886	16,532
Tax effect of differences between profit for financial statements and tax reporting purposes in respect of:				
Investment allowances	( 4,245)	( 6,783)	( 4,245)	( 6,783)
Loan fees disallowed	571	2,579	571	2,579
Share of results of interest in Equity-accounted investee	-	-	( 2,720)	( 7,633)
Other	( 885)	2,724	( 948)	2,724
Taxation expense	<u>4,358</u>	<u>7,419</u>	<u>4,544</u>	<u>7,419</u>

\* See note 34

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (Continued)  
December 31, 2020  
(Expressed in United States Dollars)

28. Earnings per share (EPS)

Basic EPS is calculated by dividing the profit for the year attributable to ordinary equity holders of the Group by the weighted average number of ordinary shares outstanding during the year.

	Company		Group	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
		(Restated*)		(Restated*)
Profit for the year	22,393	19,279	31,113	42,177
Number of shares (shown in thousands - Note 15)	<u>21,828,195</u>	<u>21,828,195</u>	<u>21,828,195</u>	<u>21,828,195</u>
Earnings per share/stock unit	<u>0.10¢</u>	<u>0.09¢</u>	<u>0.14¢</u>	<u>0.19¢</u>

29. Dividends

- a) The Board of Directors approved the payment of a final dividend of 0.00045812¢ (2019: 0.00045812¢) per share on the ordinary shares of the Company amounting to \$10 million (2019: \$10 million) for the year.
- b) Dividends on cumulative preference shares accrued at December 31, 2020 amounted to \$0.6 million (2019: \$0.6 million) [see note 17].

30. Commitments

(a) Capital:

At December 31, 2020, commitments for capital expenditure, for which no provision has been made in these financial statements, amounted to approximately \$5.2 million (2019: \$2.6 million).

31. Contingent liabilities and asset

As at December 31 2020, the Group is subject to various lawsuits in the normal course of business. The outcome of these lawsuits cannot be determined with certainty. However, in the opinion of management and its legal counsel, where it is more likely than not that an outflow of resources by the Group will occur and the amount can be determined, a provision is made.

As at December 31, 2020, provisions of \$2.2 million (2019: \$1.5 million) pursuant to pending legal actions, were made in the financial statements (Note 17).

\*See note 34

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (continued)  
December 31, 2020  
 (Expressed in United States Dollars)

32. Financial instruments

(a) Financial risk management:

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

- Credit risk
- Liquidity risk
- Market risks

This note presents information about the Group's exposure to each of the above risks arising in the ordinary course of the Group's business, the Group's objectives, policies and processes for measuring and managing risk, and the Group's management of capital.

The Board of Directors, in managing the business of the Group, oversees the Group's risk management framework. Key management has responsibility for monitoring the Group's risk management policies in their specified areas and report quarterly to the Board of Directors on their activities.

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 risk and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions. The Group, through training and management standards and procedures, aims to develop a disciplined and constructive control environment, in which all employees understand their roles and obligations.

The Group's directors have monitoring oversight of the risk management policies and are assisted in these functions by the Group's internal audit department. The internal audit department undertakes both regular and ad-hoc reviews of risk management controls and procedures, the results of which are reported to the Board of Directors.

(i) 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 trade receivables, which is stated net of an allowance for impairment losses.

As part of its management of credit risk, the Group requires account deposits from certain customers. Additionally, management has processes in place for the prompt disconnection of services to, and recovery of amounts owed by defaulting customers.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (continued)  
December 31, 2020  
 (Expressed in United States Dollars)

32. Financial instruments (continued)

(a) Financial risk management (continued):

(i) Credit risk (continued):

Trade Receivables

The aged receivable balances are regularly monitored. Allowances are determined upon origination of the trade accounts receivable based on a model that calculates the expected credit loss ("ECL") of the trade accounts receivable and are recognised over their term.

*Expected credit loss assessment for trade receivables as at 31 December 2020*

The Group estimates expected credit losses ("ECL") on trade receivables using a provision matrix based on historical credit loss experience as well as the credit risk and expected developments for each group of customers. The following table provides information about the ECL's for trade receivables.

	The Company and Group			
	2020			
<u>Age buckets</u>	<u>Weighted average loss rate</u>	<u>Gross carrying amount</u> \$'000	<u>Impairment loss allowance</u> \$'000	<u>Credit impaired</u>
1 - 30 days	4.073%	65,529	2,669	No
31-60 days	4.846%	6,995	339	No
61-90 days	18.919%	3,478	658	No
Over 90 days	61.296%	<u>99,959</u>	<u>61,272</u>	Yes
		<u>175,961</u>	<u>64,938</u>	
	The Company and Group			
	2019			
<u>Age buckets</u>	<u>Weighted average loss rate</u>	<u>Gross carrying amount</u> \$'000	<u>Impairment loss allowance</u> \$'000	<u>Credit impaired</u>
1 - 30 days	3.825%	78,510	3,003	No
31-60 days	4.006%	8,362	335	No
61-90 days	14.435%	4,773	689	No
Over 90 days	67.232%	<u>74,886</u>	<u>50,348</u>	Yes
		<u>166,531</u>	<u>54,375</u>	

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (continued)  
December 31, 2020  
 (Expressed in United States Dollars)

32. Financial instruments (continued)

(a) Financial risk management (continued):

(i) Credit risk (continued):

The Group considers concentrations of risk by reference to the amount of exposure it has to individual customers, including their related parties. At December 31, 2020, the Group had significant concentrations of credit risk in respect of amounts receivable from the Government of Jamaica and its affiliates, in respect of electricity charges, aggregating \$23.8 million (2019: \$19.2 million).

*Restricted cash, cash and cash equivalents*

Cash and short term deposit balances are managed by the Group's treasury department and amounts are held with reputable banks and financial institutions with high credit rate and considered to have minimal risk of default.

Maximum exposure to credit risk

Impairment on restricted cash, cash and cash equivalents have been measured at 12 months expected loss basis and reflects the short maturities of the exposures. The company considered that cash and cash equivalents have low credit risk. No impairment allowances were recognised on initial adoption of IFRS 9 and there has been no change during the period.

(ii) Liquidity risk:

Liquidity risk, also referred to as funding risk, is the risk that the Group will encounter difficulty in raising funds to meet commitments associated with financial instruments. Liquidity risk may result from an inability to sell a financial asset quickly at, or close to, its fair value.

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, and the availability of funding through an adequate amount of committed credit facilities.

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 its reputation.

Key management of the Group aims at maintaining flexibility in funding by keeping lines of funding available as well as by acquiring and maintaining prudent cash resources in appropriate currencies.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (continued)  
December 31, 2020  
 (Expressed in United States Dollars)

32. Financial instruments (continued)

(a) Financial risk management (continued):

(ii) Liquidity risk (continued):

For example, the Group's treasury department receives and monitors information from other departments regarding the liquidity profile of their financial assets and liabilities and maintains a portfolio of short-term liquid assets and loans to ensure that sufficient liquidity is maintained within the Group as a whole. As at December 31, 2020, the Group had unutilised lines of credit aggregating \$45.3 million (2019: \$68.2 million).

An analysis of the contractual maturities of the Group's financial liabilities is presented below. The analysis is provided by estimating the timing of payment of the amounts recognised in the statement of financial position.

	The Company						
	Contractual undiscounted cash flows						
	Carrying amount	Total cash outflow	Less than 1 year	1-2 years	3-5 years	6-10 years	More than 10 years
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
<u>December 31, 2020</u>							
Accounts payable*	109,833	109,833	109,833	-	-	-	-
Long-term loans	455,734	622,266	82,244	104,734	114,758	259,849	60,680
Lease obligations	571,061	986,619	77,981	76,409	216,436	289,908	325,885
Due to related parties	28,592	28,592	28,592	-	-	-	-
Customer deposits	29,163	29,163	-	-	-	12,986	16,177
Total financial liabilities	<u>1,194,383</u>	<u>1,776,473</u>	<u>298,650</u>	<u>181,143</u>	<u>331,194</u>	<u>562,743</u>	<u>402,742</u>
	The Company						
	Contractual undiscounted cash flows						
	Carrying amount	Total cash outflow	Less than 1 year	1-2 years	3-5 years	6-10 years	More than 10 years
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
<u>December 31, 2019</u>							
Accounts payable*	146,325	146,325	146,325	-	-	-	-
Short-term loan	14,000	14,067	14,067	-	-	-	-
Long-term loans	439,522	698,240	113,403	74,357	122,336	240,157	147,987
Lease obligations	588,955	1,058,189	76,533	75,803	222,660	302,371	380,802
Due to related parties	13,180	13,180	13,180	-	-	-	-
Customer deposits	31,638	31,638	-	-	-	6,476	25,162
Total financial liabilities	<u>1,233,620</u>	<u>1,961,639</u>	<u>363,508</u>	<u>150,160</u>	<u>344,996</u>	<u>549,004</u>	<u>553,951</u>

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (continued)  
December 31, 2020  
 (Expressed in United States Dollars)

32. Financial instruments (continued)

(a) Financial risk management (continued):

(ii) Liquidity risk (continued):

	The Group						
	Contractual undiscounted cash flows						
	Carrying amount	Total cash outflow	Less than 1 year	1-2 years	3-5 years	6-10 years	More than 10 years
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<u>December 31, 2020</u>							
Accounts payable*	110,110	110,110	110,110	-	-	-	-
Long-term loans	455,734	622,266	82,244	104,734	114,758	259,849	60,680
Lease obligations	571,073	986,633	77,987	76,416	216,436	289,908	325,886
Due to related parties	28,115	28,115	28,115	-	-	-	-
Customer deposits	29,163	29,163	-	-	-	12,986	16,177
Total financial liabilities	<u>1,194,195</u>	<u>1,776,287</u>	<u>298,456</u>	<u>181,150</u>	<u>331,194</u>	<u>562,743</u>	<u>402,743</u>

	The Group						
	Contractual undiscounted cash flows						
	Carrying amount	Total cash outflow	Less than 1 year	1-2 years	3-5 years	6-10 years	More than 10 years
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<u>December 31, 2019</u>							
Accounts payable*	146,325	146,325	146,325	-	-	-	-
Short-term loan	14,000	14,067	14,067	-	-	-	-
Long-term loans	439,522	698,240	113,403	74,357	122,336	240,157	147,987
Lease obligations	588,955	1,058,189	76,533	75,803	222,660	302,371	380,802
Due to related parties	13,180	13,180	13,180	-	-	-	-
Customer deposits	31,638	31,638	-	-	-	6,476	25,162
Total financial liabilities	<u>1,233,620</u>	<u>1,961,639</u>	<u>363,508</u>	<u>150,160</u>	<u>344,996</u>	<u>549,004</u>	<u>553,951</u>

\*Excludes provisions

The preference shares have no specific maturity dates.

(iii) Market risk:

Market risk is the risk that changes in market prices, such as interest rates, foreign exchange rates and equity prices will affect the value of the Group's assets, the amount of its liabilities and/or the Group's income. Market risk arises in the Group due to fluctuations in the value of assets and liabilities.

The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (continued)  
December 31, 2020  
 (Expressed in United States Dollars)

32. Financial instruments (continued)

(a) Financial risk management (continued):

(iii) Market risk (continued):

The nature of the Group's exposures to market risks and its objectives, policies and processes for managing these risks have not changed significantly over the prior year.

For each of the major components of market risk, the Group has policies and procedures in place which detail how each risk is managed and monitored. The management of each of these major components of market risk and the exposure of the Group at the reporting date to each major risk are addressed below.

At December 31, 2020, the Group had no exposure to market risk relating to changes in equity prices.

• *Interest rate risk:*

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. The Group contracts financial liabilities at fixed or floating interest rates. These primarily relate to loans, customer deposits, certain trade payables and bank overdrafts.

The maturity profiles and interest rates of the Group's borrowings are disclosed in Note 20, and the details of customer deposits in Note 19.

Interest bearing financial assets relate to cash and cash equivalents.

At December 31, 2020, the interest profile of the Group's interest-bearing financial instruments was:

	The Company and Group	
	Carrying amount	
	2020	2019
	\$'000	\$'000
Total debt		
Fixed rate instruments:		
Financial assets	48,618	44,739
Financial liabilities	<u>(355,847)</u>	<u>(349,688)</u>
Variable rate instruments:		
Financial liabilities	<u>(140,753)</u>	<u>(145,431)</u>

Fair value sensitivity analysis for fixed rate instruments:

The Group does not account for any fixed rate financial assets and liabilities at fair value through profit or loss. Therefore, a change in interest rates at the reporting date would not affect the statement of profit or loss.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (continued)  
December 31, 2020  
 (Expressed in United States Dollars)

32. Financial instruments (continued)

(a) Financial risk management (continued):

(iii) Market risk (continued)

• *Interest rate risk (continued):*

Cash flow sensitivity analysis for variable rate instruments:

A change of 100 (2019: 100/100) basis points in interest rates at the reporting date would have increased/decreased equity and profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency rates, remain constant.

<u>The Company and Group</u>			
<u>Effect on profit or loss</u>			
<u>2020</u>		<u>2019</u>	
<u>100bp</u>	<u>100bp</u>	<u>100bp</u>	<u>100bp</u>
<u>increase</u>	<u>decrease</u>	<u>increase</u>	<u>decrease</u>
<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>

Cash flow sensitivity (net) (1,408) 1,408 (1,454) 1,454

• *Foreign currency risk:*

Foreign currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates.

Foreign currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates.

The Group incurs foreign currency risk primarily on the settlement of accounts receivable, accounts payable and borrowings that are denominated in a currency other than the United States dollar. The currencies giving rise to significant foreign currency risk are the Jamaica dollar (J\$) and Euro (€).

The Group manages foreign exchange exposure by maintaining adequate liquid resources in appropriate currencies and by managing the timing of payments on foreign currency liabilities.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (continued)  
December 31, 2020  
 (Expressed in United States Dollars)

32. Financial instruments (continued)

(a) Financial risk management (continued):

(iii) Market risk (continued)

• *Foreign currency risk (continued):*

The table below shows the Group's foreign currency exposure, at the reporting date:

	<u>The Company</u>			
	<u>2020</u>			
	<u>J\$</u>	<u>€</u>	<u>£</u>	<u>US\$</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>equivalent</u>
				<u>\$'000</u>
Cash and cash equivalents	6,060,153	-	-	42,483
Trade and other receivables	20,233,207	-	-	141,839
Accounts payable	( 6,947,747)	(5,057)	( 1)	( 54,972)
Long-term loans	(19,221,957)	(3,879)	-	(139,558)
Customer deposits	( 4,160,021)	-	-	( 29,163)
	<u>( 4,036,365)</u>	<u>(8,936)</u>	<u>( 1)</u>	<u>( 39,371)</u>

	<u>The Company</u>			
	<u>2019</u>			
	<u>J\$</u>	<u>€</u>	<u>£</u>	<u>US\$</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>equivalent</u>
				<u>\$'000</u>
Cash and cash equivalents	3,266,666	-	-	24,611
Trade and other receivables	20,799,495	-	-	156,703
Accounts payable	( 7,423,338)	(4,822)	(10)	( 60,234)
Long-term loans	(17,147,984)	(3,879)	-	(132,223)
Customer deposits	( 4,194,264)	-	-	( 31,368)
	<u>( 4,699,425)</u>	<u>(8,701)</u>	<u>(10)</u>	<u>( 42,511)</u>

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (continued)  
December 31, 2020  
 (Expressed in United States Dollars)

32. Financial instruments (continued)

(a) Financial risk management (continued):

(iii) Market risk (continued)

- Foreign currency risk (continued):

	The Group			
	2020			
	J\$	€	£	US\$
	\$'000	\$'000	\$'000	equivalent \$'000
Cash and cash equivalents	6,060,153	-	-	42,483
Trade and other receivables	20,234,348	-	-	141,847
Accounts payable	6,974,280	(5,057)	( 1)	( 55,161)
Long-term loans	(19,221,957)	(3,879)	-	(317,519)
Customer deposits	( 4,160,021)	-	-	( 29,163)
	( 4,061,757)	(8,936)	( 1)	( 39,552)

	The Group			
	2019			
	J\$	€	£	US\$
	\$'000	\$'000	\$'000	equivalent \$'000
Cash and cash equivalents	3,266,666	-	-	24,611
Trade and other receivables	20,799,495	-	-	156,703
Accounts payable	( 7,423,338)	(4,822)	(10)	( 60,234)
Long-term loans	(17,147,984)	(3,879)	-	(132,223)
Customer deposits	( 4,194,264)	-	-	( 31,368)
	( 4,699,425)	(8,701)	(10)	( 42,511)

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (continued)  
December 31, 2020  
 (Expressed in United States Dollars)

32. Financial instruments (continued)

(a) Financial risk management (continued):

(iii) Market risk (continued)

- Foreign currency risk (continued):

Sensitivity analysis:

A 6% (2019: 6%) strengthening of the United States dollar against the Jamaica dollar, Euro and the GBP would have increased/(decreased) equity and profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant.

	The Company and Group			
	2020		2019	
	Equity \$'000	Profit/(loss) \$'000	Equity \$'000	Profit/(loss) \$'000
J\$	1,956	1,956	(1,631)	(1,631)
Euro (€)	627	627	607	607
GBP (£)	-	-	1	1
Total	<u>2,583</u>	<u>2,583</u>	<u>(1,023)</u>	<u>(1,023)</u>

A 2% (2019: 4%) weakening of the United States dollar against the Jamaica dollar, Euro and the GBP, respectively, at year end would have the opposite effect, on the basis that all other variables remain constant.

	The Company and Group			
	2020		2019	
	Equity \$'000	Profit \$'000	Equity \$'000	Profit \$'000
J\$	(705)	(705)	1,087	1,087
Euro (€)	(226)	(226)	405	405
GBP (£)	-	-	( 1)	( 1)
Total	<u>(931)</u>	<u>(931)</u>	<u>1,491</u>	<u>1,491</u>

(b) 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 including regulatory risk, 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 behavior.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (continued)  
December 31, 2020  
 (Expressed in United States Dollars)

32. Financial instruments (continued)

(b) Operational risk (continued):

The Group's objective is to manage operational risk so as to balance the avoidance of financial losses and damage to its 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 senior management within the Group.

(c) Capital risk management:

Capital risk is the risk that the Group fails to comply with mandated regulatory requirements, resulting in a breach of its operating Licence and the possible adverse effects on its tariff structure in accordance with its Licence [Note 1(b)]. The Group's objectives when managing capital, which is a broader concept than the 'equity' on the face of the statement of financial position, are:

- To comply with the operational requirements set by the regulators;
- To safeguard the Group's ability to continue as a going concern so that it can continue to provide returns for shareholders and benefits for other stakeholders;
- To maintain creditor and market confidence by complying with any loan covenants; and
- To maintain a strong capital base to support the development of its business.

The Group monitors capital using a gearing ratio, which is debt as a proportion of total capital. The Group aims to maintain a gearing ratio in the range of fifty percent (50%) to sixty percent (60%). For purposes of calculating this ratio liabilities associated with leases are excluded from total debt.

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

	<u>2020</u>	<u>2019</u>
	\$'000	\$'000
		(Restated*)
Bank overdraft	-	2,021
Short term loans	-	14,000
Long term loans	455,734	439,522
Preference shares	<u>24,688</u>	<u>24,688</u>
Total debt	<u>480,422</u>	<u>480,231</u>
Share capital	261,786	261,786
Capital reserve	19,288	4,760
Capital redemption reserve	3,000	3,000
Retained earnings	<u>222,703</u>	<u>210,269</u>
Total equity	<u>506,777</u>	<u>479,815</u>
Capital and debt	<u>987,199</u>	<u>960,046</u>
Gearing ratio	<u>49%</u>	<u>50%</u>

\*See Note 34

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (continued)  
December 31, 2020  
 (Expressed in United States Dollars)

32. Financial instruments (continued)

(d) Fair value disclosure:

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. The fair value of financial instruments that are actively traded in organised financial markets is determined by reference to quoted market bid prices at the close of business on the reporting date.

For financial instruments where there is no active market, fair value is determined using valuation techniques. Such techniques include using recent arm's length market transactions, reference to the current market value of another instrument which is substantially the same, discounted cash flow analysis or other valuation models. Management assessed that the carrying amounts of cash and cash equivalents, accounts receivable, related party balances, bank overdraft, accounts payable and short-term loan approximate their fair values largely due to the short-term maturities of these instruments. Additionally, the cost of all monetary assets and liabilities has been appropriately adjusted to reflect estimated losses on realisation or discounts on settlement.

The fair value of customer deposits and refundable customer advances cannot practically be determined, as payment dates and amounts are not determinable.

Other investment instruments are valued using the following techniques:

- Obtain bid yield from yield curve provided by a recognised pricing source (which uses market-supplied indicative bids).
- Using this yield, determine price using accepted formula.
- Apply price to estimate fair value.

Set out below is a comparison of the carrying amounts and fair value of the Group's financial instruments, other than those with carrying amounts that are reasonable approximations of fair values:

	<u>The Company and Group</u>			
	<u>2020</u>		<u>2019</u>	
	<u>Carrying amount</u>	<u>Fair value</u>	<u>Carrying amount</u>	<u>Fair value</u>
	\$'000	\$'000	\$'000	\$'000
Financial liabilities:				
Preference shares	24,688	29,647	24,688	24,122
Long term loans	<u>455,734</u>	<u>568,399</u>	<u>439,522</u>	<u>561,831</u>

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (continued)  
December 31, 2020  
 (Expressed in United States Dollars)

32. Financial instruments (continued)

(d) Fair value disclosure (continued):

The following table provides the fair value measurement hierarchy of the Group's liabilities.

	The Company and Group		
	2020		
	Level 1 \$'000	Level 2 \$'000	Total
Liabilities for which fair values are disclosed:			
Preference shares	(29,647)	-	( 29,647)
Long term loans	—	(568,399)	(568,399)
	<u>(29,647)</u>	<u>(568,399)</u>	<u>(598,046)</u>

	The Company and Group		
	2019		
	Level 1 \$'000	Level 2 \$'000	Total
Liabilities for which fair values are disclosed:			
Preference shares	(24,122)	-	( 24,122)
Long term loans	—	(561,831)	(561,831)
	<u>(24,122)</u>	<u>(561,831)</u>	<u>(585,953)</u>

33. Impact of Covid 19

On March 11, 2020, the World Health Organization declared the Coronavirus (COVID-19) a global pandemic. The spread of COVID-19 has caused significant volatility in Jamaica as well as the global community. As a result, the Group has seen an impact, in varying degrees, on its business activities due to supply chain disruption, unavailability of personnel, declines in sales, operating cash flows and the collection of outstanding receivables.

Due to these disruptions, the Group has prepared an assessment of its revised operating and cash flow forecasts for calendar year 2021 using various scenarios, including a conservative analysis, and has concluded that it has sufficient equity and liquidity to meet obligations as they become due, under these scenarios. Additional measures have been taken (when necessary) regarding the curtailment of capital investments and the suspension of activities not focused on the administration of basic operations.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (continued)  
December 31, 2020  
 (Expressed in United States Dollars)

33. Impact of Covid 19 (continued)

In light of the heightened concerns and in accordance with the directives of the Government of Jamaica, the Group has activated measures to minimize the potential exposure to employees, contractors and customers, whilst ensuring that any disruption to the business is kept at a minimum. The Group adopted a variety of new protocols at all its locations which are designed to reinforce safe behaviours and prevent the spread of COVID-19 including measures such as work from home, protocols for administrative and customer facing personnel, the provision of hand sanitizers, face masks and other materials supplied to all our facilities and compliance with the social/physical distancing rules mandated by the Government.

Management continues to review the effect of developments arising from the pandemic on the risks faced by the Group and believes that the Group is in a sufficiently strong position to deal with the possible economic downturn.

34. Prior year adjustments

(a) Deferred taxation

During 2020, the Group discovered that its deferred income tax charges were understated by \$3,864,000 in its financial statements for the prior year ended 31 December 2019. The understatement was as a result of the non-recognition of temporary difference on decommissioning costs, understatement of temporary differences on unrealised foreign exchange gains on various assets and liabilities and understatement of temporary differences on Property, plant and equipment. This error has been corrected by restating each of the affected financial statement line items for the prior period.

For the prior period, this has resulted in an increase in the taxation charge to \$7,419,000 and an increase in deferred tax liabilities to \$47,358,000 for the Company and the Group. These adjustments have also resulted in Earnings per share for the prior year being restated to \$0.0009 for the Company and \$0.0019 for the Group..

There has been no impact on the total operating, investing or financing cash flows for the year ended 31 December 2019.

(b) Leases

During the year it was clarified that an arrangement with an Independent Power Producer contained a lease which commenced in late December 2019. This adjustment has been reflected by restating the affected financial statement line items for 2019, having determined that there was no impact for 2018. There was no impact on profit or loss and on the total operating, investing or financing cash flows for the year ended December 31, 2019.

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (continued)  
December 31, 2020  
 (Expressed in United States Dollars)

34. Prior year adjustments (continued)

The table below summarises the impact on the company and group's financial statements:

Statement of financial position

	<u>The Company</u>		
	<u>2019</u>		
	As previously Reported \$'000	Adjustments \$'000	As restated \$'000
<b>Total Assets</b>	<u>1,332,640</u>	<u>452,329</u>	<u>1,784,969</u>
Non-Current assets	998,956	452,329	1,451,285
Right of use assets	131,789	452,329	584,118
<b>Shareholders' equity</b>	<u>461,552</u>	<u>( 3,864)</u>	<u>457,688</u>
Retained earnings	192,006	( 3,864)	188,142
<b>Total liabilities</b>	<u>871,088</u>	<u>456,193</u>	<u>1,327,281</u>
Current liabilities	241,944	11,243	253,187
Lease liabilities	11,398	11,243	22,641
<b>Non-current liabilities</b>	<u>629,144</u>	<u>444,950</u>	<u>1,074,094</u>
Lease liabilities	125,228	441,086	566,314
Deferred taxation	43,494	3,864	47,358
<b>Total shareholder's equity and liabilities</b>	<u>1,332,640</u>	<u>452,329</u>	<u>1,784,969</u>

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (continued)  
December 31, 2020  
 (Expressed in United States Dollars)

34. Prior year adjustments (continued)

The table below summarises the impact on the company and group's financial statements:

Statement of Profit or Loss and Other Comprehensive Income

	<u>The Company</u>		
	<u>2019</u>		
	As previously Reported \$'000	Adjustments \$'000	As restated \$'000
Profit before tax	26,698	-	26,698
Taxation	<u>( 3,555)</u>	<u>( 3,864)</u>	<u>( 7,419)</u>
Profit for the year	<u>23,143</u>	<u>( 3,864)</u>	<u>19,279</u>
Total comprehensive income attributable to shareholders	<u>30,468</u>	<u>( 3,864)</u>	<u>26,604</u>
Earnings per share	<u>0.10 ¢</u>		<u>0.09 ¢</u>
	<u>The Group</u>		
	<u>2019</u>		
	As previously Reported \$'000	Adjustments \$'000	As restated \$'000
<b>Total Assets</b>	<u>1,354,767</u>	<u>452,329</u>	<u>1,807,096</u>
Non-Current assets	1,067,083	452,329	1,519,412
Right of use assets	131,789	452,329	584,118
<b>Shareholders' equity</b>	<u>483,679</u>	<u>( 3,864)</u>	<u>479,815</u>
Retained earnings	214,133	( 3,864)	210,269
<b>Total liabilities</b>	<u>871,088</u>	<u>456,193</u>	<u>1,327,281</u>
Current liabilities	241,944	11,243	253,187
Lease liabilities	11,398	11,243	22,641
<b>Non-current liabilities</b>	<u>629,144</u>	<u>444,950</u>	<u>1,074,094</u>
Lease liabilities	125,228	441,086	566,314
Deferred taxation	43,494	3,864	47,358
<b>Total shareholder's equity and liabilities</b>	<u>1,354,767</u>	<u>452,329</u>	<u>1,807,096</u>

JAMAICA PUBLIC SERVICE COMPANY LIMITED

Notes to the Financial Statements (continued)  
December 31, 2020  
 (Expressed in United States Dollars)

34. Prior year adjustments (continued)

Statement of Profit or Loss and Other Comprehensive Income (continued)

	<u>The Group</u>		
	<u>2019</u>		
	As previously Reported \$'000	Adjustments \$'000	As restated \$'000
Profit before tax	49,596	-	49,596
Taxation	( 3,555)	( 3,864)	( 7,419)
Profit for the year	<u>46,041</u>	<u>( 3,864)</u>	<u>42,177</u>
Total comprehensive income attributable to shareholders	<u>53,366</u>	<u>( 3,864)</u>	<u>49,502</u>
Earnings per share	<u>0.21 ¢</u>		<u>0.19 ¢</u>

## NOTICE OF MEETING

Notice is hereby given that the Annual General Meeting of Jamaica Public Service Company Limited will be held on Thursday, 29th day of July, 2021 at the Company's registered office, 6 Knutsford Boulevard, Kingston 5 commencing at 10:00 a.m. for the following purposes:

**1. To receive the accounts**

To receive the Audited Accounts for the year ended December 31, 2020 and the Reports of the Directors and Auditors thereon and to consider and if thought fit pass the following resolution:

- i. That the Accounts for the year ended December 31, 2020 together with the Reports of the Directors and Auditors thereon be approved and adopted.

**2. To approve & Ratify Dividend**

- i. RESOLVED that the interim dividend of the Jamaican equivalent of Ten Million United States Dollars (US\$10,000,000.00) or 0.00045812 United States cents per share/stock on the Ordinary Stock/Shares paid on January 29, 2021 be treated on the recommendation of the Directors as the final dividend for the financial year ended December 31, 2020. Such amount having been distributed out of retained earnings.

**3. To Elect Directors**

- (a) In accordance with Articles 117 and 119 of the Company's Articles of Incorporation, Director Minna Israel, having been appointed to the Board shall cease to hold office and being eligible, offer themselves for re-election.
  - i. "That Minna Israel (MaruEnergy JPSCO 1, SRL) is hereby re-elected a Director of the Company".

- (b) In accordance with Articles 62, 86 and 123 of the Company's Articles of Incorporation, Directors Nadani Chung, Dennis Morgan, Hon. Danville Walker, O.J., J.P., Shogo Otani, Emanuel DaRosa (Alternate Director), Masao Imazato (Alternate Director), and Keisuke Harada (Alternate Director), having been appointed to the Board since the last Annual General Meeting shall cease to hold office and being eligible, offer themselves for election.

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

- i. "That Nadani Chung, Government of Jamaica, is hereby elected a Director of the Company";
- ii. "That Dennis Morgan, Government of Jamaica, is hereby elected a Director of the Company";
- iii. "That Hon. Danville Walker, O.J., J.P., Government of Jamaica, is hereby elected a Director of the Company";
- iv. "That Masao Imazato, MaruEnergy JPSCO 1, SRL, is hereby elected an Alternate Director of the Company";
- v. "That Keisuke Harada, MaruEnergy JPSCO 1, SRL, is hereby elected an Alternate Director of the Company"; and
- vi. "That Emanuel DaRosa, EWP (Barbados) 1, SRL, is hereby elected an Alternate Director of the Company".

**4. To Authorize Directors to appoint auditors and fix their remuneration.**

**5. Any other business for which due notice has been given.**



**By Order of the Board**  
 Melanie A. Gilchrist  
 Secretary  
 March 29, 2021



**JPS**

POWERING WHAT MATTERS