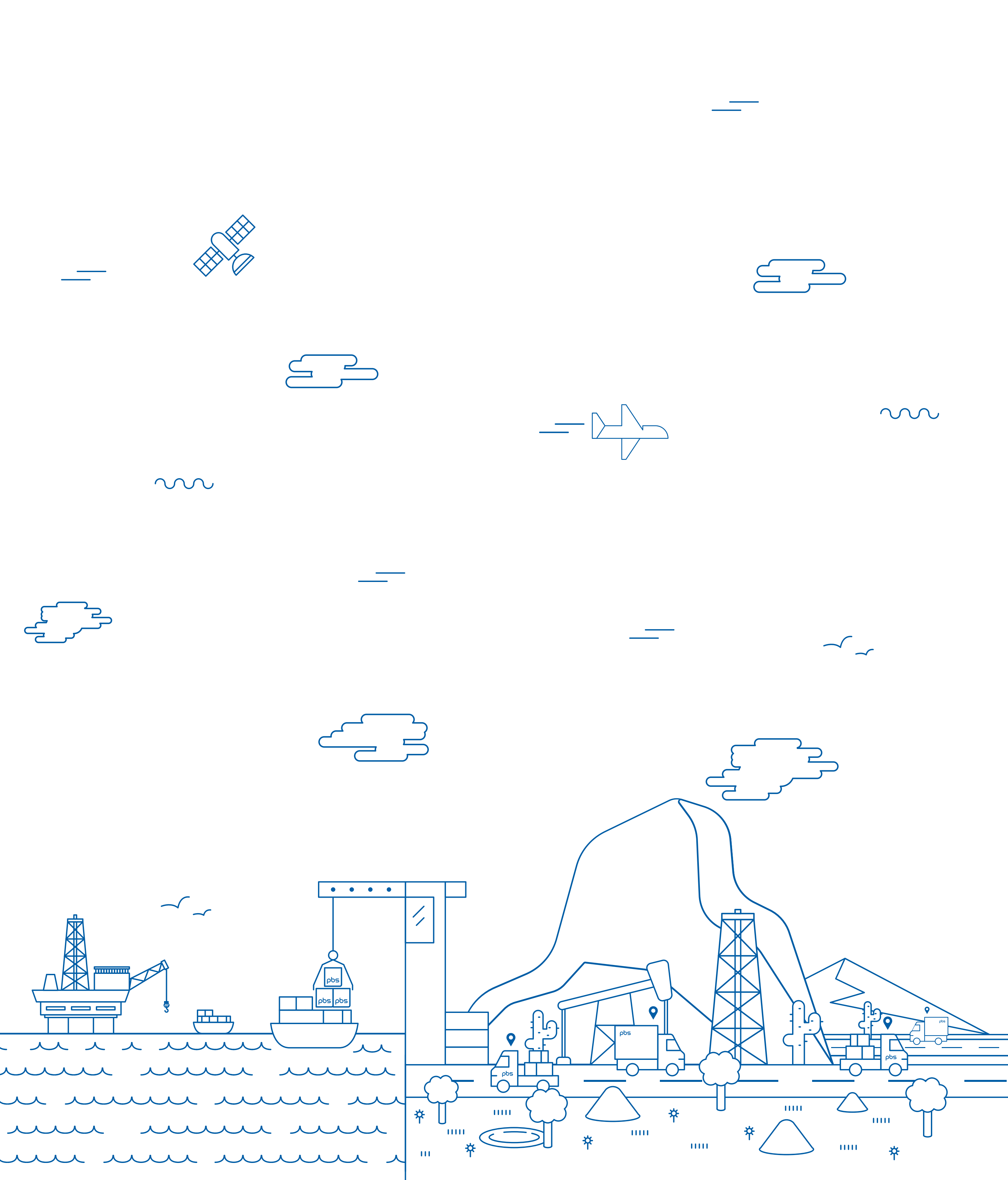
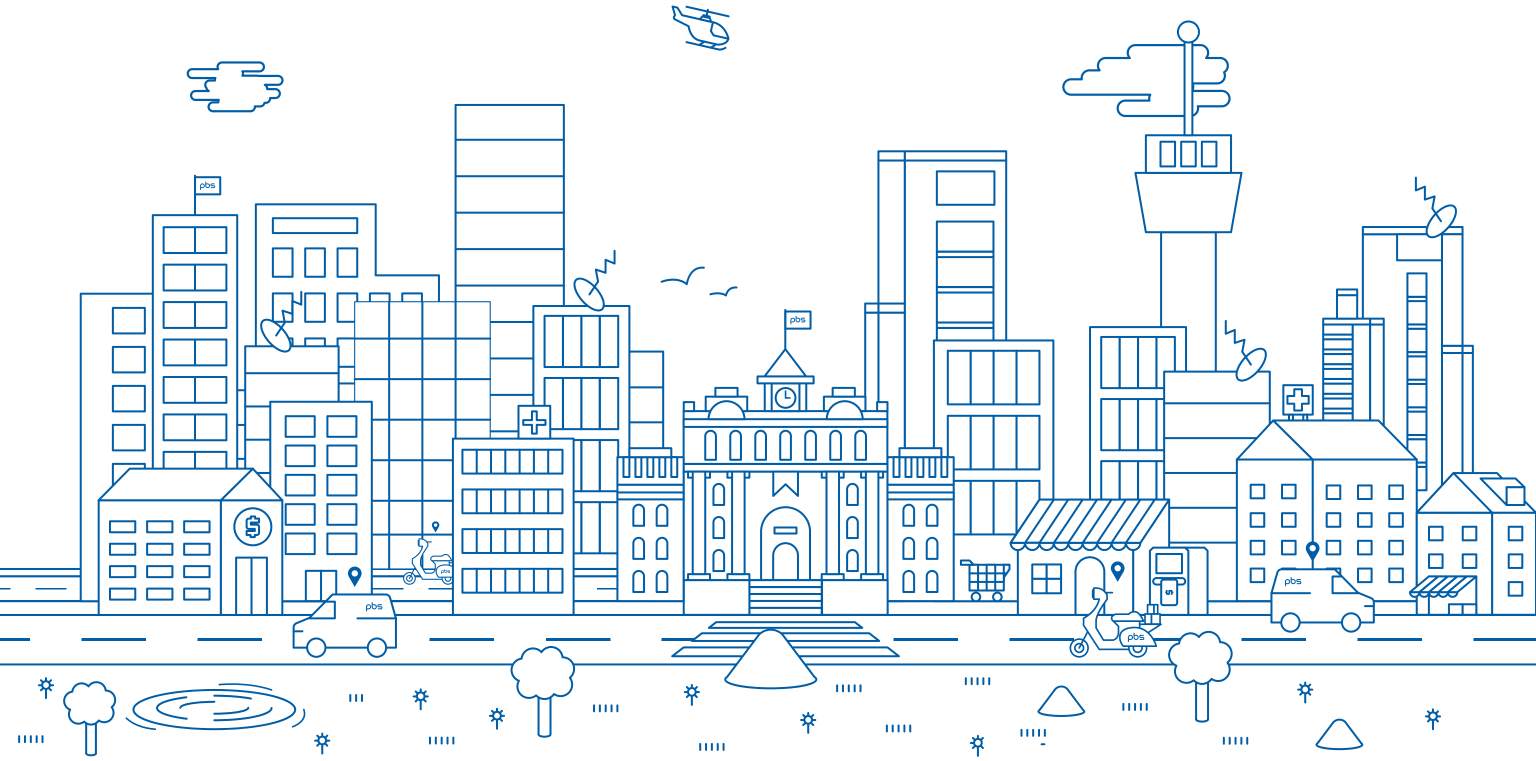
pbs

ANNUAL REPORT 2022

As the largest distributor for Xerox in Central America, Caribbean & Colombia, PBS Group contributed with the growth of 6% year over year in the Laser Production Cut Sheet Digital Presses (LPCSDP) units, for a total of 62% aggregate flow share. Our cover is a recognition to our 19 subsidiaries that are leaders in (LPCSDP) Color.



PBS is a Solutions & Services - Oriented Technology Group



Our Vision

We are committed to our customers.

We work with exceptional people.

We represent world leaders in the technology industry to provide the best solutions and services in our market.

pbs

GPA
GLOBAL PRODUCTS ALLIANCE

htc
deploying the future

SurePay
THE CONVENIENT WAY TO PAY

pbs.group

Director’s Report

The Directors of **Productive Business Solutions Limited** submit herewith their Annual Report and Audited Accounts for the year ended December 31, 2022.

Financial Results

The Group ended the year with a profit after tax of US$ 8,476,000 and a net profit attributable to shareholders of US$ 8,391,000. Details of these - results, along with a com parison with the previous year’s performance and the state of affairs of the Company, are set out in the Management Discussion and Analysis and the Financial Statements which are included as part of the Report.

Audit Committee

The Board of Directors of Productive Business Solutions Limited exercises its responsibilities for the Financial Statements included in this Report through its Audit Committee. The Audit Committee consists of non-executive Board members: Melanie Subratie, Chairperson, Ricardo Hutchinson, Thomas Agnew, Brian Wynter, and Executive Board member: Jose Misrahi. The independent auditors have full and free access to the Audit Committee.

Auditors

The Auditors, PricewaterhouseCoopers SRL, have indithe ir willingness to continue in office. The Directors rec their re-appointment.

Employees

The Directors wish to express their appreciation to the employees for their loyal services throughout the year.

Submitted on behalf of the Board of Directors,

P. B. Scott
Chairman of the Board

Corporate Information

Full Corporate Name

Productive Business Solutions Limited

Tel.: 246-417-5600

Fax.: 246-421-8001

Registered Office

#42 Warrens Industrial Park, St. Michael, Barbados

Administrative Office

#42 Warrens Industrial Park, St. Michael, Barbados

Incorporated

December 16, 2010

Fiscal Year End

December 31, 2022

Law under which incorporated

Barbados

Company Secretary

Liza Harridyal & Associates

Attorneys

DUNNCOX
48 Duke Street
Kingston, Jamaica

CLARKE, GITTENS, FARMER
Parker House, Wildey Business Park
Wildey Road, St. Michael, Barbados

MONICA ORTEGA, EXTERNAL LEGAL COUNSEL
23 Avenue, 31-01 Zona 5
Guatemala

Auditors

PRICEWATERHOUSECOOPERS SRL
The Financial Services Centre
Bishop's Court's Hill
P.O. Box 111, St. Michael
BB14004, Barbados

Bankers

NATIONAL COMMERCIAL BANK JAMAICA LTD.
1-7 Knutsford Boulevard
Kingston 5, Jamaica

CITIBANK N.A. JAMAICA
19 Hillcrest Avenue
Kingston 5, Jamaica

FIRST CARIBBEAN INTERNATIONAL BANK
Broad Street, Bridgetown Barbados

BANCO INDUSTRIAL S.A. CENTRO FINANCIERO
7 Avenida 5-10 Zona 4
Ciudad de Guatemala, Guatemala

FIRST CITIZENS BANK
Port of Spain, Trinidad & Tobago

BANCO LAFISE
50 mts Este de la Fuente de la Hispanidad,
San Pedro, San José, Costa Rica.

Our Principles

The commitment with my external client is equal to the commitment with my internal client.

Change unproductive complaints into transformative actions.

Communicate effectively in a timely manner.

Each action contributes to an exceptional service.

The employees are the main asset of the company.

Our Values

Integrity

We live our business integrity as an ethical framework to guide our professional conduct, acting with integrity to earn the trust of our customers and employees.

Respect for Individuals

Guarantee justice and fairness to all stakeholders, internal and external.

Humility & Spirit of Service

We demonstrate these qualities daily in order to improve our working environment.

Discipline

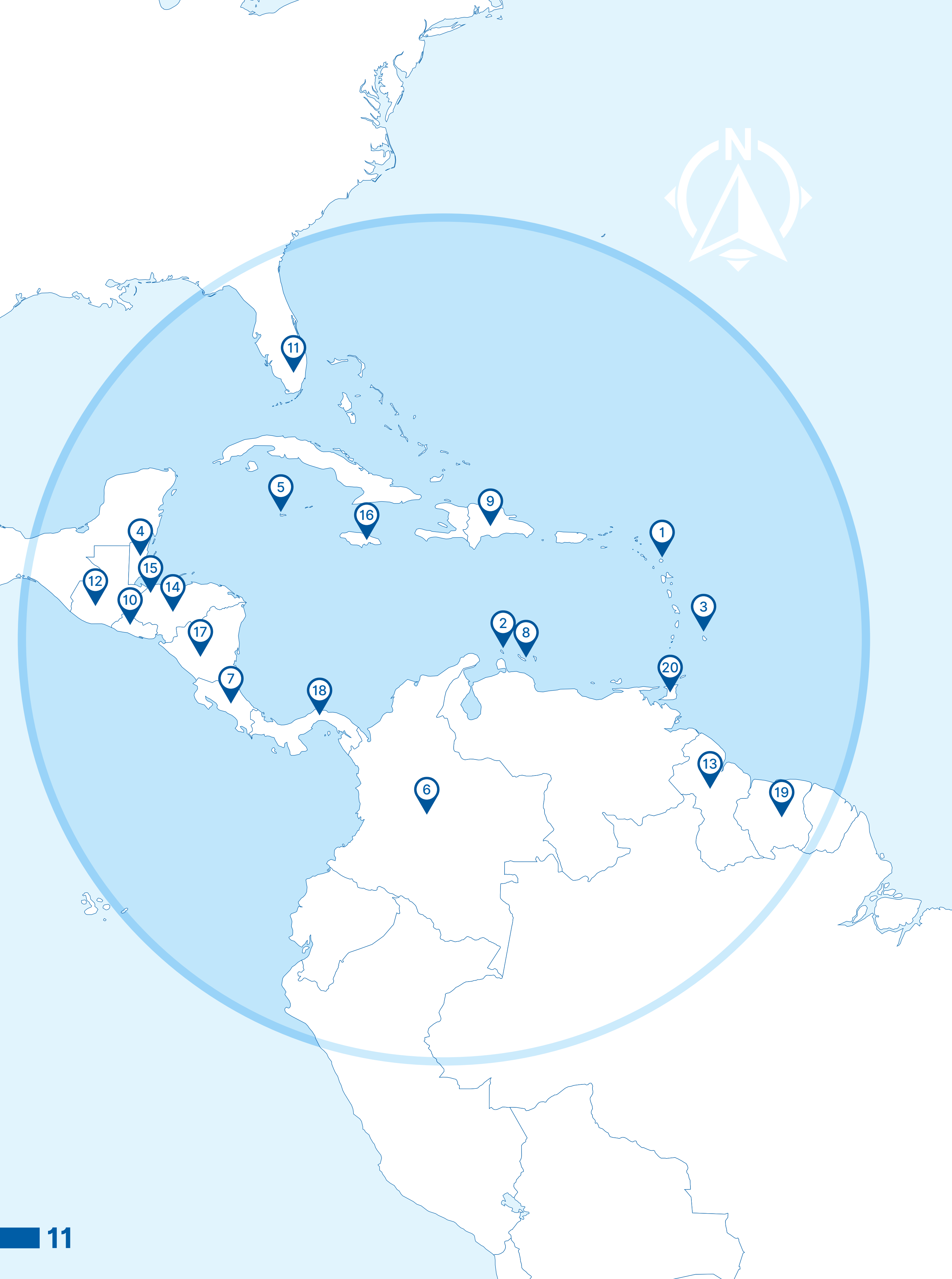
The primary factor that allows us to make things happen.

Communication

To have the best communication with our customers so we can always understand their needs.

Teamwork

We work together in everything we do.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Corporate Information

1 **PBS Antigua**

St Johns
Mandolin Place, Friars Hill Road, St. John's
Tel: (268) 481 1101
Fax: (268) 481 1144

2 **PBS Aruba**

Caya G.F. Betico Croes 170
Oranjestad, Aruba
Tel: 297 582 5492
Fax: 297 583 2266
info.abw@pbs.group

3 **PBS Barbados**

Facey House 42 Warrens Industrial Park
Warrens, St Michael, Barbados
Tel: 246 417 5600
Fax: 246 421 8001
info.bb@pbs.group

4 **PBS Belize**

99 Albert Street
Belize City, Belize
Tel: 501 227 0823/24

5 **Cayman Business Machines**

PO Box 2326
49 Hospital Road
Grand Cayman KY1-1106,
Cayman Islands
caymanhelpdesk@pbs.group

6 **PBS Colombia**

Centro empresarial El Dorado Plaza
Calle 26 No. 85D Local LE11
Bogotá, Colombia
Tel: 57 1 774 9758
marketing.colombia@pbs.group

7 **PBS Costa Rica**

Km 5 Autopista Próspero Fernández
San Rafael de Escazú, San José, Costa Rica
Tel: 506 4404 8000 / 506 4404 8132
Fax: 506 2288 3486
cac.cr@pbs.group

8 **PBS Curaçao**

Schottegatweg Oost 2
Willemstad, Curcao
Tel: 599 9733 1300
Fax: 599 9737 0911
info.cur@pbs.group

9 **PBS Dominican Republic**

Av. Winston Churchill, Edificio Empresarial
Blue Mall, Piso 22
Santo Domingo, Dominican Republic
Tel: +809 567 8231
Fax: +809 472 0915

10 **PBS El Salvador**

Final Blvd Santa Elena y Blvd
Orden de Malta. Edificio Xerox, Antiguo
Cuscatlán la LibertadEl Salvador
Tel: 503 2239 3000
Fax: 503 2239 3095
info.sv@pbs.group

11 **Global Product Alliance Inc. GPA**

11411 NW 107th Street, Suite 24,
Miami FL 33178 USA.
Phone: 1(305) 477 2426
Email: info@gpa-usa.com

12 **PBS Guatemala**

23 Avenida 31-13, Zona 5
Ciudad de Guatemala, Guatemala
Tel: 502 2420 9500
Fax: 502 2420 9536
servicioalcliente.gt@pbs.group

13 **PBS Guyana**

East Cost Demerara
Lot 2 Goedverwagting, Rupert Craig
Highway, East Coast Demerara
Tel: (592) 226 1066

14 **PBS Honduras**

Tegucigalpa. Blvd Morazán Edificio JDC,
segundo nivel. A la Par de Farmacity,
Tegucigalpa
Tel: 2232 0331 al 33
info.hn@pbs.group

15 **PBS San Pedro Sula**

Colonia Villa Eugenia , Bloqué 11 18 Avenida
SO 21102 , 4 cuadras arriba de City Mall
Tel: +504 2512 2500-09
info.hn@pbs.group

16 **PBS Jamaica**

32 Beechwood Av.
Kingston 5, Jamaica
Tel: 876 926 5630-2
Service Desk:876-968-6197-9
Fax: 876 929 5372
info.jm@pbs.group

17 **PBS Nicaragua**

Rotonda el Güegüense. 400 mts al Sur,
100 mts al Oeste. Managua, Nicaragua
Tel: 505 2255 9020
Fax: 505 2255 9030
cac.ni@pbs.group

18 **PBS Panama**

Calle 50 y 58 Este Obarrio, P.H. Office One,
Piso 16
Panamá City, Panamá
Tel: + 507 204 9950
Fax: +507 204 9902
contactenos.pa@pbs.group

19 **PBS Suriname**

Copernicusstraat #131
Paramaribo, Suriname
Tel: (597) 551 123
Email: info.sur@pbs.group

20 **PBS Trinidad and Tobago**

Port of Spain
155-157 Tragarete Road, Woodbrook,
Port of Spain
Tel: (868) 628 4010
Fax: (868) 628 4010 Ext 2181

Business Lines & Major Partnerships

Imaging	Networking Communications	Professional Services
xerox, Hyland, etirama, VALLOY	Hewlett Packard Enterprise, cisco, FORTINET, i3-TECHNOLOGIES, Akamai, motorola	pbs + Partners

FINANCE

GOVERNMENT
EDUCATION

MANUFACTURING
RETAIL

PBS customizes solutions for any organization. It is a B2B company that wants to make its clients more efficient and productive.

Advanced Services	Information Technology	Security Systems
ORACLE, htc deploying the future, quadient Because connections matter., Google	Lenovo, DELL, hp, NCR	Entrust Datacard, THALES, leidos

TELCOS BPO

OIL, ENERGY, MINING

TRANSPORTATION

GRAPHIC ARTS

INTERNALLY AVAILABLE SERVICES

ANALYTICS & REPORTING

PROJECT MANAGEMENT OFFICE

HELP DESK

PBS' TALENT KNOWLEDGE BASE

Entrust Datacard

leidos

cisco Partner Gold Certified

DELL Technologies PLATINUM PARTNER

hp Platinum Partner

NCR

ORACLE Platinum Partner

motorola

Kodak alaris

Hyland

Honeywell

Hewlett Packard Enterprise

EATON

ZEBRA REGISTERED RESELLER

Adobe

aws

THALES

Microsoft SQL Server

ITIL

BPM BUSINESS PROCESS MANAGEMENT

SOC

INTERNALLY AVAILABLE SERVICES

SYSTEMS & APPLICATIONS

ASSET MANAGEMENT

QUALITY ASSURANCE

PBS' TALENT KNOWLEDGE BASE

Google

xerox PLATINUM Authorized Monobrand Partner

Carestream Business Partner

Lenovo PLATINUM PARTNER

quadient Because connections matter.

FORTINET

vmware

Akamai

Engatel

Linux

VALLOY

i3-TECHNOLOGIES

Microsoft

HIKVISION

SIEBEL

veeAM

.NET

PROJECT MANAGEMENT PROFESSIONAL PMP CERTIFICATION

AGILE SCRUM

Java

Lesder Ramírez
Executive of The Year 2022

COO Dutch Caribbean, Guyana and Trinidad & Tobago

Corporate Governance Policy

Corporate Governance remains a key area of focus for PBS Group and is central to the Company's strategic objectives.

The principles and the structure of our policy ensure the highest standards of transparency, oversight and independence, to serve the best interest of all our stakeholders.

The policy is consistent with best practices and adheres to the relevant legal and regulatory framework.

Our Corporate Governance Charter was established in December 2010.
The charter can be seen in more detail on the company's website.

www.pbs.group

Post Sales Printing and Imaging Revenue Generation Ecosystem

Xerox Distributor Group Region (XDG)
Distributor of the Year
PBS GUATEMALA

From left to right: Eduardo Pazos (Xerox), Nelson Duran, General Manager PBS Guatemala & Pedro Miraben (Xerox)

As the largest distributor for Xerox in Central America, Caribbean & Colombia, PBS Group contributed with the growth of 7% year over year in the Production Cut Sheet Digital Presses (PCSDP) revenue, for a total of 57% aggregate flow share. This image is a recognition to our 18 subsidiaries that are leaders in (PCSDP) monochrome.

Google Cloud's

best-of-breed capabilities

NOW AVAILABLE AT PBS

SurePay
A PBS COMPANY

Enhancing the Bill Payment Experience across the Caribbean

At SurePay, our Electronic Bill Presentment and Payment services deliver fast, reliable and secure bill payment in 6 countries across the Caribbean.

We conveniently connect consumers to over 200 billers in person at more than 220 locations and via our easy-to-navigate enhanced online portal, supplemented with our new SurePay mobile app, launched in May 2022. Plus, SurePay powers banks, credit unions, eWallet and kiosk operators to collect payments for our expansive regional biller network.

Key Information

OPERATING IN
6
Territories
Barbados • Trinidad • St. Lucia
Dominica • Guyana • Jamaica

OVER
200
Billers

In-person
Bill Payments at
220
Collection Points

REPRESENTING
31K
Online Customers

PROCESSING OVER
490K
Bill Payment
Transactions Monthly

OVER
US $463M
in Bills
Processed Annually

inspire designer

Start of Communications:

- Data definition
- Basic design
- Business rules
- Delivery channels

inspire interactive

Allow us:

- Content control by business
- Templates and content management
- Content promotion

InspireXpress

inspire content manager

Quadient Archive and Retrieval

Orchestration

- Scheduled
- Web Services
- JMS/MQ
- Digital Services

Production

- HTML5
- Email & SMS
- Print
- Data

inspire scaler

Inspire Journey

Work with:

- Guided experience
- Controlled editions
- Reviews and approvals

What is DAS:

- Mobile & Web SDK
- Enable two-way communication
- Push notifications

digital advantage suite

150 Powerful Women in Business 2023

As a company, we are proud of Mirian Alas, PBS El Salvador General Manager, who has been named as part of the list of "150 Powerful Women in Business 2023".

"MANAGER OF THE YEAR"
for second consecutive year

Source: Summa Magazine
Editorial group of magazines in
Central America and the Caribbean
March 2023

ORACLE AVAILABLE AT PBS

Oracle Focus Products

Engineered Systems

- Exadata Database Machine
- ODA
- Exalogic Elastic Cloud
- Big Data Appliance

Oracle Infrastructure Cloud Services

- Oracle Cloud Infrastructure
- Ravello Cloud Services

Oracle Data Management Cloud Services

- Database Cloud
- Backup Cloud
- Big Data Cloud
- Exadata Cloud

Hybrid offerings

Oracle Integration Cloud Services

- Data Integration
- Integration Cloud
- SOA Cloud
- IOT

PaaS 4 SaaS

Oracle Fusion Cloud Applications

- Enterprise Resource Planning (ERP)
- Human Capital Management (HCM)
- Customer Experience (CX)
- Industry Applications

Oracle Business Analytics Cloud Services

- Business Intelligence Cloud
- Data Visualization Cloud
- Oracle Analytics Cloud

IaaS / PaaS /Saas

Historical Corporatization

27 Mergers, Acquisitions and Incorporations

INFOTRANS PROJECTED FOR 2023

2021
PBS TECHNOLOGIES

2020
MASSY TECHNOLOGIES - BY MUSSON

2019
HIGHTECH
ADVANCED SERVICES EL SALVADOR

2017
SURINAME
COLOMBIA

2010
HONDURAS – CDC XEROX EXCLUSIVE
BELIZE
BARBADOS – BBM

2010
GAP EXCLUSIVE XEROX FREIGHT FORWARDER FOR PBS

2009
PRODUCTIVE BUSINESS SOLUTIONS LTD. BARBADOS

2009
49% DIFOTO
- BY MUSSON - FACEY

2008
XEROX NICARAGUA
CAYMAN – CBM

2007
GPA EXCLUSIVE MASTER DISTRIBUTOR

2006
51% DIFOTO - BY MUSSON FACEY
SPINOFF CONSUMER BUSINESS DIFOTO
BARBADOS BUSINESS MACHINES BY FACEY
ADVANCED BUSINESS SYSTEMS BY FACEY

2004
XEROX ARUBA
XEROX CURACAO
XEROX DOMINICAN REPUBLIC
XEROX PANAMA
XEROX COSTA RICA
LANTECH CANON DISTRIBUTOR

2003
XEROX EL SALVADOR

2002
XEROX JAMAICA
XEROX GUATEMALA
CCA GUATEMALA

Shareholders Profile

1	84,181,818	Facey Group Limited
2	45,164,017	Musson (Jamaica) Limited
3	34,264,960	Portland Caribbean Fund II L.P.
4	6,330,663	Portland Caribbean Fund II Barbados L.P.
5	5,485,214	Pedro M. Paris
6	3,184,478	NCB Capital Markets (Cayman) Ltd
7	1,632,140	Portland Fund II Co-invest Partnership
8	1,087,308	Jose Misrahi
9	663,473	Courtney Sylvester
10	612,721	General Accident Insurance Co

10 Largest Shareholders by Number of Shares

Shareholding of Directors

PERSONAL		CONNECTED
-	P. B. Scott	129,958,556
-	Blondell Walker	45,164,017
-	Douglas Hewson	42,227,763
-	Edward Ince	-
1.087.308	Jose Misrahi	-
-	Melanie M. Subratie	129.958.556
-	Patrick A.W. Scott	45.164.017
5.485,214	Pedro M. París	-
-	Ricardo Hutchinson	42.227.763
-	Tomas Agnew	-
-	Brian Wynter	-

Shareholding of Executives

Pedro M. París	5,485,214
Marco Antonio Almendárez Cisneros	363,600
Jose Guillermo Rodríguez Perdomo	363,600
Christian Asdrubal Sanchez Mena	254,500
Leonardo Jesus Velasquez Foucault	163,600
Elvin Howard Nash	142,700
Sergio Roberto Molina Barrios	127,200
Lucia Vielman Ruíz	90,900
Mario Estuardo Pons Espana	90,900
Francisco Lupiac Rodríguez	90,900

P. B. SCOTT
CHAIRMAN

Corporate Message

Dear Fellow Shareholders,

It is our privilege to present to a joint corporate message highlighting our performance in 2022, the first full year of incorporating our acquisition of PBS Technologies.

It is paramount for us to acknowledge the exceptional contributions of our clients and dedicated employees. We extend our deepest gratitude to our valued customers for their unwavering trust and steadfast partnership. Additionally, we express our sincere appreciation to our employees for their relentless dedication and collaborative efforts. This resulted in PBS receiving many accolades in 2022 for outstanding performance from the brands and master distributors we represent.

Financial Performance:

Our trajectory of growth over the years has been the result of organic growth and successfully executing twenty-seven mergers, acquisitions and incorporations.

We entered the market at a price of US$0.55, with an associated market capitalization of US$67.8 million. By the end of 2022, our share price had risen to US$1.84, with a market capitalization of US$346.36 million. In addition, during the fiscal year, the company paid US$5.0 million in dividends to its ordinary shareholders. Share price performance and dividend have delivered return to shareholders of 29% since our IPO.

Our organization currently operates across a diverse landscape spanning 19 countries, strategically positioning ourselves to capitalize on regional and multi-territory opportunities. Our revenue is mainly denominated in USD, a deliberate choice that affords us advantages of stability, international credibility, and ease of financial management. Notably, our commitment to mitigating risk is reflected in our prudence, with no single country's EBITDA exceeding 25%. This disciplined approach effectively spreads risk across our operations while unlocking the inherent benefits of diversification and resilience.

There was an overwhelming response to our perpetual cumulative redeemable preference shares offer last year. This successful capital raise will enable some of our immediate growth plans.

We recently announced the acquisition of the INFOTRANS Group. This strategic move aims to fortify our market position and expand our services in the vibrant markets of the Dutch Caribbean and Colombia. The expected closing of this transaction is projected to take place in the second quarter of 2023.

Comprehensive details are stated later in this annual report in the Management Discussion and Analysis.

Market Performance & Coverage:

All six business lines achieved year-over-year growth in the market segments.

Infrastructure-as-a-Service, Device-as-a-Service and Software-as-a-Service (IaaS, DaaS and SaaS) have been instrumental in driving our company's growth and will continue to be a key focus in our strategic plans moving forward. We acknowledge the significant potential and market demand for these services and are committed to expanding our offerings and capabilities in these areas through collaboration with our partners.

Our presence in nineteen (19) countries provides us with an immense opportunity to increase our share of wallet with regional clients desirous of working seamlessly with a single provider. This positions us to be one of the best options for these clients.

The coverage of the Dutch Caribbean, as well as our developing markets of Antigua, Belize and Cayman were given great focus in 2022 and while improved results were achieved in the fiscal year, the best is yet to come.

As a trusted long-term partner, PBS will continue to push forward, striving to be the lead integrator in the region by adding and creating synergies with the best IT brands in the world. We anticipate a robust pipeline and favorable momentum for 2023, with projects spanning across all our lines of business.

Employee Engagement:

Our dedicated and world class team makes our accomplishments possible. As such, we have prioritized instituting a structure that would support talent management, employee development and rewarding exceptional performance.

Creating a conducive work environment is critical to attracting and retaining talent. To this end we secured new office space in Dominican Republic and advanced plans for improved offices in Jamaica, Honduras and Colombia.

We were able to resume the annual Kickoff, in person, in 2022. This saw the Senior Leaders from all markets in attendance to share best practices and develop our strategy.

Customer Centricity:

We recently launched our new website, simplified our domain to "www.pbs.group" to make it more recognizable, and improved our social media presence. We saw an all-time high in client engagement, demand generation, and partner meetings in 2022 which translated into a better perception of the technological capabilities of the company.

PBS possesses the capability to enable clients to leverage competitive edge by addressing substantial technological hurdles. By assisting them in meeting the persistent need for continuous innovation and transformation in areas like hybrid workspace, digital acceleration, technological modernization, and seamless connectivity among individuals, industries, companies, devices, machines and locations, we facilitate a significantly enhanced employee and customer experience.

Closing:

Our company is about **People**, and we are committed to providing **Better** tools and the developmental support needed for them to excel. Our **Focus** on the main drivers of our results will remain constant as we pursue our goal to become **Bigger**. This will enable PBS Group to become the employer, partner, and provider of choice.

We want to express our heartfelt gratitude to our shareholders, customers, and employees for their continued support. The achievements we have witnessed in the past year are a testament to the collective effort and dedication of our entire team. We are excited about the future and confident that, together, we will achieve even greater heights.

Sincerely,

P.B. SCOTT
Chairman of the Board

PEDRO M. PARÍS
Director, Group CEO

PEDRO M. PARÍS
DIRECTOR, GROUP CEO

Financial Review

Revenues:

For the year ended December 31st, 2022, PBS recorded revenues of US$312.0 million which reflects a 39% increase compared to the previous fiscal year.

	2022 $'000	2021 $'000	% Change
Printing Related Equipment IT	13,219	12,911	2%
Related Equipment Total	176,466	108,973	62%
Equipment Revenue	189,685	121,884	56%
Services and Lease Income	78,048	68,152	15%
Paper/Supplies/Parts Total	44,264	33,961	30%
Recurring Revenue	122,312	102,113	20%
Total Revenue	311,997	223,997	39%

Revenue by Product Line:

Total Equipment Revenue increased 56% as compared to 2021 due to 62% increase in IT related equipment and an increase in printing related equipment of 2%.

The IT related equipment increase is a result of the acquisition of PBS Technologies and the growth in the educational markets.

Total Recurring Revenue in 2022 increased 20% versus 2021 due to higher Services and Lease Income, and sales of Paper, Supplies and Parts.

The increase in printing is attributed to the recovery of the related industries.

Cost and Expenses

Summary of Key Financial Ratios

The following is a summary of key financial ratios used to assess our performance:

	2022	2021	Better/(Worse)
Total Gross Margin	**31%**	**35%**	**(4) pts**
SAG as a % of Revenue (1)	**19%**	**21%**	**2 pts**
EBITDA $'000 (2)	**46,773**	**32,253**	**14,520**
EBITDA Margin	**15%**	**14%**	**1 pts**

(1) Excludes depreciation and amortization of intangibles of $8,303K and $3,150K for 2022, and $13,176K and $1,745K for 2021, respectively.
(2) Excludes depreciation and amortization of intangibles of $14,168K and $3,150K for 2022, and $13,176K and $1,745K for 2021, respectively.

The gross margin for 2022 of 31.4% represents a decrease of 3.8 basis points compared to 2021. This decrease is primarily the effect of the change in mix of products and services with more equipment being sold, which tends to lower margins.

The decrease in Gross Profit was partially offset by lower Selling, General and Administrative Expenses. As a result, Selling Administrative and General (SAG) expenses as a percentage of revenue improved by 1.8 basis points versus 2021.

Finance Costs

Finance costs in 2022 increased $7,451K versus 2021 primarily due the interest expense associated with the borrowings used to acquire PBS Technologies.

Income Taxes

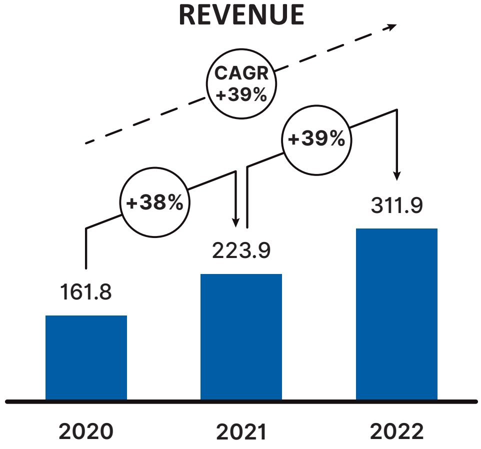
Income Taxes were $3,314K in 2022 versus $1,519K in 2021. Difference is a Attributable to mix of profitability and tax per country as the local rate varies from 5.5% to 30% group wise.

Net Profit

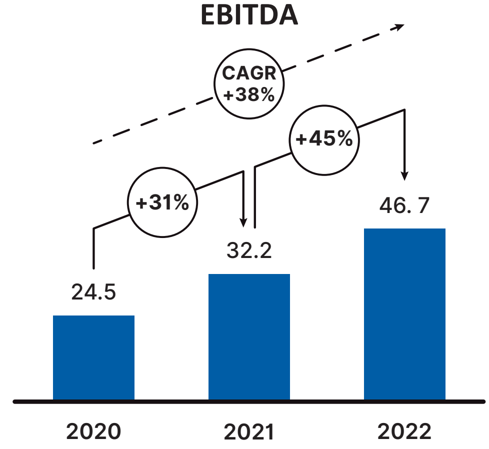
Net profit was $8,476K in 2022.

Financial Metrics 2022

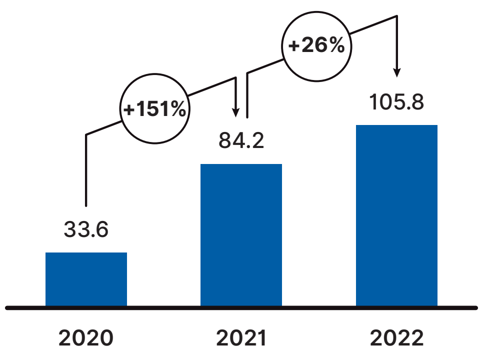
REVENUE



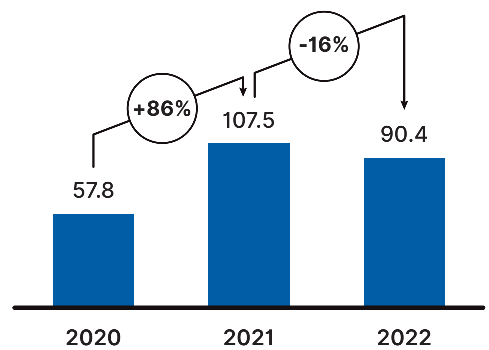
EBITDA



EQUITY (USD$000)

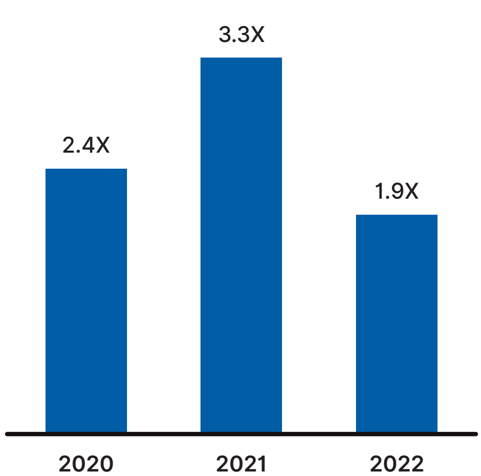


NET DEBT (USD$000)

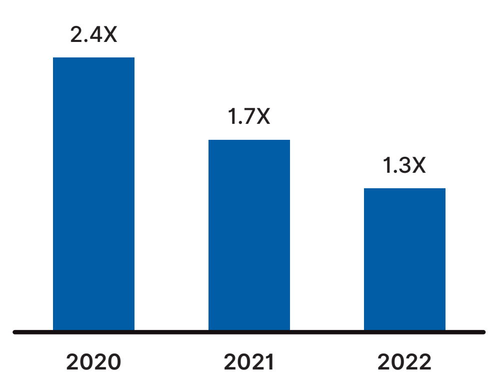


Note: Net Debt includes cash and excludes redeemable preference shares.

NET DEBT TO EBITDA

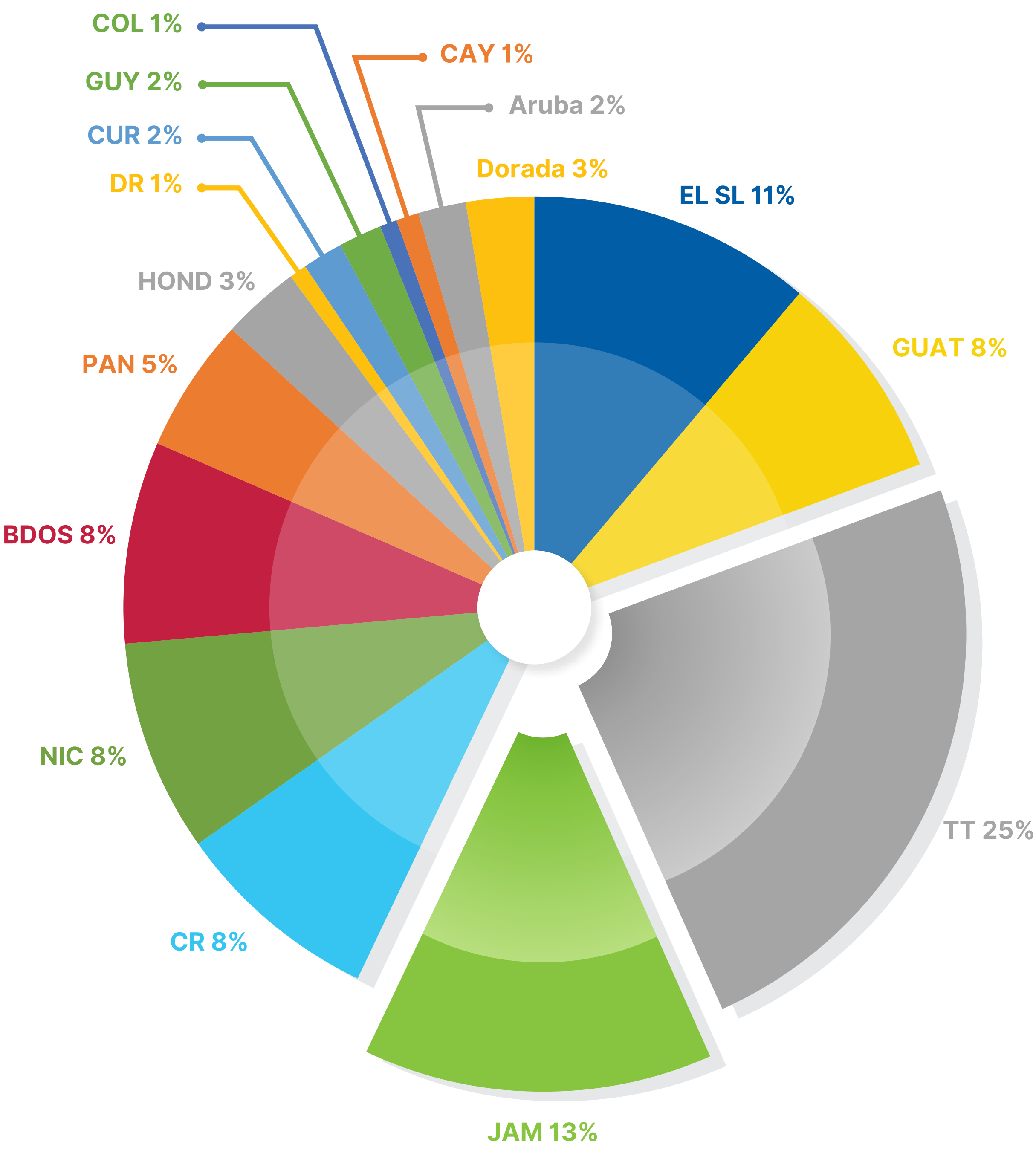


DEBT TO EQUITY

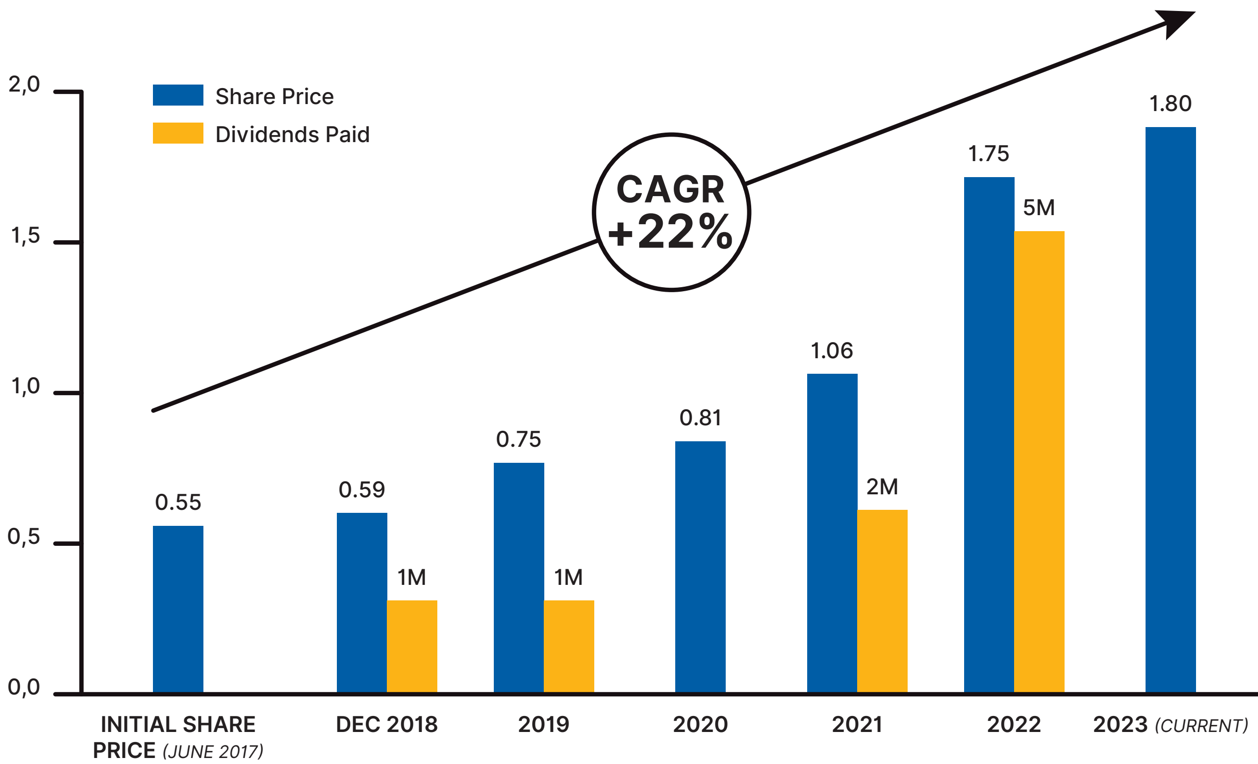


Diversification

No single country accounts for more than 25% of EBITDA



Share Price Growth (US$)




pbs
Go For
Growth

PBS Group Management Team
Kick Off Panama City

February 14, 2023

Group Board of Directors

P. B. Scott
Chairman

Pedro M. París
Director, Group CEO

Mr. P. B. Scott is the Chairman, Chief Executive Officer (CEO) and principal shareholder of the Musson Group. He joined the group in 1994 and became CEO in 2004. In 2009 he was appointed Chairman of the Board. He is responsible for the strategic direction, performance and overall operations of the Musson Group and all its subsidiaries, including Facey Group Limited, PBS Group, Seprod, T. Geddes Grant Distributors Ltd., and General Accident Insurance Company Ltd. among others. In addition to his responsibilities at Musson, he serves on several public boards and commisions. He is a Trustee of the American International School of Jamaica. Currently he is Chairman of the Development Bank of Jamaica (DBJ). He is past President of the Private Sector Organization of Jamaica. He chairs the Executive and Compensation Committees.

Mr. Pedro M. París has been with PBS since 2003, He has held several management positions, in 2006 he was named COO for Central America. Mr. París was appointed Group CEO at the end of 2009. He is responsible for the vision, strategy and execution of the day-to-day operations. He is also a member of the Management Governance and Executive Committees. Mr. París worked 18 years for IBM-GBM (an IBM alliance), where he held several senior management positions across the business. Mr. París studied Business Administration at the Universidad Autónoma Centro America, Costa Rica.

Group Board of Directors

Ricardo Hutchinson
Non-Executive Director

Douglas Hewson
Non-Executive Director

Mr. Hutchinson currently works with Portland Private Equity ("PPE") as Vice President – Investments, with responsibility for leading investment transactions throughout the region. He has more than 13 years of experience in the regional finance industry working with several top financial institutions. Prior to joining PPE, Ricardo held the role of Associate Director – Investment Banking with a leading regional commercial bank. He holds a Master of Science degree in Economics from the University of the West Indies and is a CFA Charter holder.

Mr. Hewson is a Managing Partner of Portland Private Equity where he is a member of the Investment Committee, active in transactions, and has primary responsibility for investor relations.He has been the lead partner for investments in InterEnergy Holdings Inc., IEH Panama, and Grupo IGA, serving on the board of directors of each company and on the related board committees. He is also on the board of Merqueo S.A.S., and is Chairman of Portland JSX Limited, a publicly listed company on the Jamaican stock exchange.

Group Board of Directors

José Misrahi
Facey Group CFO Director

Thomas Agnew
Non-Executive Director

Mr. Misrahi is a director of several companies within the Facey Group. Prior to joining Facey in 2006, he was Managing Director of a boutique Investment Bank from 2003 to 2006. He served as Vice President, Finance for the Cisneros group of companies from 1992 to 2002, a multinational with concentration in Media holdings. He has also held other board positions outside of Facey. He is member of the Executive, Audit, and the Governance Management Committees. Mr. Misrahi is a CPA and holds a Bachelor of Science Degree in Accounting from the University of Miami.

Mr. Agnew is an entrepreneur specializing in building content marketing, marketing technology and information services businesses. He founded Brafton Inc. and a group of subsidiary companies that are North America and Australia's leading content marketing entities. Brafton Inc. has been listed among the 5,000 fastest growing private companies four years in row. He co-founded DeHavilland Information Services and Axonn Ltd in the UK. Originally from the UK, he moved to the U.S.A. in 2008. Mr. Agnew holds a degree in Politics from the University of Newcastle, UK.

Group Board of Directors

Edward Ince
Non-Executive Director

Blondell Walker
Director Group CIO

Mr Ince is a Senior Partner/Co-Founder of Frontlight Ventures, a regional investment and consulting firm. He was Co-Founder and Managing Director of Prism Services, a regional payments and operations outsourcing company. He is a Non-Executive Republic Bank Ltd, Cave Shepherd, Foster & Ince Cruise Services and the Barbados Sugar Industry Ltd. He is a graduate of York University, Canada and is a National Barbados Aubrey Collymore Scholarship recipient for sciences.

Mrs. Blondell Walker has been part of the Musson Group of Companies for over 20 years and is currently the ICT Director, a position she has held since 2000. She is also on the Board for T. Geddes Grant (Distributors) Limited and Musson Jamaica Limited. She was instrumental in the implementation of the Enterprise Resource Program (ERP application across the Musson Group of Companies. Mrs. Walker studied Accounting and Systems Analysis at the University of the West Indies, Institute of Management and the Heriot Watt University of Edinburgh, Scotland. She is the Chairman for the Western United Basic School.

See what's new.

NOW AVAILABLE AT PBS FOR B2B

PBS Trinidad Port of Spain Office

Board Meetings

4	Paul Scott
4	Pedro M. Paris
3	Melanie Subratie
4	Jose Misrahi
3	Patrick Scott
4	Brian Wynter
4	Blondell Walker
3	Douglas Hewson
4	Ricardo Hutchinson
4	Edward Ince
4	Thomas Agnew

Audit Meetings

4	Melanie Subratie
5	Brian Wynter
5	Ricardo Hutchinson
5	Thomas Agnew
1	Jose Misrahi

Board of Committees

Executive Committee

P.B. Scott
Chairperson

Pedro M. París

Nicholas A. Scott

José Misrahi

Audit Committee

Melanie Subratie
Chairperson

Ricardo Hutchinson

Brian Wynter

Thomas Agnew

José Misrahi

Compensation Committee

P.B. Scott
Chairperson

Ricardo Hutchinson

Patrick Scott

Douglas Hewson

Senior Regional Leadership Team

Sergio Molina

PLANNING OPERATIONS DIRECTOR

Sergio Molina started at PBS 20 years ago. He has hold several positions in the company. PBS Guatemala General Manager (7 Years), PBS Dominican Republic General Manager (1 Year), PBS Group Post-Sale Manager (1Year), PBS Group Sales Process Management, PBS Group Planning Manager (Current). Mr Molina obtained a Degree in Business Administration from Universidad de San Carlos de Guatemala.

Mario Pons

PROFESSIONAL SERVICES OPERATIONS

Mario Pons has been a key player for the Inkjet strategy the group has developed in Central America and has helped various PBS organizations in the development of high impact projects such as the printing of Electoral Ballots. He has also been key in the relationship with global partners, Entrust Datacard and Gemalto, for National ID projects in Guatemala, Jamaica and Costa Rica. He started working in Xerox Guatemala in 1994 and has developed his career within Xerox and PBS holding several positions in Sales, Service and Professional Services. He has a BSC in Computer Science from Louisiana State University, and a Diploma in Business Administration from Tayasal Business School.

Leonardo Velásquez

INFRASTRUCTURE & TECHNOLOGY NETWORKING DIRECTOR

Leonardo Velazquez has been working with PBS since 2015. He oversees the sales relationship with vendors and distributors, such as: Cisco, Fortinet, HP, Dell, Tripplite, TechData, Intcomex, IngramMicro. Before PBS, he worked as a Regional Partner Account Manager at Cisco Systems for 6 years and has amassed a total of 25 years in the IT sector. He graduated from Universidad de Simon Bolivar. He has an MBA in Enterprise Administration and is an Electronic Engineer.

Senior Regional Leadership Team

Andrés Ibañez

CHIEF FINANCIAL OFFICER

Andres Ibanez joined the company in October 2010, and is currently a member of the Management Governance Committee. His work experience includes working with Fortune 500 companies such as Mobil Chemical and Federal Mogul. He worked as Vice President of International Finance at Cinemark Holding, Inc. as well as Chief Financial Officer for Puma Energy Latin America. He has a Master's Degree in Business Administration from the University of Illinois at Urbana Champaign and a Bachelor of Science in Mechanical Engineering from Vanderbilt University.

Lucia Vielman

HEAD CORPORATE TREASURER

Mrs. Vielman Ruiz was a Private Banking Manager at Mercom Bank and later appointedas General Manager. In 2009 Mrs. Vielman Ruiz Joined PBS as Compliant officer for the first sindicate loan and in 2010 she became the Corporate Treasurer, responsible for banking operations at country level and member of the Management Governance Committee. She Graduated in Business Administration from Universidad Francisco Marroquin, Guatemala in 1998.

Oscar Silvosa

SOFTWARE SALES OPERATIONS DIRECTOR

Oscar Silvosa is a highly accomplished executive with over 30 years of experience in the high technology market in Latin America. Born in Spain, he began his career in Venezuela and has been based in Miami for the past 15 years. Throughout his career, Oscar has held various manager and regional senior positions in sales, alliances, and channels at leading technology companies such as SAP, Autodesk, and Oracle.

With his in-depth understanding of the Latin American market and emerging technologies, Oscar has been instrumental in driving business growth and innovation in the region. He has a proven track record of building high-performance teams, developing talent, and creating a culture of excellence that drives results.

Regional Leadership Team

Lesder Ramírez

COO TRINIDAD & TOBAGO, GUYANA & DUTCH CARIBBEAN (ARUBA, CURACAO, BONAIRE, SAINT MAARTEN AND SURINAME)

Mr. Lesder Ramirez studied Business Administration at the Universidad San Carlos De Guatemala, Guatemala and in 2009, joined PBS as the Financial Manager for the Guatemala operations. From 2009 to 2015, Lesder was entrusted to play different roles in finance such as Finance Manager for the operations of Costa Rica, Honduras Jamaica and Belize, Shared Service Center - Finance Manager and Xerox Relationship Management. During his tenure managing the Xerox relationship, Lesder oversaw planning operations, working closely with Mr. Pedro M. Paris C., CEO of PBS Group, where he developed additional business acumen. In 2019, based on his achievements, Lesder was promoted to oversee the operations of Dutch Caribbean as Senior General Manager. More recently in 2022, due to his knowledge of the PBS business as well as his solid financial and operations background Lesder, was named COO in charge of the operations of Trinidad & Tobago, Guyana, and Dutch Caribbean (Aruba, Curacao, Bonaire, Saint Maarten and Suriname).

Vennis Williamson

GENERAL MANAGER JAMAICA AND DEVELOPING MARKETS

Vennis Williamson is a results-oriented management professional with over 10 years of proven leadership track record in planning, directing and capitalizing on strategies that carefully balance risks and rewards as a means of achieving objectives. In 2021, she assumed the role of General Manager of PBS Jamaica and was integral in the successful outcomes of the business performance. Vennis is passionate about community development and improving the lives of others. She holds a Master's Degree in general studies from Florida International University and a Bachelor's Degree in Business Administration from the University of Technology, Jamaica.

Alesia Persaud

CFO CARIBBEAN OPERATION

Alesia Persaud has been with the Technology group for over twenty (20) years. She has held several positions within the group, such as Accountant, Finance Manager and Director at Massy Technologies InfoCom in Guyana, Barbados, Antigua, Jamaica and Trinidad and now serves as Assistant Vice President (AVP), Regional Finance. She has an MBA in General Management from the University of the West Indies and a Postgraduate Certificate in Corporate Finance, Business/Commerce from the University of Liverpool.

Regional Leadership Team

Walter Solano

CHIEF INFORMATION OFFICER

Walter Solano has held the role of Chief Information Officer since 2009. His profesional career began as a developer of the Xlar, Xerox Latin America Regional Sub-Leger Systems, and SystemOne enterprise resource planning systems. In 1997, he moved to the Netherland Antilles to work as the IT manager at Xerox Antilles (now PBS Antilles) for 6 years. He was then promoted to the IT Manager at PBS Costa Rica which he served for 5 years before becoming the Group CIO. He is a Systems Engineer and graduate of the National University of Costa Rica. He is a member of the National Association of IT Engineers in Costa Rica.

Anthony Yearwood

SUREPAY DIRECTOR

Anthony Yearwood started his sales career in information and communications technology (ICT) over 30 years ago at PBS Technologies, formerly Massy Technologies InfoCom. Over the years, Anthony played various leadership roles, including Regional Manager for Banking solutions, where he oversaw the growth of NCR Self Service, Director ICT Sales (Barbados) and Director SurePay. Since the PBS acquisition, he has been in the regional role of Caribbean Strategic Sales and Product Support. Anthony Yearwood holds an MBA from the University of the West Indies, Cave Hill School of Business.

Gabriela Grajeda

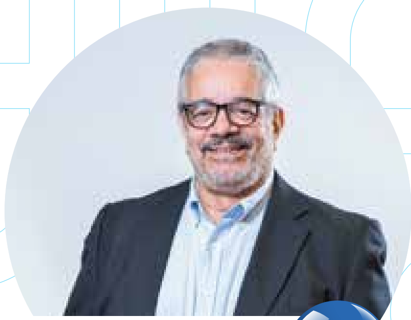
REGIONAL MARKETING & COMMUNICATIONS MANAGER

Gabriela Grajeda has been working in Trade Marketing, Marketing, Advertising & Business areas since 2024, for Multinational companies such as L'oréal, Beiersdorf, Ogilvy-Coca Cola, Samsung, Spira and PBS Group, gaining a lot of experience in retail, consumers services, consulting and technology industries. She graduated from Universidad Rafael Landívar, Guatemala with a Marketing & Advertising Degree.

Senior in Country Leadership

Miriam Alas
SENIOR GENERAL MANAGER PBS & HIGHTECH
EL SALVADOR

Christian Sánchez
GENERAL MANAGER
COSTA RICA



Marco Almendárez
SENIOR GENERAL MANAGER
NICARAGUA

Melani Angeles
COUNTRY MANAGER
DOMINICAN REPUBLIC

Esteban Corrales
COUNTRY MANAGER
COLOMBIA

Jason Alidikromo
A.I. COUNTRY MANAGER
GUYANA

David Morales
HIGHTECH, SALES MANAGER
EL SALVADOR

Nelson Bolaños
HIGHTECH, OPERATIONS MANAGER
EL SALVADOR

Senior in Country Leadership

Francisco Lupiac
GENERAL MANAGER
HONDURAS

Nelson Durán
GENERAL MANAGER
GUATEMALA

Fabio Alvarado
GENERAL MANAGER GPA
MIAMI

Elvin Nash
GENERAL MANAGER
BARBADOS

Diana Walker
GENERAL MANAGER
PANAMA

Laura Johnston
COUNTRY MANAGER
CAYMAN ISLANDS

Natasha Stuart
GENERAL MANAGER
TRINIDAD & TOBAGO

Keith Seale
DEVELOPING MARKETS DIRECTOR
CAYMAN, BELIZE, ANTIGUA

Senior Regional Support Team

Rossana Arriola
CEO SENIOR EXECUTIVE ASSISTANT

Trisha Smith
PEOPLE DEVELOPMENT & TRANSFORMATION REGIONAL MANAGER

Celeste Garcilazo
HIGHTECH OPERATIONS COORDINATOR

Octavio Andrade
CUSTOMER SERVICE MANAGER

Diana Fernández
POST SALES REGIONAL MANAGER

Hugo Córdova
CORPORATE FINANCIAL CONTROLLER

Vynnie Mila
GRAPHIC COMMS REGIONAL MANAGER

Guillermo Rodíguez
REGIONAL HUMAN RESOURCES DIRECTOR

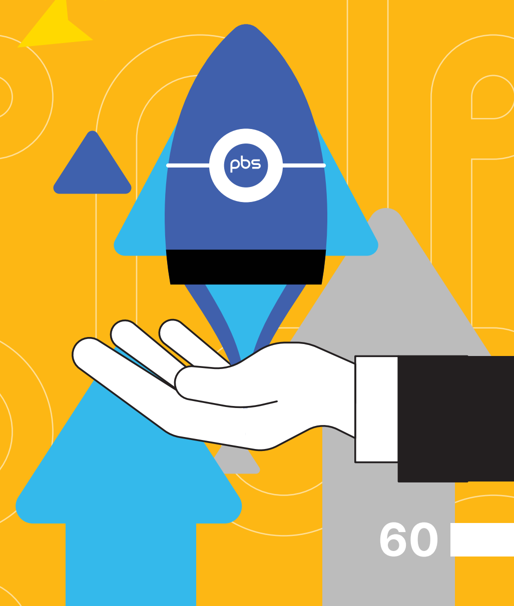
Amilcar Figueroa
REGIONAL INVENTORY MANAGER

Go For Growth

For internal use with our #PBSPeople

Growing With You

For external use with #PBSPartners
#PBSCustomers



We had the honor of hosting Mr. Robert Malik, Vice President Global Channel Sales NCR at our Headquarters in Guatemala .

During his visit, we had the opportunity to strengthen commercial alliances between our companies, meet with strategic clients of the banking industry and work on the development of future projects. PBS Group is the leading company in market share in ATMs in the Caribbean.

*Render design (not the final visualization)

Punta Cana International Airport Selects Leidos as Airport Checkpoint Technology Provider

PUNTA CANA
INTERNATIONAL AIRPORT

RESTON, Va., June 16, 2022 /PRNewswire/ — Leidos (NYSE:LDOS), a FORTUNE® 500 science and technology leader, was selected by the Dominican Republic's Punta Cana International Airport (PUJ) to upgrade their security checkpoints. The airport will utilize Leidos' world-class technologies to keep passengers and staff safe while enhancing operational efficiencies and increasing passenger throughput

"Leidos understands the importance of seamless travel from curb to gate," said Bradley Buswell, Senior Vice President for Leidos. "By utilizing our innovative capabilities, passengers will no longer need to remove electronics and liquids from carry-on bags, thus allowing greater efficiency and more time before boarding their flights."

Punta Cana is a popular Caribbean destination that hosts more than 4 million tourists annually. To meet strong projected growth over the coming years, airport officials identified the need for better security and greater efficiency.

"Tourism is vital for Punta Cana – we want travelers to have the most seamless and enjoyable experience when they visit, starting at our airport," said Alberto Smith, Director Operations Landside & Cargo for Punta Cana International Airport. "Working with Leidos will enable us to provide the most secure checkpoints with the highest passenger throughput at the lowest operational cost. This will assure our passengers can quickly get through security and onto their departing flights with minimal interruptions."

"Working with Leidos will enable us to provide the most secure checkpoints with the highest passenger throughput at the lowest operational cost. This will assure our passengers can quickly get through security and onto their departing flights with minimal interruptions."

The planned upgrade will update all security lanes within the Punta Cana International Airport Terminal B checkpoint with the latest Leidos technology. These upgrades include the installation of the people scanner Pro:Vision® 2, ProPassageTM, a fully configurable automated tray return system, as well as ClearScanTM, an automated CT scanner for cabin baggage at each checkpoint. The airport already possesses Leidos' B220TM, a desktop explosive trace detector. The Leidos MosaicTM enterprise software solution will integrate the entire security ecosystem and connect with other elements of the airport operations.

Implementation is slated to start this summer with several lanes being fully upgraded by the end of the year. The remaining lanes will be completed in the first half of 2023.

leidos

PBS Jamaica Building

OUR NEW HOME IN JAMAICA

PBS Jamaica
Will have a new home to better serve our external clients and employees. We will be on the 7th and 8th floors, at 58 Half Way Tree Road, by the end of 2024.

Corporate Social Responsibility PBS Panama 2022

CHRISTMAS OUT OF THIS WORLD

We celebrated Christmas with more than 500 children of Fanlyc. Inspired by the Star of Bethlehem A CHRISTMAS OUT OF THIS WORLD activity was held with game attractions, Christmas parades, toy galaxies, peace rockets, eager to bring joy and unforgettable experiences to more than 500 children and adolescents diagnosed with cancer from all provinces. The Inn and surroundings were set with games and attractions alluding to this activity, and thanks to the donations and contributions of friends and companies that are part of this wonderful corporate volunteer program, we achieved the goal of delivering an unforgettable day, food baskets and toys in three different activities with consideration to the health of the children.

Consolidated Financial Statements

for the year ended 31 December 2022

Productive Business Solutions Limited

Consolidated Financial Statements
31 December 2022

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31 December 2022

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Consolidated Financial Statements

Independent auditor's report

To the shareholders of Productive Business Solutions Limited

Report on the audit of the consolidated financial statements

Our opinion

In our opinion, the consolidated financial statements present fairly, in all material respects the consolidated financial position of Productive Business Solutions Limited (the Company) and its subsidiaries (together the Group) as at 31 December 2022, and the Group's consolidated financial performance and consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

What we have audited

The Group's consolidated financial statements comprise:

- the consolidated statement of financial position as at 31 December 2022;
- the consolidated statement of comprehensive income for the year then ended;
- the consolidated statement of changes in equity for the year then ended;
- the consolidated statement of cash flows for the year then ended; and
- the notes to the consolidated financial statements, which include significant accounting policies and other explanatory information.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code). We have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

PricewaterhouseCoopers SRL, The Financial Services Centre, Bishop's Court Hill, P.O. Box 111, St. Michael, BB14004, Barbados, West Indies
T: (246) 626 6700, F: (246) 436 1275, www.pwc.com/bb

Our audit approach

Audit Scope

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the consolidated financial statements. In particular, we considered where management made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

How we tailored our group audit scope

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

The Group is comprised of thirteen (13) reporting components of which we selected eleven (11) components for testing, which represent the principal business units of the Group within Jamaica, Barbados, Central America, the Netherlands Antilles, Nicaragua, St. Lucia and Dominican Republic. A full scope audit was performed for Productive Business Solutions (Central America), S.A. and its subsidiaries, Productive Business Solutions (Nicaragua) S.A. and PBS Technology Group Limited and its subsidiaries as these were determined to be individually financially significant. Additionally, based on our professional judgement, eight (8) other components within the group were selected to perform audit procedures on specific account balances, classes of transactions or disclosures.

In establishing the overall Group audit strategy and plan, we determined the type of work that is needed to be performed at the component level by the Group engagement team and by PwC component auditors.

Where the work was performed by component auditors, we determined the level of involvement we needed to have in the audit work of those components to be able to conclude whether sufficient appropriate audit evidence has been obtained as a basis for our opinion on the consolidated financial statements as a whole.

Key audit matters

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

<table>
<tr><th>Key audit matter</th><th>How our audit addressed the key audit matter</th></tr>
<tr><td>Impairment Assessment of Goodwill
Refer to notes 2(f), 4 and 17 of the consolidated financial statements for disclosures of related accounting policies, judgements, estimates and balances.

As at 31 December 2021, Goodwill accounted for US$78.5 million, which represents 20.7% of total assets of the Group.
On an annual basis, management tests whether goodwill is subject to impairment. The recoverable amounts of cash generating units (CGU) have been determined using value in use calculations based on the higher recoverable amount compared to fair value less costs to sell. Management’s impairment assessment resulted in no impairment provision being required.
We focused on this area because the assessment of the carrying value of goodwill involves significant judgement and estimation, is sensitive to changes in key assumptions and determining economic recovery is challenging.
The key assumptions were assessed by management as being:
• Revenue growth rate;
• Terminal growth rate;
• Average Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA) to revenue; and
• Pre-tax Discount rate.</td><td>

Our approach to testing management’s impairment assessment, with the assistance of our valuation expert involved the following procedures, amongst others:
• Obtained management’s discounted cash flow model (DCF) including qualitative and quantitative analyses and updated our understanding of the process used by management to determine the value in use of each CGU;
• Agreed the 31 December 2022 base year financial information to current year results and compared previous forecasts to actual results to assess the performance of the business and the accuracy of management’s forecasting;
• Compared the revenue growth rates to historical revenue growth and externally derived data as well as our own assessments in relation to key inputs such as projected economic growth, inflation and pre-tax discount rates;
• Developed a range of parameters using available market inputs and historical information and performed sensitivity analyses using these parameters, which was compared to management’s terminal growth and pre-tax discount rate;
• Compared EBITDA margins to historical results, and verified reconciling variances to underlying supporting data and current period results; and</td></tr>
</table>

pwc

Key audit matter	How our audit addressed the key audit matter
	• Tested management's impairment model calculations for mathematical accuracy. Based on the procedures performed, management's assumptions and judgements relating to the carrying value of goodwill, in our view, were not unreasonable.
Revenue Recognition – Non- standard contracts related to reprographic products *Refer to notes 2(d) and 6 of the consolidated financial statements for disclosures of related accounting policies, judgements, estimates and balances.* Revenues earned from reprographic products are through either an outright sale or an operating lease of equipment and from related service contracts. These revenues are generated from invoices and standard lease agreements. These include reprographic products sold with full-service maintenance agreements. Sales and lease agreements that are individually negotiated and tailored to meet the specific circumstances of the customers typically include clauses that have revenue recognition implications. We focused on this area due to management's judgement surrounding the timing of revenue recognition for reprographic contracts with multiple performance obligations.	Our approach to testing revenue recognition on non-standard contracts related to reprographic products involved the following procedures, amongst others: • Updated our understanding of the Group's accounting policies and evaluated consistency with prior year. • On a sample basis, tested revenue contracts to check that revenue is recognised in the correct period based on the terms of the contracts and in accordance with the Group's accounting policy. • Selected a sample of revenue transactions throughout the year to evaluate appropriate revenue recognition with a specific focus on the impact of the timing of revenue recognition for reprographic contracts with multiple performance obligations. • Examined the reversal of any sales in the subsequent period to evaluate appropriate revenue recognition. Based on the procedures performed, management's judgements relating to revenue recognition for the non-standard contracts related to reprographic products, in our view, were not unreasonable.

Other information

Management is responsible for the other information. The other information comprises the Annual Report (but does not include the consolidated financial statements and our auditor's report thereon), which is expected to be made available to us after the date of this auditor's report.

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

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

When we read the 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 consolidated financial statements

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

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

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

Auditor's responsibilities for the audit of the consolidated financial statements

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

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

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

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

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

The engagement partner on the audit resulting in this independent auditor's report is Michelle White-Ying.

PricewaterhouseCoopers SRL

Bridgetown, Barbados
April 27, 2023

Productive Business Solutions Limited

Consolidated Statement of Comprehensive Income

Year ended 31 December 2022

(Expressed in United States dollars unless otherwise indicated)

	Note	2022 $'000	2021 $'000
Continuing Operations			
Revenue	6	311,997	223,997
Direct expenses	8	(214,181)	(145,214)
Gross Profit		97,816	78,783
Other income	7	2,582	744
Selling, general and administrative expenses	8	(70,557)	(61,462)
Impairment losses on financial instruments		(386)	(733)
Operating Profit		29,455	17,332
Finance costs	10	(17,665)	(10,214)
Profit before Taxation		11,790	7,118
Taxation	11	(3,314)	(1,519)
Net Income for the year		8,476	5,599
Other Comprehensive Income			
Items that may be subsequently reclassified to profit or loss:			
Currency translation differences on the net assets of foreign subsidiaries		1,420	(1,434)
Items that will not be reclassified to profit or loss:			
Actuarial gains – termination benefits		63	-
		1,483	(1,434)
TOTAL COMPREHENSIVE INCOME		9,959	4,165
Net Income for the Year is Attributable to:			
Shareholders of the Company		8,391	5,523
Non-controlling interests		85	76
		8,476	5,599
Total Comprehensive Income for the Year is Attributable to:			
Shareholders of the Company		9,874	4,089
Non-controlling interests		85	76
		9,959	4,165
		Cents	**Cents**
Basic and diluted earnings per share for profit from continuing operations attributable to ordinary shareholders	13	4.22	3.83

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

Productive Business Solutions Limited

Consolidated Statement of Financial Position

31 December 2022

(Expressed in United States dollars unless otherwise indicated)

	Note	2022 $'000	2021 $'000
Non-Current Assets			
Property, plant and equipment	15	29,473	31,574
Right-of-use assets	16	13,768	15,708
Intangible assets	17	101,762	104,813
Lease receivables	18	6,699	1,804
Pension plan assets	32	528	114
Long term receivables	19	4,438	550
Deferred income tax assets	20	5,591	3,765
Contract assets	36	6,849	6,390
Investments	37	246	-
Total Non-Current Assets		169,354	164,718
Current Assets			
Due from related parties	21	4,875	3,857
Inventories	22	49,480	39,681
Contract assets	36	9,434	8,645
Trade and other receivables	23	99,242	83,515
Current portion of lease receivables	18	1,790	1,721
Taxation recoverable		13,730	11,492
Financial assets at amortised cost	3 (*iv*)	-	1,592
Cash and cash equivalents	24	31,230	21,740
Total Current Assets		209,781	172,243
Current Liabilities			
Trade and other payables	25	65,746	47,372
Contract liabilities	36	25,583	13,793
Due to related parties	21	9,636	13,009
Taxation payable		8,859	7,777
Current portion of lease liabilities	26	4,262	3,773
Short term loans	27	20,652	20,661
Current portion of long-term loans	27	5,084	9,188
Bank overdraft	27	2,967	2,903
Total Current Liabilities		142,789	118,476
Net Current Assets		66,992	53,767
Total Non-current Assets and Net Current Assets		236,346	218,485

Productive Business Solutions Limited

Consolidated Statement of Financial Position (Continued)

31 December 2022

(Expressed in United States dollars unless otherwise indicated)

	Note	2022 $'000	2021 $'000
Equity			
Attributable to Shareholders of the Company			
Share capital	28	123,016	105,782
Other reserves	29	(18,377)	(19,870)
Retained Earnings/(Accumulated deficit)	14 & 30	233	(2,633)
Total Shareholders´ Equity		104,872	83,279
Non-controlling Interests	12	1,002	927
Total Equity		105,874	84,206
Non-Current Liabilities			
Retirement benefit obligations	32	991	599
Contingent consideration payable	41	912	1,796
Deferred income tax liabilities	20	2,925	1,677
Lease liabilities	26	16,260	15,871
Borrowings	27	108,369	112,844
Other long term liabilities	39	1,015	1,492
Total Non-Current Liabilities		130,472	134,279
Total Non-Current Liabilities and Equity		236,346	218,485

Approved for issue by the Board of Directors on 27 April 2023 and signed on its behalf by:

Paul Scott Director

Pedro Paris Director

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

Productive Business Solutions Limited

Consolidated Statement of Changes in Equity

Year ended 31 December 2022

(Expressed in United States dollars unless otherwise indicated)

	Attributable to Shareholders of the Company					
	Number of Shares ‘000	**Share Capital $’000**	**Other Reserves $’000**	**Retained Earnings/ (Accumulated Deficit) $’000**	**Non-Controlling Interest $’000**	**Total $’000**
Balance at 1 January 2021	123,272	57,317	(18,429)	(6,127)	851	33,612
Currency translation differences	-	-	(1,434)	-	-	(1,434)
Net income	-	-	-	5,523	76	5,599
Total comprehensive loss	-	-	(1,434)	5,523	76	4,165
On acquisition of subsidiaries	-	-	(7)	-	-	(7)
Transactions with owners						
Dividends paid (note 30)	-	-	-	(2,029)	-	(2,029)
Increase in share capital (note 28)	62,941	48,465	-	-	-	48,465
Balance at 1 January 2022	186,213	105,782	(19,870)	(2,633)	927	84,206
Currency translation differences	-	-	1,430	-	(10)	1,420
Actuarial gains	-	-	63	-	-	63
Net income	-	-	-	8,391	85	8,476
Total comprehensive income	-	-	1,493	8,391	75	9,958
Transactions with owners						
Dividends declared (note 30)	-	-	-	(5,525)	-	(5,525)
Increase in share capital (note 28)	2,000	17,234	-	-	-	17,234
Balance at 31 December 2022	188,213	123,016	(18,377)	233	1,002	105,874

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

Productive Business Solutions Limited

Consolidated Statement of Cash Flows

Year ended 31 December 2022

(Expressed in United States dollars unless otherwise indicated)

	2022 $'000	2021 $'000
Cash Flows from Operating Activities (Note 34)	24,406	10,643
Cash Flows from Financing Activities		
Interest paid	(16,108)	(15,133)
Dividends paid	(5,000)	(2,029)
Proceeds from borrowing	50,890	92,851
Repayments of borrowings	(56,538)	(77,358)
Issuance of shares	17,234	-
Repayments of lease liabilities	(4,392)	(3,486)
Net cash used in financing activities	(13,914)	(5,155)
Cash Flows from Investing Activities		
Acquisition of investment securities	(246)	-
Acquisition of subsidiary, net of cash acquired	-	16,636
Interest received	1,874	447
Acquisition of financial assets at amortized cost	1,592	(1,592)
Purchase of property, plant and equipment	(4,258)	(5,065)
Proceeds on disposal of property, plant and equipment	-	14
Net cash (used in)/provided by investing activities	(1,038)	10,440
Net Increase in Cash and Cash Equivalents	9,454	15,928
Cash and cash equivalents at beginning of the year	18,837	2,676
Effect foreign exchange in cash	(28)	233
CASH AND CASH EQUIVALENTS AT END OF THE YEAR (NOTE 24)	28,263	18,837

	2022 $'000	2021 $'000
Cash at bank and in hand	31,230	21,740
Bank overdraft (Note 27)	(2,967)	(2,903)
	28,263	18,837

The principal non-cash transactions include:

- Transfer to property, plant and equipment from inventory during operating lease period of $11,539,000 (2021 - $4,313,000).
- Transfer from property, plant and equipment to inventory upon expiry of operating lease of $6,229,000 (2021 - $2,448,000).
- Dividends declared but not paid of $525,000.

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

Productive Business Solutions Limited

Notes to the Consolidated Financial Statements
31 December 2022
(Expressed in United States dollars unless otherwise indicated)

Note 1 - Identification and Principal Activities

Productive Business Solutions Limited ("the Company") is a company incorporated on 16 December 2010, and domiciled in Barbados, originally under the International Business Corporation (IBC) Act 77.

Effective January 1st, 2019, the International Business Companies Act Cap. 77 was repealed, and all companies licensed under this Act prior to its repeal, will now be required to carry on business under and in accordance with the Companies Act Cap, 308. The Company was grandfathered under the provisions of the International Business Companies (Repeal) Act, 2018-40 of Barbados until June 30, 2021. As of July 1st, 2021, the Company operates under the Companies Act Cap. 308 and has applied to hold a Foreign Currency Permit under the Foreign Currency Permits Act, 2018-44.

The tax rates for the fiscal year commencing 1 January 2022 are as follows:
first $500,000 of taxable income is subject to tax at 5.5%, the next $9,500,000 at 3.0%, the next $10,000,000 at 2.5% and all amounts in excess of $15,000,000 at 1.0%

The registered office of the Company is at Facey House # 42 Warrens Industrial Park, Warrens, St. Michaels, Barbados.

The Company is capitalised by ordinary shares. The Company is a subsidiary of Facey Group Limited, owned by Musson (Jamaica) Limited. Facey Group Limited is a company incorporated in Barbados under the Companies Act, Cap. 308 of the laws of Barbados as an international business company. In combination, Musson (Jamaica) Limited and Facey Group Limited own 73.12% of the ordinary shares of the Company. The Company has issued 25,800,000 9.75% Jamaican dollars redeemable cumulative preference share which are accounted for as debt.

The Company is listed on the Jamaica Stock Exchange and the International Securities Market in Barbados.

The Company's ultimate parent company and controlling party are Elkon Limited ("Elkon"), which is incorporated and domiciled in Jamaica, and Paul B. Scott, respectively.

The principal activities of the Company and its subsidiaries, (referred to as "Group") are the distribution of printing equipment, business machines, handsets and related accessories, automated teller machines, security checkpoints, system integration, cloud services, data analytics, communication solutions, e-transactions, development of software and other technology solutions.

In September 2021, the Group acquired a 100% holding in PBS Technology Group Limited and its subsidiaries, incorporated and domiciled in St. Lucia (Notes 2(b) and 38).

The financial statements were authorised for issue by the directors on 27 April 2023. The directors have the power to amend and reissue the financial statements.

Note 2 - Significant Accounting Policies

The principal accounting policies applied in the preparation of these consolidated financial statements, hereinafter referred to as the financial statements, are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

(a) Basis of preparation

The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and IFRS Interpretations Committee (IFRS IC) applicable to companies reporting under IFRS. The consolidated financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain items of property, plant and equipment.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. Although these estimates are based on managements' best knowledge of current events and action, actual results could differ from those estimates. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 4.

Productive Business Solutions Limited

Notes to the Consolidated Financial Statements

31 December 2022

(Expressed in United States dollars unless otherwise indicated)

Note 2 - Significant Accounting Policies (Continued)

(a) Basis of preparation (continued)

Standards, interpretations and amendments to published standards effective in current year

Certain new standards, amendments and interpretations to existing standards have been published that became effective during the current financial year. The Group has assessed the relevance of all such new standards, interpretations and amendments and has affected the following, which are immediately relevant to its operations:

Amendments to IAS 16, 'Property, Plant and Equipment: Proceeds before intended use', (effective for annual periods beginning on or after 1 January 2022). The amendment to IAS 16 Property, Plant and Equipment (PP&E) prohibits an entity from deducting from the cost of an item of PP&E any proceeds received from selling items produced while the entity is preparing the asset for its intended use. It also clarifies that an entity is 'testing whether the asset is functioning properly' when it assesses the technical and physical performance of the asset. The financial performance of the asset is not relevant to this assessment. Entities must disclose separately the amounts of proceeds and costs relating to items produced that are not an output of the entity's ordinary activities. The amendment did not have a significant impact on the Group's financial statements.

Amendments to IAS 37, 'Onerous Contracts – Cost of Fulfilling a Contract', (effective for annual periods beginning on or after 1 January 2022). The amendment to IAS 37 clarifies that the direct costs of fulfilling a contract include both the incremental costs of fulfilling the contract and an allocation of other costs directly related to fulfilling contracts. Before recognising a separate provision for an onerous contract, the entity recognises any impairment loss that has occurred on assets used in fulfilling the contract. The amendment did not have a significant impact on the Group's financial statements.

Amendments to IFRS 3 , 'Business Combination', reference to the Conceptual Framework, (effective for annual periods beginning on or after 1 January 2022). Minor amendments were made to IFRS 3 Business Combinations to update the references to the Conceptual Framework for Financial Reporting and to add an exception for the recognition of liabilities and contingent liabilities within the scope of IAS 37 Provisions, Contingent Liabilities and Contingent Assets and Interpretation 21 Levies. The amendments also confirm that contingent assets should not be recognised at the acquisition date. The amendment did not have a significant impact on the Group's financial statements.

Annual Improvements to IFRS Standards 2018-2020 (effective for annual periods beginning on or after 1 January 2022). The following improvements were finalised in May 2020:

- IFRS 9 Financial Instruments – clarifies which fees should be included in the 10% test for derecognition of financial liabilities.
- IFRS 16 Leases – amendment regarding payments from the lessor relating to leasehold improvements and to remove any confusion about the treatment of lease incentives.

The adoption of the standard did not have any significant impact on the operations of the Group.

There are no other IFRSs or IFRIC interpretations effective in the current year which are expected to have a significant impact on the accounting policies or financial disclosures of the Group.

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

The Group has concluded that the following standards which are published but not yet effective, are relevant to its operations and will impact the Group's accounting policies and financial disclosures as discussed below. These standards and amendments to existing standards are mandatory for the Group's accounting periods beginning after 1 January 2023, but the Group has not early adopted them:

Productive Business Solutions Limited

Notes to the Consolidated Financial Statements

31 December 2022

(Expressed in United States dollars unless otherwise indicated)

Note 2 - Significant Accounting Policies (Continued)

(a) Basis of preparation (continued)

Standards, interpretations and amendments to published standards that are not yet effective and have not been early adopted by the Group (continued)

Amendments to IAS 1, **'Presentation of Financial Statements'** - **Classification of Liabilities as Current or Non-current',** (effective for annual periods beginning on or after 1 January 2023). The narrow-scope amendments to IAS 1, clarify that liabilities are classified as either current or non-current, depending on the rights that exist at the end of the reporting period. Classification is unaffected by the entity's expectations or events after the reporting date (e.g. the receipt of a waver or a breach of covenant). The amendments also clarify what IAS 1 means when it refers to the 'settlement' of a liability. The amendments could affect the classification of liabilities, particularly for entities that previously considered management's intentions to determine classification and for some liabilities that can be converted into equity. They must be applied retrospectively in accordance with the normal requirements in IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors. Since approving these amendments, the IASB has issued an exposure draft proposing further changes and the deferral of the amendments until at least 1 January 2024. It is not anticipated that the amendment will have a significant impact on the Group's financial statements.

Amendments to IAS 1 and IFRS Practice Statement 2, 'Disclosure of Accounting Policies', (effective for annual periods beginning on or after 1 January 2023). The IASB amended IAS 1 to require entities to disclose their material rather than their significant accounting policies. The amendments define what is 'material accounting policy information' and explain how to identify when accounting policy information is material. They further clarify that immaterial accounting policy information does not need to be disclosed. If it is disclosed, it should not obscure material accounting information. To support this amendment, the IASB also amended IFRS Practice Statement 2 Making Materiality Judgements to provide guidance on how to apply the concept of materiality to accounting policy disclosures. Management is in the process of assessing if the amendment will have a significant impact on the Group's financial statements.

Amendments to IAS 8, 'Accounting Policies, Changes in Accounting Estimates and Errors' - Definition of Accounting Estimates, (effective for annual periods beginning on or after 1 January 2023). The amendment to IAS 8 clarifies how companies should distinguish changes in accounting policies from changes in accounting estimates. The distinction is important, because changes in accounting estimates are applied prospectively to future transactions and other future events, whereas changes in accounting policies are generally applied retrospectively to past transactions and other past events as well as the current period. It is not anticipated that the amendment will have a significant impact on the Group's financial statements.

Amendments to IAS 12, 'Income Taxes', - Deferred Tax related to Assets and Liabilities arising from a Single Transaction, (effective for annual periods beginning on or after 1 January 2023). The amendments to IAS 12 require companies to recognise deferred tax on transactions that, on initial recognition, give rise to equal amounts of taxable and deductible temporary differences. They will typically apply to transactions such as leases of lessees and decommissioning obligations and will require the recognition of additional deferred tax assets and liabilities. The amendment should be applied to transactions that occur on or after the beginning of the earliest comparative period presented. In addition, entities should recognise deferred tax assets (to the extent that it is probable that they can be utilised) and deferred tax liabilities at the beginning of the earliest comparative period for all deductible and taxable temporary differences associated with: • right-of-use assets and lease liabilities, and • decommissioning, restoration and similar liabilities, and the corresponding amounts recognised as part of the cost of the related assets. The cumulative effect of recognising these adjustments is recognised in retained earnings, or another component of equity, as appropriate. IAS 12 did not previously address how to account for the tax effects of on-balance sheet leases and similar transactions and various approaches were considered acceptable. Some entities may have already accounted for such transactions consistent with the new requirements. These entities will not be affected by the amendments. It is not anticipated that the amendment will have a significant impact on the Group's financial statements.

Productive Business Solutions Limited

Notes to the Consolidated Financial Statements

31 December 2022

(Expressed in United States dollars unless otherwise indicated)

Note 2 - Significant Accounting Policies (Continued)

(a) Basis of preparation (continued)

Standards, interpretations and amendments to published standards that are not yet effective and have not been early adopted by the Group (continued)

Amendments to IFRS 16, 'Leases', requirements for sale and leaseback transactions to explain how an entity accounts for a sale and leaseback after the date of the transaction. The amendment specifies that, in subsequently measuring the lease liability, the seller-lessee determines 'lease payments' and 'revised lease payments' in a way that does not result in the seller-lessee recognising any amount of the gain or loss that relates to the right of use it retains. Sale and leaseback transactions where some or all the lease payments are variable lease payments that do not depend on an index or rate are most likely to be impacted. Management believes that the financial statements will not be materially impacted by this change in the standard.

There are no other new or amended standards and interpretations that are published but not yet effective that would be expected to have an impact on the accounting policies or financial disclosures of the Group.

(b) Consolidation

(i) Subsidiaries

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date that control ceases.

The acquisition method of accounting is used to account for business combinations involving third parties by the Group. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred, and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Acquisition-related costs are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired and liabilities assumed is recorded as goodwill. If this is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in profit or loss, in the statement of comprehensive income.

Inter-company transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Productive Business Solutions Limited

Notes to the Consolidated Financial Statements

31 December 2022

(Expressed in United States dollars unless otherwise indicated)

Note 2 - Significant Accounting Policies (Continued)

(b) Consolidation (continued)

The Group's subsidiaries, countries of incorporation, and the Group's percentage interest are as follows:

	Country of incorporation	**Group's Percentage Interest**	
		2022	**2021**
Productive Business Solutions Caribbean Limited and its subsidiaries	Saint Lucia	100	100
Productive Business Solutions Limited	Jamaica	100	100
Cayman Business Machines Limited*	Cayman	40	40
Mobay Holdings N.V. and its subsidiary	Curacao	100	100
Productive Business Solutions (Curacao) B.V. and its subsidiary	Curacao	100	100
Productive Business Solutions (Aruba) N.V.	Aruba	100	100
Productive Business Solutions Limited and its subsidiaries	Saint Lucia	100	100
Productive Business Solutions Dominicana, S.A.S.	Dominican Republic	100	100
Nicaragua Holdings and its subsidiary	Saint Lucia	100	100
Productive Business Solutions (Nicaragua), S.A.	Nicaragua	100	100
Productive Business Solutions (Barbados) Limited	Barbados	100	100
Productive Business Solutions (Central America), S.A and its subsidiaries	Panama	100	100
Dorada Management Inc.	British Virgin Islands	100	100
Productive Business Solutions (Guatemala), S.A.	Guatemala	100	100
Global Products Alliance, Incorporated	USA	100	100
Productive Business Solutions Costa Rica, S.A.	Costa Rica	100	100
Easton Commerce, S.A.	Costa Rica	100	100
Distribuidora Fotográfica Industrial, S.A.	Guatemala	100	100
Negocios Fotográficos, S.A.	Guatemala	100	100
Productive Business Solutions El Salvador, S.A. de C.V.	El Salvador	100	100
High Tech Corporation, S.A. de C.V.	El Salvador	100	100
Productive Business Solutions (Panama), S.A. and Tradeco de Zona Libre S.A.	Panama	100	100
Productive Business Solutions (Belize) Limited	Belize	100	100
Productive Business Solutions Honduras, S.A. de C.V.	Honduras	75	75
High Tech Consulting, S.A. de C.V.	Honduras	100	100
Productive Business Solutions (Colombia), S.A.S.	Colombia	100	100
Productive Business Solutions (South America) Limited	Saint Lucia	100	100
Productive Business Solutions (Suriname) Limited	Saint Lucia	100	100
PBS Technology Group Limited**	Saint Lucia	100	100
PBS Technologies (Trinidad) Limited	Trinidad	100	100
Dorada Technologies (Antigua) Limited	Antigua and Barbuda	100	100
Productive Business Solutions Technologies (Barbados) Limited	Barbados	100	100
Massy Technologies Infocom (Caribbean) Ltd,	Barbados	100	100
PBS Technologies (Jamaica) Limited	Jamaica	100	100
PBS Technologies (Guyana) Inc.	Guyana	100	100

Productive Business Solutions Limited

Notes to the Consolidated Financial Statements

31 December 2022

(Expressed in United States dollars unless otherwise indicated)

Note 2 - Significant Accounting Policies (Continued)

(b) Consolidation (continued)

(i) Subsidiaries (continued)

* In accordance with Cayman laws, entities that are domiciled in the Cayman Islands and are not issued with Local Companies Control Law Licenses, are required to be at least 60% owned by a Caymanian. The operation of Cayman Business Machines Limited is however controlled by Productive Business Solutions Limited and is therefore, in substance, categorised as a subsidiary.

** In September 2021, Productive Business Solutions Limited, acquired 100% of the shares of PBS Technology Group Limited and its subsidiaries. See note 38 for further details. In accounting for the acquisition of PBS Technology Limited and its subsidiaries, the Group has identified and ascribed certain values to intangible assets, as required by IFRS 3, as part of the purchase price allocation. The values for those intangible assets have been determined using established valuation techniques. In applying those valuation techniques, management makes assumptions regarding cash flows, growth rates for those cash flows, certain earnings ratios, discount factors and terminal growth rates. The values arrived at for the intangible assets are sensitive to changes in those assumptions.

(ii) Transactions with non-controlling interests

The Group treats transactions with non-controlling interests as transactions with equity owners of the Group. For purchases of ownership interest in subsidiaries from non-controlling interests in which the Group retains control of the subsidiary, the difference between any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests where control is retained by the Group are also recorded in equity.

(iii) Disposal of subsidiaries

When the Group ceases to have control or significant influence, any retained interest in the entity is remeasured to its fair value, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income are reclassified to profit or loss where appropriate.

(iv) Business combination under common control

Acquisitions from entities under common control are determined by the substance and specific facts and circumstances surrounding any particular business combination under common control. The acquisition of PBS Technology Group is accounted for using acquisition accounting. A consistent policy will be applied to transactions of a similar nature. Any other business combinations under common control are accounted for using the predecessor method of accounting. Under the predecessor method of accounting, the cost of an acquisition is measured in a manner similar to the purchase method of accounting. Identifiable assets and liabilities are measured at book value at the date of acquisition. Under the predecessor method of accounting, no goodwill is created, as any difference between the cost of acquisition and the book value of the net assets acquired is dealt with as an adjustment to retained earnings.

(c) Foreign currency translation

(i) *Functional and presentation currency*

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which each entity operates ('the functional currency'). The consolidated financial statements are presented in United States Dollars, which is the Company's functional and presentation currency.

Productive Business Solutions Limited
Notes to the Consolidated Financial Statements
31 December 2022
(Expressed in United States dollars unless otherwise indicated)

Note 2 - Significant Accounting Policies (Continued)

(c) Foreign currency translation (continued)

(ii) *Transactions and balances*
Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. At the statement of financial position date, monetary assets and liabilities denominated in foreign currencies are translated using the weighted average closing exchange rate. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates, of monetary assets and liabilities denominated in foreign currencies are recognised in statement of comprehensive income.

(iii) *Group companies*
The results and financial position of all the group entities (none of which has the currency of a hyper-inflationary economy) that have a functional currency different from the presentation currency are translated as follows:

a) Assets and liabilities for each statement of financial position presented are translated at year end rates,
b) Items affecting the statement of comprehensive income are translated at average rates, and
c) The resultant gains or losses are recognised in other comprehensive income as translation gains or losses.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate. Exchange differences arising are recognised in other comprehensive income.

(d) Revenue recognition
Revenue comprises the fair value of the consideration received or receivable for the sale of goods and services in the ordinary course of the Group’s activities. Revenue is shown net of applicable value added taxes, returns, rebates and discounts and after eliminating sales within the Group.

Revenue is recognised as follows:

Reprographic products
Revenue earned from reprographic products is either through an outright sale or a lease of equipment and from related service contracts.

Revenues from the sale of equipment, including those from finance leases, are recognised at the time of sale or at the inception of the lease, as appropriate. For equipment sales that require installation, revenue is recognised when the equipment has been delivered and installed at the customer location. Sales of customer-installable products are recognised upon shipment or receipt by the customer according to the customer's shipping terms. Revenues from equipment under other leases and similar arrangements are accounted for by the finance lease method and are recognised as earned over the lease term, which is generally on a straight-line basis.

A substantial portion of the Group's reprographic products is sold with full-service maintenance agreements. Service revenues are derived primarily from these maintenance contracts on equipment sold to customers and are recognised over the term of the contracts in the accounting period in which the services are rendered, by reference to completion of the specific transaction assessed on the basis of the actual service provided as a proportion of the total services to be provided.

Revenue is recognised only after there are specific indicators of transfer of control to the customer. To evidence transfer of control on contracts where revenue is recognised at a point in time, management has defined that revenue can only be recognised after the equipment or part is installed or the supplies are delivered. Bill and hold agreements are scrutinised to ensure the transfer of control to the customer is effective.

For contracts where revenue is recognised over time, management measures the fulfilment of the performance obligations based on the value that the delivered goods or services represent to the customer.

Note 2 - Significant Accounting Policies (Continued)

(d) Revenue recognition (continued)

Telecommunications products
Revenue from telecommunications products comprises revenue from the sales of cellular phones. These products are sold under contractual agreements with the telecommunications providers.

Revenue from the sale of telecommunications products is recognised on a gross basis as management has determined that the Group acts as a principal in relation to these transactions, due to the fact that the Group bears the majority of risk, principally credit and inventory risk, in relation to such transactions, and the Group also acts as primary obligor. *Control* is the key consideration when assessing the nature of the promise to the customer.

When the entity does not control the good or service (or inventory) before it is transferred to the customer it is likely that the promise in the contract is to *arrange* for goods or services to be delivered (rather than these to be provided by the entity). In such cases, the Company recognises revenue for an amount equal to the net income (revenue minus cost).

Revenue from the sale of telecommunications products is recognised when a Group entity has delivered products to the customer; the customer has accepted the products and collectability of the related receivables is reasonably assured.

Interest income is recognised on the accrual basis on the effective interest basis, except when collectability is considered doubtful. In such cases, income is recorded when economic benefits are received.

(e) Property, plant and equipment
Land and buildings are shown at fair value, based on valuations by external independent valuers, less subsequent depreciation for buildings. Valuations are performed every two years to ensure that the fair value of a revalued asset does not differ materially from it’s carrying amount. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset, and the net amount is restated to the revalued amount of the asset.

Increases in the carrying amount arising on revaluation of land and buildings are credited to other comprehensive income and shown as other reserves in shareholder’s equity. Decreases that offset previous increases of the same asset are recorded in other comprehensive income and debited against other reserves directly in equity; all other decreases are charged to the profit or loss.

All other property, plant and equipment are stated at historical cost less accumulated depreciation and impairment losses.

Land is not depreciated as it is deemed to have an indefinite life. For all other property, plant and equipment, depreciation is calculated at annual rates on the straight-line basis to write-off the cost of the assets to their residual values over their estimated useful lives at annual rates as follows:

Freehold buildings	2 - 2 ½%
Leasehold buildings and improvements	10 - 20%
Furniture, fixtures, plant and equipment	10 - 33⅓%
Motor vehicles	20 - 25%

Gains and losses on disposal of property, plant and equipment are determined by comparing proceeds with the carrying amount and are included in operating profit.

Repairs and maintenance expenditure is charged to profit or loss during the financial period in which it is incurred. The cost of major renovations is included in the carrying amount of the asset when it is probable that future economic benefits in excess of the originally assessed standard of performance of the existing asset will flow to the Group.

When revalued assets are sold, the amounts included in other reserves are transferred to retained earnings.

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Note 2 - Significant Accounting Policies (Continued)

(f) Intangible assets

(i) Goodwill

Goodwill represents the excess of the cost of an acquisition over the fair value of the Group's share of the net identifiable assets of the acquired subsidiary, associate or joint venture at the date of acquisition. Goodwill on acquisition of subsidiaries is included in intangible assets. Goodwill on acquisitions of associates and joint ventures is included in investment in associates and investment in joint venture, respectively. Separately recognised goodwill is tested annually for impairment and carried at cost less accumulated impairment losses. Impairment losses on goodwill are not reversed. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or Groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose.

(ii) Customer Relationships, Brands, contracts, software, franchise agreements and licences.

Customer Relationships, Brands, contracts, software, franchise agreements and licences are shown at historical cost less accumulated amortisation and impairment. All, excepting licenses and are deemed to have finite useful lives and amortisation is calculated using the straight-line method to allocate the cost of the intangible assets over their estimated useful lives between 6 and 20 years. Licenses have an indefinite useful life.

(iii) Proprietary Software

The Group is the owner of a software internally developed to address diverse customer needs. This asset is carried at cost and amortised according to its defined useful life.

(g) Impairment of non-financial assets

Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets other than goodwill that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

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Note 2 - Significant Accounting Policies (Continued)

(h) Financial instruments

A financial instrument is any contract that gives rise to both a financial asset in one entity and a financial liability or equity of another entity.

Financial assets

Classification

The Group classifies its financial assets at amortised cost. The classification depends on the business model used for managing the financial assets and the contractual terms of the cash flows.

Impairment

The Group assesses on a forward-looking basis the expected credit loss (ECL) associated with its financial assets classified at amortised cost, lease receivables, long term receivables and related party balances.

Application of the General Model

The Group has applied the ‘general model’ as required under IFRS 9 for financial assets other than trade receivables. Under this model, the Group is required to assess on a forward-looking basis the ECL associated with its financial assets carried at amortised cost. The ECL will be recognised in profit or loss before a loss event has occurred. The measurement of ECL reflects an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes. The probability-weighted outcome considers multiple scenarios based on reasonable and supportable forecasts. Under current guidance, impairment amount represents the single best outcome; the time value of money; and reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

ECL is calculated by multiplying the Probability of default (PD), Loss Given Default (LGD) and Exposure at Default (EAD).

The impairment model uses a three-stage approach based on the extent of credit deterioration since origination:

Stage 1 – 12-month ECL applies to all financial assets that have not experienced a significant increase in credit risk since origination and are not credit impaired. The ECL will be computed using a 12-month PD that represents the probability of default occurring over the next 12 months.

Stage 2 – When a financial asset experiences a significant increase in credit risk subsequent to origination but is not credit impaired, it is considered to be in Stage 2. This requires the computation of ECL based on lifetime PD that represents the probability of default occurring over the remaining estimated life of the financial asset. Provisions are higher in this stage because of an increase in risk and the impact of a longer time horizon being considered compared to 12 months in Stage 1.

Stage 3 – Financial assets that have an objective evidence of impairment will be included in this stage. Similar to Stage 2, the allowance for credit losses will continue to capture the lifetime ECL.

The Group uses judgement when considering the following factors that affect the determination of impairment:

Assessment of Significant Increase in Credit Risk

The assessment of a significant increase in credit risk is done on a relative basis. To assess whether the credit risk on a financial asset has increased significantly since origination, the Group compares the risk of default occurring over the expected life of the financial asset at the reporting date to the corresponding risk of default at origination, using key risk indicators that are used in the Group’s existing risk management processes. At each reporting date, the assessment of a change in credit risk will be individually assessed for those considered individually significant and at the segment level.

This assessment is symmetrical in nature, allowing credit risk of financial assets to move back to Stage 1 if the increase in credit risk since origination has reduced and is no longer deemed to be significant.

Note 2 - Significant Accounting Policies (Continued)

(h) Financial instruments (continued)

Macroeconomic Factors, Forward Looking Information and Multiple Scenarios

The Group applies an unbiased and probability weighted estimate of credit losses by evaluating a range of possible outcomes that incorporates forecasts of future economic conditions.

Macroeconomic factors and forward-looking information are incorporated into the measurement of ECL as well as the determination of whether there has been a significant increase in credit risk since origination. Measurement of ECLs at each reporting period reflect reasonable and supportable information at the reporting date about past events, current conditions and forecasts of future economic conditions.

The Group uses three scenarios that are probability weighted to determine ECL.

Expected Life

When measuring ECL, the Group considers the maximum contractual period over which the Group is exposed to credit risk. All contractual terms are considered when determining the expected life, including prepayment options and extension and rollover options.

Application of the Simplified Approach

For trade receivables, the Group applies the simplified approach permitted by IFRS 9, which requires that the impairment provision is measured at initial recognition and throughout the life of the receivables using a lifetime ECL. As a practical expedient, a provision matrix is utilised in determining the lifetime ECLs for trade receivables.

The lifetime ECLs are determined by taking into consideration historical rates of default for each segment of aged receivables as well as the estimated impact of forward-looking information.

Financial liabilities

The Group's financial liabilities are initially measured at fair value and are subsequently measured at amortised cost using the effective interest method, this is the initial recognition minus the cumulative amortisation of any difference between that initial amount and the maturity amount. Financial liabilities at amortised costs are classified as current or non-current depending on whether these are due within 12 months after the statement of financial position date or beyond. Financial liabilities are derecognised when either of the following take place: The Group is discharged from its obligation, upon expiration or when they are cancelled or replaced by a new liability.

(i) Inventories

Inventories are carried at weighted average purchase cost. These items are stated less provision for write down to net realisable value, where necessary and are stated at the lower of average cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less the costs of completion and selling expenses.

(j) Trade receivables

Impairment over trade receivables is determined with the aid of a matrix based on the ageing of the account. Twice a year, management assesses whether there has been any indicator of a change in the credit risk. Additionally, periodically a comprehensive evaluation is performed with the objective of identifying individual accounts that may be subject to impairment which are either written off or fully provided for.

(k) Cash and cash equivalents

Cash and cash equivalents include cash on hand, restricted cash (where applicable) and short-term deposits with original maturities of three months or less, net of bank overdrafts. In the consolidated statement of cash flows, cash and cash equivalents include cash in hand and at bank, short term bank deposits and bank overdrafts. Bank overdrafts are shown in current liabilities on the statement of financial position.

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Note 2 - Significant Accounting Policies (Continued)

(l) Trade payables

These amounts represent liabilities for goods and services provided to the group prior to the end of financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition. Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period. They are recognised initially at their fair value and subsequently measured at amortised cost using the effective interest method.

(m) Contract assets and contract liabilities

The Group recognises a contract asset whenever it has the right for consideration as a result of transferring goods or services to a customer. Contract assets are different from accounts receivables as the former would only require the passage of time for the consideration to be due. Contract assets are subject to impairment assessment. The Group recognises a contract liability when it has received a payment, or a payment is due for goods or services that have not yet been transferred to the customer.

(n) Income taxes

Taxation expense in the statement of comprehensive income comprises current and deferred tax charges.

Current tax charges are based on taxable profits for the year, which differ from the profit before tax reported because it excludes items that are taxable or deductible in other years, and items that are never taxable or deductible. The Group's liability for current tax is calculated at tax rates that have been enacted at the date of the statement of financial position.

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

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

Deferred income tax is provided on temporary differences arising on investments in subsidiaries, except where the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

Current and deferred tax assets and liabilities are offset when they arise from the same taxable entity, relate to the same tax authority and when the legal right of offset exists.

Deferred tax is charged or credited to profit or loss, except where it relates to items charged or credited to other comprehensive income, in which case, deferred tax is also dealt with in other comprehensive income.

(o) Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and a reliable estimate of the amount can be made. Where the Group expects a provision to be reimbursed, for example under an insurance contract, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain.

(p) Share capital

Ordinary Shares are classified as equity instruments. Dividends on ordinary shares are recognised in equity in the period in which they are declared. In September 2022 the Company issued 2,000 Perpetual Cumulative Redeemable Preference shares in Dollars of the United States of America (1,500,000) and Jamaican Dollars (500,000). See note 28 for further details.

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Note 2 - Significant Accounting Policies (Continued)

(q) Earnings per share

(i) Basic earnings per share
Basic earnings per share is calculated by dividing:

- the profit attributable to owners of the Company, excluding any costs of servicing equity other than ordinary shares.
- by the weighted average number of ordinary shares outstanding during the financial year, adjusted for bonus elements in ordinary shares issued during the year and excluding treasury shares.

(ii) Diluted earnings per share

Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account:

- the after-income tax effect of interest and other financing costs associated with dilutive potential ordinary shares, and
- the weighted average number of additional ordinary shares that would have been outstanding assuming the conversion of all dilutive potential ordinary shares.

(r) Borrowings
Borrowings are recognised initially at cost, being their issue proceeds, net of transaction costs incurred. Subsequently, borrowings are stated at amortised cost and any difference between net proceeds and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method.

(s) Leases
As Lessee

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability. The lease payments are discounted using the lessee's incremental borrowing rates, being the rate that the individual 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.

As Lessor
Leases of assets under which all the risks and rewards of ownership are effectively retained by the lessee are classified as finance leases. When assets are leased out under a finance lease, the present value of the lease payments is recognised as a receivable. The difference between the gross receivable and the present value of the receivable is recognised as unearned finance income. Lease income is recognised over the term of the lease in a manner which reflects a constant periodic rate of return on the net investment in the lease.

Note 2 - Significant Accounting Policies (Continued)

(s) Leases (continued)

Leases of assets under which all the risks and rewards of ownership are effectively retained by the lessor are classified are included in property, plant and equipment in the statement of financial position. They are depreciated over their expected useful lives on a basis consistent with similar owned property, plant and equipment. Rental income is recognised in profit or loss on a straight-line basis over the period of the lease. In some instances, transfers are made from Inventory to property, plant and equipment to facilitate the leasing of assets. In instances where leased equipment is returned this is transferred from property, plant and equipment to Inventory.

When an operating lease is terminated before the lease period has expired, any payment required to be made to the lessor by way of penalty is recognised in profit or loss in the period in which termination takes place.

(t) Post-employment benefits

The Group participates in a defined contribution plan operated by a related party, Musson (Jamaica) Limited, whereby it pays contributions to a separate, trustee-administered fund for its Jamaican operation. Once the contributions have been paid, the Group has no further payment obligations. Contributions to the plan are charged to profit or loss in the period to which they relate.

There is an unfunded retirement benefit plan in the Nicaragua and El Salvador operations which is reflected in the statement of financial position as a liability. Changes to benefits are calculated by third party actuaries and are reflected in the Change to statement of comprehensive income.

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits at the earlier of the following dates: (a) when the Group can no longer withdraw the offer of those benefits; and (b) when the entity recognises costs for a restructuring that is within the scope of IAS 37 and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the end of the reporting period are discounted to their present value.

(u) Finance costs

Finance costs includes interest payable on borrowings calculated using the effective interest method, interest on finance leases, material bank charges and foreign exchange gains and losses recognised in profit or loss.

(v) Offsetting financial instruments

Financial assets and liabilities are offset, and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Group or the counterparty.

(w) Segment information

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision maker is the Chief Executive Officer.

(x) Dividend distribution

Dividend distribution is recognised as equity in the financial statements in which the dividends are approved by the shareholders of the Group.

Note 3 - Financial Risk Management

(a) Financial risk factors

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

The Group's risk management policies are designed to identify and analyse these risks, to set appropriate risk limits and controls, and to monitor the risks and adherence to limits by means of reliable and up-to-date information systems.

Risk management is carried out by a central treasury department (Group treasury) under policies approved by the Board of Directors. Group treasury identifies and evaluates financial risks in close co-operation with the Group's operating units. The Board provides principles for overall risk management, as well as policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk and investment of excess liquidity.

(i) Credit risk

The Group takes on exposure to credit risk, which is the risk that its customers, clients or counterparties will cause a financial loss for the Group by failing to discharge their contractual obligations. Credit exposures arise principally from the Group's receivables from customers and are influenced mainly by the individual characteristics of each customer. The Group has established credit policies under which each customer is analysed individually for creditworthiness prior to the Group offering them a credit facility. Credit limits are assigned to each customer and are reviewed on an ongoing basis. The Group has procedures in place to restrict customer orders if the order will result in customers exceeding their credit limits. Customers who fail to meet the Group's benchmark creditworthiness may transact with the Group on a prepayment basis.

Customer credit risk is monitored according to their credit characteristics such as whether it is an individual or company, geographic location, industry, aging profile, and previous financial difficulties. The Group establishes an allowance for impairment that represents an estimate of expected credit losses in respect of trade and other receivables. The Group addresses impairment assessment in two areas: individually and collectively assessed allowances.

Cash transactions are limited to high credit quality financial institutions. The Group has policies in place to limit the amount of exposure to any one financial institution. The maximum exposure to credit risk is the amount reflected on the statement of financial position.

Note 3 - Financial Risk Management (Continued)

(a) Financial risk factors (continued)

(i) Credit risk (continued)

At year end, the banks where the Group maintains most of its cash, were rated by Fitch Ratings as follows:

	Short Term	Long Term
BAC Bank, Int.	F1+	AA+
CIBC First Caribbean International Bank	F1+	AA-
Citibank	F1	A

Maximum credit risk exposure
The Group's maximum exposure to credit risk equals the carrying amounts on the statement of financial position, of the assets which expose the Group to credit risk. There has been no change over the prior year in the manner in which the Group manages and measures credit risk.

Analysis of trade receivables
The Group's trade receivables, broken down by customer sector is as follows:

	2022 $'000	2021 $'000
Government	38,203	26,415
Private entities	51,356	46,342
	89,559	72,757
Less: Provision for credit losses	(2,995)	(3,405)
	86,564	69,352

Impairment of financial assets
The Group has four types of financial assets that are subject to expected credit losses as follows:

(i) Trade receivables

(ii) Lease receivable and long-term receivables

(iii) Accounts receivable from related parties

(iv) Other debt instruments carried at amortised cost including.

Impairment of financial assets

(i) Trade receivables
The Group applies the IFRS 9 simplified approach to measure expected credit losses (ECL) which requires that the impairment provision is measured at initial recognition and throughout the life of the receivables using a lifetime ECL. As a practical expedient, a provision matrix is utilised in determining the lifetime ECLs for trade receivables. The lifetime ECLs are determined by taking into consideration historical rates of default for each segment of aged receivables as well as the estimated impact of forward-looking information. On that basis, the loss allowance at 31 December 2022 and 2021 was determined as follows for trade receivables:

Note 3 - Financial Risk Management (Continued)

Impairment of financial assets (continued)

(i) Trade receivables (continued)

31 December 2022	Current (0-30 days) $'000	1-180 days past due $'000	181-360 days past due $'000	Over 360 days past due $'000	Total $'000
Expected loss rate	0.03%	0.42%	10.66%	40.76%	
Gross carrying amount	43,484	35,480	4,932	5,663	89,559
Loss allowance provision	13	149	525	2,308	2,995

31 December 2021	Current (0-30 days) $'000	1-180 days past due $'000	181-360 days past due $'000	Over 360 days past due $'000	Total $'000
Expected loss rate	0.02%	4.33%	19.74%	33.52%	
Gross carrying amount	45,317	18,475	2,963	6,002	72,757
Loss allowance provision	9	800	585	2,011	3,405

The closing loss allowances for trade receivables as at 31 December 2022 reconcile to the opening loss allowances as follows:

	2022 $'000	2021 $'000
Opening loss allowance as at 1 January	3,405	2,455
On acquisition of subsidiary	-	1,792
Expected credit losses on receivables during the year	275	555
Amounts written-off	(686)	(917)
Unused amounts reversed	(6)	(449)
Exchange difference	7	(31)
At 31 December	2,995	3,405

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Note 3 - Financial Risk Management (Continued)

Impairment of financial assets (continued)

(ii) Lease receivables and long-term receivables

The Group applies the 'three stage' model of IFRS 9 in measuring the expected credit losses (ECL) for all lease and long-term receivable. The application makes estimation about likelihood of default occurring, of the associated loss ratios of default correlations between counter parties. The measurement of ECL reflects an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes. The probability-weighted outcome considers multiple scenarios based on reasonable and supportable forecasts. Under current guidance, impairment amount represents the single best outcome; the time value of money; and reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions. The following tables contains an analysis of the credit exposure for lease and long-term receivables as at 31 December 2022 and 2021 as follows:

Long term receivables	**2022**			
	Stage 1 12-month ECL $'000	**Stage 2 Lifetime ECL $'000**	**Stage 3 Lifetime ECL $'000**	**Total $'000**
Gross carrying amount	4,438	-	359	4,797
Loss allowance	-	-	(359)	(359)
Carrying amount	4,438	-	-	4,438

	2021			
	Stage 1 12-month ECL $'000	**Stage 2 Lifetime ECL $'000**	**Stage 3 Lifetime ECL $'000**	**Total $'000**
Gross carrying amount	873	-	366	1,239
Loss allowance	(323)	-	(366)	(689)
Carrying amount	550	-	-	550

Lease receivables	**2022**			
	Stage 1 12-month ECL $'000	**Stage 2 Lifetime ECL $'000**	**Stage 3 Lifetime ECL $'000**	**Total $'000**
Gross carrying amount	8,489	-	-	8,489
Carrying amount	8,489	-	-	8,489

The lease receivable net investment is lower than the fair value of the equipment, therefore no loss is recognised.

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Note3 - Financial Risk Management (Continued)

Impairment of financial assets (continued)

(ii) Lease receivables and long-term receivables (continued)

	2021			
	Stage 1 12-month ECL $'000	Stage 2 Lifetime ECL $'000	Stage 3 Lifetime ECL $'000	Total $'000
Gross carrying amount	3,525	-	-	3,525
Carrying amount	3,525	-	-	3,525

The following tables contain a movement analysis of the expected credit losses for lease receivables and long-term receivables as at 31 December 2022 and 2021:

Loss Allowance – Long term receivables:

$'000	Stage 1 12-month ECL	2022 Stage 2 Lifetime ECL $'000	Stage 3 Lifetime ECL $'000	Total $'000	Stage 1 12-month ECL $'000
Loss allowance as at 1 January 2022		323	-	366	689
Movements with profit and loss impact:		111	-	-	111
Amounts written-off		(434)	-	(7)	(441)
Loss allowance as at 31 December 2022		-	-	359	359

	2021			
	Stage 1 12-month ECL $'000	Stage 2 Lifetime ECL $'000	Stage 3 Lifetime ECL $'000	Total $'000
Loss allowance as at 1 January 2021	149	-	374	523
Movements without profit and loss impact:	174	-	(8)	166
Loss allowance as at 31 December 2021	323	-	366	689

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Note 3. Financial Risk Management (Continued)

Impairment of financial assets (continued)

(ii) Lease receivables and long-term receivables (continued)

Loss Allowance – Lease Receivables:

No loss allowance was recorded for lease receivables in 2022 (2021: nil) as the potential loss was considered not material.

Lease and long-term receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include ceasing enforcement activity, and where the Group's recovery method is foreclosing on collateral, and the value of the collateral is such that there is no reasonable expectation of recovering in full.

ECL movements without a profit and loss impact relates to amounts transferred from trade receivables to lease/long term receivables which previously existed and for which the ECL would have also been transferred.

Expected credit losses are presented net of subsequent recoveries of amounts previously written off.

Cash and bank and other receivables
Other financial assets at amortised cost include cash and bank balances, due from related parties and other receivables. These debt instruments at amortised cost are considered to have low credit risk. The loss allowance recognised during the period on those deemed to have low credit risk was therefore limited to the 12 month expected losses. Management considers these instruments as having low credit risk when there is a low risk of default and the issuer has a strong capacity to meet its contractual cash flow obligations in the near term. The allowance is assessed by estimating the likelihood of default, associated loss ratio and default correlation between counterparties.

No opening loss allowances were recognised on balances for cash and bank, due from related parties and other receivables, and there were no movements during the current year, as the amounts determined were deemed immaterial.

(iii) Due from related parties
ECL is determined on yearly basis by performing a review of the financial position of the related party debtors for those where the receivable balances are material. If the related party debtor has a strong financial capacity to meet its contractual obligation, the probability of default is low and the credit risk is deemed to be immaterial, otherwise it would be classified under stage 2 or 3 and ECL computed accordingly.

(iv) Other financial assets
In 2021 the Group held a short-term investment in Home Mortgage Bank by the amount equivalent to USD1,591,564 maturing on 5 December 2022, earning an interest of 1.75% annual. In 2021 management considered the ECL to be immaterial. This asset matured during 2022.

	2021			
	Stage 1 12-month ECL $'000	**Stage 2 Lifetime ECL $'000**	**Stage 3 Lifetime ECL $'000**	**Total $'000**
Gross carrying amount	1,592	-	-	1,592
Carrying amount	1,592	-	-	1,592

Note 3 - Financial Risk Management (Continued)

(iii) Liquidity risk

Liquidity risk is the risk that the Group is unable to meet its payment obligations associated with its financial liabilities when they fall due. Prudent liquidity risk management implies maintaining sufficient cash and other liquid assets and maintaining the availability of funding through an adequate amount of committed credit facilities.

Liquidity risk management process

The Group's liquidity management process, as carried out within the Group and monitored by the Board of Directors, primarily includes:

(i) Monitoring future cash flows and liquidity on an ongoing basis. This incorporates an assessment of expected cash flows and the availability of collateral which could be used to secure funding if required.
(ii) Maintaining committed lines of credit; and
(iii) Managing the concentration and profile of debt maturities.

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Note 3 - Financial Risk Management (Continued)

(iii) Liquidity risk (continued)

Undiscounted cash flows of financial liabilities
The maturity profile of financial liabilities based on contractual undiscounted payments is as follows:

	Within 12 Months $'000	1 to 5 Years $'000	Over 5 years $'000	Total $'000
		2022		
Trade payables	36,637	-	-	36,637
Other payables	29,102	7	-	29,109
Due to related parties	9,636	-	-	9,636
Other long-term liabilities	-	1,015	-	1,015
Lease liabilities	8,042	16,171	148	24,361
Borrowings – non-related parties	39,201	114,601	-	153,802
Bank Overdraft	2,967	-	-	2,967
Contingent consideration payable	-	912	-	912
	125,585	132,706	148	258,439
		2021		
Trade payables	24,183	-	-	24,183
Other payables	23,182	7	-	23,189
Due to related parties	13,009	-	-	13,009
Other long-term liabilities	-	1,492	-	1,492
Lease liabilities	7,293	14,543	978	22,814
Borrowings – non-related parties	41,300	138,035	-	179,335
Bank Overdraft	2,903	-	-	2,903
Contingent consideration payable	-	1,932	-	1,932
	111,870	156,009	978	268,857

(iv) Market risk
The Group takes on exposure to market risks, which is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risks mainly arise from changes in foreign currency exchange rates and interest rates. Market risk is monitored by the Facey Group Limited's treasury department which carries out extensive research and monitors the price movement of financial assets on the local and international markets. Market risk exposures are measured using sensitivity analysis. There has been no change to the Group's exposure to market risks or the manner in which it manages and measures the risk.

Currency risk
Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group operates internationally and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the Jamaican (JMD) dollar, Honduran Lempira (HNL), Nicaraguan Córdoba (NIO), Dominican Peso (DOP), Costa Rican Colón (CRC), Trinidadian dollar (TTD) and the Guatemala Quetzal (GTQ). Foreign exchange risk arises from future commercial transactions, recognised assets and liabilities and net investments in foreign operations.

The Group manages its foreign exchange risk by ensuring that the net exposure in foreign assets and liabilities is kept to an acceptable level by monitoring currency positions. The Group further manages this risk by invoicing where possible in US dollars and converting foreign currency balances into US Dollar denominated accounts.

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Note 3 - Financial Risk Management (Continued)

(iv) Market risk (continued)

The Group has certain investments in foreign operations, the net assets of which are exposed to foreign currency translation risk. Currency exposure arising from the net assets of the Group's foreign operations is managed primarily through borrowings denominated in the relevant foreign currencies. The table below summarises the Group's exposure to foreign currency exchange rate risk at 31 December:

	USD	HNL	JMD	NIO	DOP	CRC	GTQ	TTD	Other*	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
					2022					
Financial Assets										
Long term receivables	219	145	-	2	-	4,064	-	-	8	4,438
Lease receivables	2,750	-	-	-	-	-	-	4,725	1,014	8,489
Due from related parties	4,873	-	2	-	-	-	-	-	-	4,875
Trade receivables	43,621	5,199	6,543	1,829	410	1,148	4,729	10,531	12,554	86,564
Other receivables	3,247	304	703	158	300	1,782	132	1,274	2,394	10,294
Cash and cash equivalents	11,716	1,356	625	299	222	298	196	5,537	10,981	31,230
Total financial assets	66,426	7,004	7,873	2,288	932	7,292	5,057	22,067	26,951	145,890
Financial liabilities										
Trade payables	31,221	801	505	275	119	266	345	2,611	494	36,637
Other payables	5,500	1,290	2,675	1,219	20	299	1,643	3,898	12,565	29,109
Lease liabilities	12,334	-	902	138	179	-	-	2,783	4,186	20,522
Due to related parties	9,528	-	108	-	-	-	-	-	-	9,636
Other long-term liabilities	1,015	-	-	-	-	-	-	-	-	1,015
Borrowings – non-related parties	82,608	-	16,698	-	20	-	-	34,697	82	134,105
Bank Overdraft	-	-	2,967	-	-	-	-	-	-	2,967
Contingent consideration payable	912	-	-	-	-	-	-	-	-	912
Total financial liabilities	143,118	2,091	23,855	1,632	338	565	1,988	43,989	17,327	234,903
Net position	(76,692)	4,913	(15,982)	656	594	6,727	3,069	(21,922)	9,624	

* Includes currencies traded at fixed exchange rate or with minimum fluctuation.

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Note 3 - Financial Risk Management (Continued)

(iv) Market risk (continued)

Currency risk (continued)

	USD	HNL	JMD	NIO	DOP	CRC	GTQ	TTD	Other*	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
					2021					
Financial Assets										
Long term receivables	390	150	-	2	-	-	-	-	8	550
Lease receivables	2,161	-	-						1,364	3,525
Due from related parties	2,924	-	895	-	-	-	-	-	38	3,857
Other financial assets	-	-	-	-	-	-	-	1,592	-	1,592
Trade receivables	25,985	6,444	7,445	858	373	2,444	4,581	8,974	12,248	69,352
Other receivables	3,078	391	640	444	270	822	121	4,798	1,391	11,955
Cash and cash equivalents	6,063	292	640	648	331	337	258	4,410	8,761	21,740
Total financial assets	40,601	7,277	9,620	1,952	974	3,603	4,960	19,774	23,810	112,571
Financial liabilities										
Trade payables	21,906	338	319	92	27	-	405	243	853	24,183
Other payables	3,103	1,436	2,712	1,080	82	338	968	4,747	8,723	23,189
Lease liabilities	10,873	-	886	-	161	-	-	3,110	4,614	19,644
Due to related parties	12,680	-	91	-	-	-	-	-	238	13,009
Other long-term liabilities	1,492	-	-	-	-	-	-	-	-	1,492
Borrowings – non-related parties	81,959	-	16,281	-	38	-	-	40,814	131	139,223
Borrowings – related parties	-	-	-	-	-	-	-	-	-	-
Finance Leases	3,190	-	-	21	259	-	-	-	-	3,470
Bank Overdraft	-	-	2,903	-	-	-	-	-	-	2,903
Contingent consideration payable	1,796	-	-	-	-	-	-	-	-	1,796
Total financial liabilities	136,999	1,774	23,192	1,193	567	338	1,373	48,914	14,559	228,909
Net position	(96,404)	5,503	(13,572)	759	407	3,265	3,587	(29,140)	9,257	

* Includes currencies traded at fixed exchange rate or with minimum fluctuation.

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Note 3 - Financial Risk Management (Continued)

(iv) Market risk (continued)

Currency risk (continued)

The following tables indicate the currencies to which the Group had significant exposure on their monetary assets and liabilities and forecast cash flows. The change in currency rate below represents management's assessment of the possible change in foreign exchange rates. The sensitivity analysis represents outstanding foreign currency denominated monetary items and adjusts their translation at the year-end for a reasonably expected change in foreign currency rates. The sensitivity of the profit or loss was primarily as a result of foreign exchange gains and losses on translation of trade receivables and payables, long term receivables and borrowings.

	% Change in Currency Rate 2022	Effect on Profit before Tax 2022 $'000	Effect on Equity 2022 $'000
Currency:			
HNL	-4	-	(117)
HNL	1	-	29
JMD	-4	(612)	-
JMD	1	153	-
NIO	-4	-	349
NIO	1	-	(87)
DOP	-4	-	(7)
DOP	1	-	2
CRC	-4	-	(81)
CRC	1	-	20
TTD	-4	-	1,482
TTD	1	-	(370)
GTQ	-4	(361)	-
GTQ	1	90	-

	% Change in Currency Rate 2021	Effect on Profit before Tax 2021 $'000	Effect on Equity 2021 $'000
Currency:			
HNL	-8	-	(440)
HNL	2	-	110
JMD	-8	1,086	-
JMD	2	(271)	-
NIO	-8	-	(61)
NIO	2	-	15
DOP	-8	-	(33)
DOP	2	-	8
CRC	-8	-	(261)
CRC	2	-	65
TTD	-8	-	2,331
TTD	2	-	(583)
GTQ	-8	(287)	-
GTQ	2	72	-

Note 3 - Financial Risk Management (Continued)

(v) Cash flow and fair value interest rate risk

As the Group has no significant interest-bearing assets, the Group's income and operating cash flows are substantially independent of changes in market interest rates.

The Group's interest rate exposure arises from borrowings. Borrowings issued at variable rates and revolving short-term borrowings expose the Group to cash flow interest rate risk.

The Group analyses its interest rate exposure on a dynamic basis. Various scenarios are simulated for borrowings that represent the major interest-bearing positions, taking into consideration refinancing, renewal of existing positions and alternative financing.

The following table indicates the sensitivity to a reasonably possible change in interest rates, with all other variables held constant, on the profit or loss. As the Group's interest rate risk arises primarily from borrowings, the sensitivity of the profit or loss is the effect of the assumed changes in interest rates based on floating rate long term and revolving short-term borrowings. There is no direct impact on other components of equity.

	Effect on Profit before Tax 2022 $'000	Effect on Profit before Tax 2021 $'000
Change in basis points:		
2022: -100 (2021: - 100)	-	-
2022: +100 (2021: +100)	-	-

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Note 3 - Financial Risk Management (Continued)

(b) Capital management

The capital management process is carried out by the parent company. The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for the shareholder and benefits for other stakeholders. The Board of Directors monitors the return on capital, which the Group defines as net operating income (excluding non-recurring items) divided by total equity (excluding non-redeemable preference shares and non-controlling interests). There was no change to the capital management process during the year.

The Group has no specific capital management strategy and is exposed to externally imposed capital requirements. There are capital requirements as follows:

- The loan agreement with JCSD Trustee Services Limited on behalf of Bondholders - The financial covenants include: The Current ratio, Interest coverage ratio and the net total debt to EBITDA ratio. The Group was in compliance with the financial covenants as at the year end.
- The loan agreement with Republic Bank Limited (Trust Services Division) Services Limited on behalf of Bondholders - The financial covenants include: The Current ratio, Interest coverage ratio and the net total debt to EBITDA ratio. The Group was in compliance with the financial covenants as at the year end
- The revolving credit agreement and loan agreement with First Citizens Bank (FCB) - The financial covenants include: the Current ratio, the Funded Debt to EBITDA ratio and the Debt Service ratio. The Group was in compliance with the financial covenants as at the year end.

On 20 December 2021 PBS Technologies (Trinidad) Limited signed an amalgamation agreement with PBS Technology Group (Trinidad) Limited which made PBS Technologies (Trinidad) Limited the surviving entity. As part of the loan agreement that PBS has with FCB, PBS should have obtained prior approval from the lender. Approval was obtained after the amalgamation and as a result, the entire demand loan facility of $1,400,000 is reflected as current liabilities.

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(c) Fair values of financial instruments

Fair value is the amount for which an asset could be exchanged, or a liability settled, in an orderly transaction between market participants at the measurement date.

The fair value of the Group's financial instruments that, subsequent to initial recognition, are not measured at fair value is determined by using valuation techniques. The Group uses a variety of methods and makes assumptions that are based on market conditions existing at each statement of financial position date. The fair values of these financial instruments are determined as follows:

(i) The face value, less any estimated credit adjustments, for financial assets and liabilities with a maturity of less than one year are estimated to approximate their fair values. These financial assets and liabilities include cash and bank balances, trade receivables and payables and short-term borrowings.

(ii) The carrying values of non-current borrowings to non-related parties approximate their fair values, as these loans are carried at amortised cost reflecting their contractual obligations and the interest rates are reflective of current market rates for similar transactions. The fair value of borrowings is disclosed in note 27.

(iii) The fair values of the long-term receivables and loans to and from related parties could not be reliably determined as these instruments were granted under special terms and are not likely to be traded in a fair market exchange.

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Note 3 - Significant Accounting Policies (Continued)

(d) Offsetting of financial assets and liabilities

In 2021 an agreement between Oracle Financial and certain subsidiaries of the Company resulted in netting an account receivable from bank Ficohsa (customer) against an account payable to Oracle de Centro America (vendor) by the amount of $2,177,000. No similar agreements were signed in 2022.

The following table presents the recognised receivable and payable balances that are offset as at 31 December 2021. The column 'net amount 'shows the impact on the Group's statement of financial position if all set-off rights were exercised:

	Gross amounts $'000	Gross amounts set off in the Statement of Financial position $'000	Net amount $'000
		2021	
Financial Asset			
Trade Receivables	2,946	(2,177)	769
Total financial asset	2,946	(2,177)	769
Financial liability			
Trade Payables	2,177	(2,177)	-
Total financial liability	2,177	(2,177)	-
Net position	769	-	769

Note 4 - Critical Accounting Judgements and Key Sources of Estimation Uncertainty

Judgements and estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Estimated impairment of goodwill
The Group tests annually whether goodwill has suffered any impairment, in accordance with the accounting policy stated in Note 2(f). The recoverable amounts of cash-generating units have been determined based on value-in-use calculations, which require the use of estimates. In determining the value in use, management has made certain assumptions regarding revenue growth rate, EBITDA to revenue ratios, terminal growth rate and discount rates. See Note 17 for sensitivity of amounts to estimates.

Intangible assets
Intangible assets arising from the acquisition of subsidiaries have been deemed to be indefinite life intangibles. Other intangible assets have been deemed to be finite life intangibles. Their estimated useful lives have been determined by management, based on their best estimate of the time period over which the Group will benefit from the assets acquired. Management has estimated that the useful lives of the intangibles will be between 6 and 20 years.

Income taxes
The Group is subject to income taxes in numerous jurisdictions. Significant judgement is required in determining the worldwide provision for income taxes. The Group recognises liabilities for actual and anticipated tax audit issues based on estimates of whether additional taxes will be due. In determining these estimates, management considers the merit of any audit issues raised, based on their interpretation of the taxation laws, and their knowledge of any precedents established by the taxation authorities. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences could materiality impact the current tax and deferred tax provisions in the period in which such determination is made (see Notes 11 and 20).

Determining the lease term

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

For leases of administrative offices, retail stores, equipment and vehicles, the following factors are normally the most relevant:

- If there are significant penalties to terminate (or not extend), the Group is typically reasonably certain to extend (or not terminate).
- If any leasehold improvements are expected to have a significant remaining value, the Group is typically reasonably certain to extend (or not terminate).
- Otherwise, the Group considers other factors including historical lease durations and the costs and business disruption required to replace the leased asset. Most extension options in offices equipment and vehicles leases have not been included in the lease liability, because the Group could replace the assets without significant cost or business disruption.

Note 5 -Segment Financial Information

The Group's Chief Executive Officer examines the Group's performance from a geographic perspective and has identified two reportable segments of business:

- **Central America-** The principal activities of this part of the business are the sale and leasing of reprographic products including printing equipment, business machines and related accessories to customers in the Central America Region such as Guatemala, El Salvador, Honduras, Costa Rica, Nicaragua and Panama.

- **Caribbean-** The principal activities of this part of the business are the sale and leasing of reprographic products including printing equipment, business machines and related accessories to customers in the Caribbean region such as Dominican Republic, Jamaica, Barbados, Curacao and Aruba, Colombia and Suriname.

Management primarily uses a measure of adjusted earnings before interest, tax, depreciation and amortisation (EBITDA) to assess the performance of the operating segments. However, information about the segments' revenue, assets and liabilities are also submitted for review on a monthly basis.

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Note 5. Segment Financial Information (Continued)

	2022			
	Central America	**Caribbean**	**Intersegment elimination**	**Total**
Revenue from external customers	190,559	121,267	-	311,826
Revenue from another operating segment	21,628	232	(21,689)	171
Total Income	212,187	121,499	(21,689)	311,997
Adjusted EBITDA	26,393	23,733	-	50,126
Finance costs				(17,665)
Depreciation				(14,168)
Amortisation				(3,150)
Unallocated EBITDA				(3,353)
Profit before taxation				11,790
Other profit and loss disclosures				
Depreciation	(8,788)	(5,380)	-	(14,168)
Amortisation	(804)	(2,346)	-	(3,150)
Income tax	(2,327)	(987)	-	(3,314)
Segment assets-				
Total segment assets	211,679	184,856	(232,125)	164,410
Unallocated items				214,725
Total assets per statement of financial position				379,135
Capital expenditure	2,735	1,523	-	4,258
Segment liabilities-				
Total segment liabilities	125,380	205,635	(187,390)	143,625
Unallocated items				129,636
Total liabilities per statement of financial position				273,261

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Note 5 -Segment Financial Information (Continued)

	2021			
	Central America	**Caribbean**	**Intersegment elimination**	**Total**
Revenue from external customers	153,965	70,032	-	223,997
Revenue from another operating segment	14,377	14	(14,391)	-
Total Income	168,342	70,046	(14,391)	223,997
Adjusted EBITDA	22,239	12,612	-	34,851
Finance costs				(10,214)
Depreciation				(13,176)
Amortisation				(1,745)
Unallocated EBITDA				(2,598)
Profit before taxation				7,118
Other profit and loss disclosures				
Depreciation	(9,147)	(4,029)	-	(13,176)
Amortisation	(804)	(749)	(192)	(1,745)
Income tax	(2,139)	620		(1,519)
Segment assets-				
Total segment assets	181,353	159,617	(207,588)	133,382
Unallocated items				203,579
Total assets per statement of financial position				336,961
Capital expenditure	7,535	1,610	-	9,145
Segment liabilities-				
Total segment liabilities	109,582	182,615	(164,898)	127,299
Unallocated items				125,456
Total liabilities per statement of financial position				252,755

Note 5 - Segment Financial Information (Continued)

Segment assets are measured in the same way as in the financial statements. These assets are allocated based on the operations of the segment and the physical location of the asset.

Segment liabilities are measured in the same way as in the financial statements. These liabilities are allocated based on the operations of the segment.

The parent entity is domiciled in Barbados. The amount of its revenue from external customers broken down by location of the customers is shown in table below.

	2022 $'000	2021 $'000
Barbados	12,195	8,007
Costa Rica	24,145	28,697
Dominican Republic	12,495	7,915
El Salvador	59,052	44,365
Guatemala	45,822	26,390
Honduras	12,934	12,601
Nicaragua	16,246	15,204
Panama	18,721	13,395
USA	7,271	6,951
Antilles	9,484	8,343
Jamaica	28,140	19,872
Trinidad	33,191	11,203
Guyana	5,364	2,240
Cayman	2,350	1,681
Antigua	1,671	623
Colombia	1,549	1,150
Suriname	1,114	1,157
Other	20,253	14,203
Total	311,997	223,997

The total of capital expenditure, broken down by location of the assets is shown in the table below.

	2022 $'000	2021 $'000
Antilles	75	259
Barbados	261	273
Costa Rica	860	756
El Salvador	405	469
Guatemala	363	4,001
Nicaragua	502	500
Panama	452	1,245
Honduras	153	562
Dominican Republic	236	336
Jamaica	186	385
Trinidad	538	21
Other	227	338
Total	4,258	9,145

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Note 6 - Revenue

	2022 $'000	2021 $'000
Business Solutions		
Sale of goods	233,949	155,845
Services	54,029	46,493
	287,978	202,338
Lease Income	24,019	21,659
	311,997	223,997

Revenue from contracts with customers is $287,978,000 (2021: $202,338,000).

	2022			
	Central America $'000	Caribbean $'000	Intersegment elimination $'000	2022 $'000
Timing of Revenue Recognition				
At a point in time	182,786	99,759	(21,689)	260,856
Over time	17,006	10,116	-	27,122
	199,792	109,875	(21,689)	287,978

	2021			
	Central America $'000	Caribbean $'000	Intersegment elimination $'000	2021 $'000
Timing of Revenue Recognition				
At a point in time	137,856	58,119	(14,391)	181,584
Over time	17,820	2,934	-	20,754
	155,676	61,053	(14,391)	202,338

Note 7 - Other Income

	2022 $'000	2021 $'000
Interest income	1,874	447
Gain on disposal of property, plant and equipment	40	-
Miscellaneous	668	297
	2,582	744

Note 8 - Expenses by Nature

Total direct, selling, administration and other operating expenses:

	2022 $'000	2021 $'000
Cost of inventories and cost related to services	214,181	145,214
Staff costs (Note 9)	34,556	27,493
Depreciation (Notes 15 and 16) *	8,303	13,176
Commission	5,630	4,080
Travel	2,895	2,244
Management fees	1,672	1,337
Telephone and communication	1,462	1,108
Transportation	511	546
Amortisation of intangible assets (Note 17)	3,150	1,745
Legal and professional fees	1,367	1,632
Occupancy costs	777	750
Bank charges	501	501
Auditor's remuneration	1,103	853
Office supplies, printing and stationery	406	433
Repairs and maintenance	483	319
Advertising	210	138
Other expenses	7,531	5,107
	70,557	61,462
	284,738	206,676

* Depreciation included in Cost of inventories and cost related to services by $5,865,000 (2021: nil) for a total depreciation of $14,168,000 (2021: $13,176,000).

Note 9 - Staff Costs

Staff costs that have been included in Direct expenses:

	2022 $'000	2021 $'000
Salaries and wages	11,075	8,213
Payroll taxes – employer's portion	1.275	854
Redundancy costs	235	212
Other	1,078	132
	13,663	9,411

Staff costs that have been included in Selling general and administrative expenses:

	2022 $'000	2021 $'000
Salaries and wages	25,365	19,749
Payroll taxes – employer's portion	3,250	2,375
Pension costs – defined contribution	187	90
Redundancy costs	654	613
Retirement benefit obligation (Note 32)	231	153
Other	4,869	4,513
	34,556	27,493

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Note 10 - Finance Costs

	2022 $'000	2021 $'000
Net foreign exchange losses/(gains)	1,557	(406)
Interest expense - Loans, operating and finance leases	16,108	10,620
	17,665	10,214

Note 11 – Taxation

Taxation is based on profit for the year or, in some jurisdictions, the greater of a percentage of profit before tax or revenue adjusted for taxation purposes, and comprises:

	2022 $'000	2021 $'000
Current tax	4,072	2,684
Deferred tax (Note 20)	(758)	(1,165)
	3,314	1,519

The tax on the profit before tax differs from the theoretical amount that would arise using the statutory tax rate as follows:

	2022 $'000	2021 $'000
Profit before tax	11,790	7,118
Tax calculated at domestic tax rate of 5.5% (2021: 5.5%)	648	391
Adjusted for the effects of:		
Different tax rates in other countries	3,831	2,965
Tax on net assets at 1%	72	68
Income not subject to tax	(2,330)	(3,305)
Expenses not deductible for tax purposes	694	2,596
Other charges and credits	399	(1,196)
Tax charge	3,314	1,519

Note 11 - Taxation (Continued)

	2022		
	Before tax $'000	**Tax charge $'000**	**After tax $'000**
Items that may be subsequently reclassified to profit or loss			
Currency translation differences on the net assets of foreign subsidiaries	1,420	-	1,420
Items that will not be reclassified to profit or loss:			
Actuarial gains – termination benefits	63	-	63
Other comprehensive loss	1,483	-	1,483
Deferred tax (Note 20)		-	

	2021		
	Before tax $'000	**Tax charge $'000**	**After tax $'000**
Items that may be subsequently reclassified to profit or loss			
Currency translation differences on the net assets of foreign subsidiaries	(1,434)	-	(1,434)
Other comprehensive income	(1,434)	-	(1,434)
Deferred tax (Note 20)		-	

Note 12 - Investment in other Entities

All subsidiary undertakings are included in the consolidation. The proportion of the voting rights in the subsidiary undertakings held directly by the parent company do not differ from the proportion of ordinary shares held.

The total non-controlling interest for the period was as follows:

	2022 $'000	**2021 $'000**
Productive Business Solutions Honduras S.A. de C.V.	85	76

The total non-controlling interest as at 31 December is as follows:

	2022 $'000	**2021 $'000**
Balance as at 1 January	927	851
Non- controlling interest for the year	85	76
Currency translation differences	(10)	-
Balance as at 31 December	1,002	927

Non-controlling interest in Cayman Business Machines Limited is immaterial to the shareholder and as such is not disclosed.

Note 12 - Investment in Other Entities (continued)

Summarised financial information on subsidiary with material non-controlling interest

Set out below is summarised financial information for Productive Business Solutions Honduras S.A. de C.V. that has non-controlling interests that are material to the group. The amounts disclosed are before inter-company eliminations.

Summarised statement of financial position

	2022 $'000	2021 $'000
Current		
Assets	9,172	8,969
Liabilities	(6,584)	(6,575)
	2,588	2,394
Non-current		
Assets	1,602	1,628
Liabilities	(181)	(314)
	1,421	1,314
Net assets	4,009	3,708

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Note 12 - Investment in Other Entities (continued)

Summarised statement of comprehensive income

	2022 $'000	2021 $'000
Revenue	14,749	13,966
Profit before income tax	497	489
Income tax expense	(156)	(153)
Net profit for the year/Total comprehensive income	341	336

Summarised cash flows

	2022 $'000	2021 $'000
Cash flows from operating activities		
Net cash provided by/(used in) by operating activities	844	(355)
Net cash provided by investing activities	94	118
Net increase/(decrease) in cash and cash equivalents	938	(237)
Cash, cash equivalents and bank overdrafts at beginning of year	319	556
Cash and cash equivalents at end of year	1,257	319

Note 13 - Earnings per Share

	2022 $'000	2021 $'000
Profit for the year attributable to shareholders of the company	8,390	5,523
Profit attributable to preference shareholders	(525)	-
Profit for the year attributable to ordinary shareholders	7,865	5,523
Weighted average number of shares	186,213	144,252
Total basic and diluted earnings per share attributable to ordinary shareholders (cents)	4.22	3.83

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Note 14 - Net Income and Accumulated Deficit

The net income and accumulated deficit attributable to the shareholder of the Group are reflected in the accounts of the Company and its subsidiaries as follows:

	2022 $'000	2021 $'000
Net Income		
The Company	(4,743)	(3,280)
Elimination of management fee income	(5,030)	(3,317)
Sub total	(9,773)	(6,597)
Subsidiaries	18,164	12,120
	8,391	5,523

	2022 $'000	2021 $'000
Retained Earnings/(Accumulated deficit)		
The Company	(37,927)	(27,659)
Subsidiaries	38,160	25,026
	233	(2,633)

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Note 15 - Property, Plant and Equipment

The furniture, fixtures, plant and equipment category for the Group includes equipment held for operating leases by various subsidiaries. Operating lease contracts for these items are entered into with third parties, with periodic lease payments being 36 to 60 months. Items which are leased are transferred from inventory on commencement of the lease arrangements and are transferred back to inventory on termination of the lease arrangements.

	Freehold Land and Buildings $'000	Leasehold Buildings and Improvements $'000	Furniture, Fixtures, Plant and Equipment $'000	Motor Vehicles $'000	Capital Work in Progress $'000	Total $'000
			2022			
At Cost/ Valuation -						
At 1 January	105	5,898	80,268	944	795	88,010
Exchange differences	-	(9)	487	(2)	2	478
Additions	-	722	2,952	518	66	4,258
Transfers from inventory	-	-	11,539	-	-	11,539
Disposals	-	(38)	(240)	(439)	(268)	(985)
Transfers to inventory	-	-	(13,014)	-	-	(13,014)
Transfer from CWIP*	-	(424)	486	465	(527)	-
At 31 December	105	6,149	82,478	1,486	68	90,286
Depreciation -						
At 1 January	24	2,549	52,920	943	-	56,436
Exchange differences	-	18	448	(76)	-	390
Charge for the year**	-	581	9,477	158	-	10,216
On transfer to inventory	-	-	(5,841)	-	-	(5,841)
Relieved on disposals	-	(353)	95	(130)	-	(388)
At 31 December	24	2,795	57,099	895	-	60,813
Net Book Value -						
At 31 December	81	3,354	25,379	591	68	29,473

* Capital work in progress
**Depreciation in connection to revenue has been included in Direct expenses by $5,865,000, (2021: nil).

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Note 15 - Property, Plant and Equipment (Continued)

	Freehold Land and Buildings $'000	Leasehold Buildings and Improvements $'000	Furniture, Fixtures, Plant and Equipment $'000	Motor Vehicles $'000	Capital Work in Progress $'000	Total $'000
			2021			
At Cost/ Valuation -						
At 1 January	33	3,116	71,220	1,205	2,598	78,172
Exchange differences	-	(41)	(750)	(16)	24	(783)
Acquisition of subsidiaries	72	748	2,793	122	577	4,312
Additions	-	1,549	5,175	192	2,229	9,145
Transfers from inventory	-	-	4,313	-	-	4,313
Disposals	-	(21)	(380)	(83)	(1)	(485)
Transfers to inventory	-	-	(6,664)	-	-	(6,664)
Transfer from CWIP*	-	547	4,561	(476)	(4,632)	-
At 31 December	105	5,898	80,268	944	795	88,010
Depreciation -						
At 1 January	-	1,953	50,463	912	-	53,328
Exchange differences	-	(33)	(555)	1	-	(587)
Charge for the year	24	650	7,608	100	-	8,382
On transfer to inventory	-	-	(4,216)	-	-	(4,216)
Relieved on disposals	-	(21)	(380)	(70)	-	(471)
At 31 December	24	2,549	52,920	943	-	56,436
Net Book Value -						
At 31 December	81	3,349	27,348	1	795	31,574

Note 15 - Property, Plant and Equipment (Continued)

The amounts of equipment leased to customers and included in property, plant and equipment are as follows:

	2022 $'000	2021 $'000
Equipment held for lease at cost	69,595	70,606
Accumulated depreciation	(53,504)	(53,016)
Net book value	16,091	17,590

Equipment is ordinarily moved from inventory to docu-centers, printshops and internal use. Equipment from inventory is also placed under lease contracts. When the equipment is no longer assigned to a specific function, it is moved back to inventory at net book value. The most significant of these movements is for equipment held for lease which is as follows:

	2022 $'000	2021 $'000
Opening net book value	17,590	18,898
Acquisition of subsidiaries	-	1,558
Transfers from inventory during operating lease period	11,539	4,313
Depreciation charges	(5,865)	(4,731)
Disposals – transfers to inventory upon expiry of operating lease	(13,014)	(6,664)
Depreciation released	5,841	4,216
Closing net book value	16,091	17,590

Note 15 - Property, Plant and Equipment (continued)

The pieces of freehold land of the Group were independently revalued as at various dates during 2022 on the basis of open market value or other market comparable approaches by independent qualified valuators. The directors are of the view that there were no material changes in the value over the prior year for Freehold land. Fair value movements on freehold is recognised in OCI under other revaluation reserves, see Note 29.

The following table analyses the non-financial assets carried at fair value, by valuation method. The different levels have been defined as follows:

- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, or directly (that is, as prices) or indirectly (that is, derived from prices) (Level 2), and
- Inputs for the asset or liability that are not based on observable market data (that is unobservable inputs) (Level 3).

	Fair value measurements at 31 December 2022 using	
	Significant other observable inputs (Level 2) $'000	**Significant unobservable inputs (Level 3) $'000**
Recurring fair value measurements		
Land and buildings	-	81
	-	81

	Fair value measurements at 31 December 2021 using	
	Significant other observable inputs (Level 2) $'000	**Significant unobservable inputs (Level 3) $'000**
Recurring fair value measurements		
Land and buildings	-	81
	-	81

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Note 15 - Property, Plant and Equipment (continued)

There were no transfers between levels during the year.

Level 2 fair values of land and buildings have been derived using the sales comparison approach. Sales prices of comparable land and buildings in close proximity are adjusted for differences in key attributes such as property size. The most significant input into this valuation approach is price per square foot. The valuation techniques for Level 3 fair values of land and buildings are disclosed in the tables below.

	Fair value measurements at 31 December 2021 and 2022 using significant unobservable inputs (Level 3)	
	Land – Surges St Thomas, Barbados $'000	**Total $'000**
Opening balance	81	33
Acquisition of subsidiaries	-	48
	81	81

Description	**Fair value at December 2021 and 2022 $'000**	**Valuation Technique(s)**	**Unobservable Inputs**	**Range of unobservable inputs (probability – weighted average)**	**Relationship of unobservable inputs to fair value**
Land – Surges St Thomas, Barbados	33	Market Comparable approach	None	None	Not applicable
Land and building in Trinidad	48	Market Comparable approach	None	None	Not applicable
	81				

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Note 16 - Right-of-Use Assets

(i) Amounts recognised in the statement of financial position

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

Right-of-use assets	**2022 $'000**	**2021 $'000**
Buildings	12,598	14,472
Equipment	1,059	1,055
Motor vehicles	111	181
	13,768	15,708

Movement analysis is as follows:

	2022 $'000	**2021 $'000**
At Cost/Valuation -		
At 1 January	27,276	20,917
Exchange differences	(11)	(91)
Additions	2,368	4,509
Acquisition of subsidiaries	-	3,124
Disposals	(807)	(1,183)
At 31 December	28,826	27,276
Amortisation -		
At 1 January	11,568	7,044
Exchange differences	(25)	(48)
Acquisition of subsidiaries	-	693
Relieved on disposals	(437)	(915)
Charge for the year	3,952	4,794
At 31 December	15,058	11,568
Net book value		
At 31 December	13,768	15,708

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Note 16 - Right-of-Use Assets (continued)

(ii) Amounts recognised in the statement of comprehensive income

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

	2022 $'000	2021 $'000
Depreciation charge of right-of-use assets		
Buildings	3,237	3,285
Equipment	645	1,469
Motor vehicles	70	40
	3,952	4,794

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability

- any lease payments made at the commencement date less any lease incentives received

Right-of-use assets are generally depreciated over the lease term on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

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Note 17 -Intangible Assets

	Goodwill $'000	Customer Relationships and Brands $'000	Contracts $'000	Franchise Agreement, Licenses & Proprietary Software $'000	Total $'000
			2022		
Year ended 31 December 2022					
Opening net book value	78,492	24,224	1,285	812	104,813
Exchange differences	-	98	-	1	99
Amortisation (Note 8)	-	(2,256)	(710)	(184)	(3,150)
Closing net book amount at 31 December 2022	78,492	22,066	575	629	101,762
Cost	79,213	28,037	14,207	7,069	128,526
Accumulated amortisation and impairment	(721)	(5,971)	(13,632)	(6,440)	(26,764)
Closing net book value	78,492	22,066	575	629	101,762

	Goodwill $'000	Brands $'000	Contracts $'000	Franchise Agreement & Licenses $'000	Total $'000
			2021		
Year ended 31 December 2021					
Opening net book value	15,837	1,175	1,995	1,003	20,010
Exchange differences	-	-	-	(7)	(7)
Acquisition of subsidiary	62,655	23,900	-	-	86,555
Amortisation (Note 8)	-	(851)	(710)	(184)	(1,745)
Closing net book amount at 31 December 2021	78,492	24,224	1,285	812	104,813
Cost	79,213	27,939	14,207	7,068	128,427
Accumulated amortisation and impairment	(721)	(3,715)	(12,922)	(6,256)	(23,614)
Closing net book value	78,492	24,224	1,285	812	104,813

Amortisation charges have been included in the other operating expenses in the statement of comprehensive income.

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Note 17 - Intangible Assets (continued)

Impairment tests for goodwill

The Group determines whether goodwill is impaired at least on an annual basis or when events or changes in the circumstances indicate that the carrying value may be impaired. This requires an estimation of the recoverable amount of the cash generating unit (CGU) to which the goodwill is allocated. The recoverable amount is usually determined by reference to the value in use. Estimating the value in use requires the Group to make an estimate of the expected future cash flows from the CGU and also to choose an appropriate discount rate in order to calculate the present value of those future cash flows.

The allocation of goodwill to the Group's cash generating units (CGUs) as categorised by subsidiary is as follows:

	2022 $'000	**2021 $'000**
Productive Business Solutions (Barbados) Limited	403	403
PBS Central America, S.A.	7,539	7,539
Mobay Holdings N. V.	4,256	4,256
Productive Business Solutions Limited (Dominican Republic)	523	523
High Tech Corporation S.A. de C.V	2,957	2,957
PBS Technology Group Limited	62,655	62,655
Other	159	159
	78,492	78,492

The recoverable amount of each CGU is determined based on value in use calculations. These calculations use pre-tax cash flow projections based on financial budgets approved by management covering a 5-year period. Cash flows beyond the 5th year are extrapolated using the estimated growth rates stated below.

Key assumptions for value in use calculations for 2022 were as follows:

	Revenue growth rate year 1	**Terminal Growth rate**	**Average EBITDA to revenue**	**Pre-tax Discount rate 2021**
Productive Business Solutions (Barbados) Limited	4.4%	4.4%	14.2%	23.8%
PBS Central America S.A.	6.5%	2.5%	12.3%	23.7%
Mobay Holdings N. V.	2.5%	2.5%	16.0%	17.4%
Productive Business Solutions Limited (Dominican Republic)	5.7%	4.9%	15.2%	25.6%
High Tech Corporation	28.0%	3.0%	22.6%	23.7%
PBS Technology Group Limited	6.9%	4.0%	20.0%	25.9%

Key assumptions for value in use calculations for 2021 were as follows:

	Revenue growth rate year 1	**Terminal growth rate**	**Average EBITDA to revenue**	**Pre-tax Discount rate 2021**
Productive Business Solutions (Barbados) Limited	29.0%	3.9%	19.6%	16.9%
PBS Central America S.A.	9.2%	3.3%	13.5%	15.0%
Mobay Holdings N. V.	24.8%	3.8%	17.5%	12.5%
Productive Business Solutions Limited (Dominican Republic)	38.0%	5.1%	15.8%	13.7%
High Tech Corporation	11.0%	3.2%	19.6%	15.7%
PBS Technology Group Limited	30.0%	2.5%	21.5%	16.6%

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Note 17 - Intangible Assets (continued)

Impact of possible changes in key assumptions are as follows:

Productive Business Solutions (Barbados) Limited

2022

If the budgeted revenue growth for year 1 had been 1.5% lower than the estimated assumption disclosed for the Productive Business Solutions (Barbados) Limited CGU, the Group would have an excess of $45,000 over the carrying value of goodwill and therefore no impairment would have been recognised. If the pre-tax discount rate had been 1% higher than the estimated assumption disclosed, the Group would have a deficit over the carrying value of goodwill of $75,000 and therefore an impairment would have been recognised. If the terminal growth rate had been 1% lower than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $4,000 and therefore no impairment would have been recognised. If the average EBITDA had been 2% lower than the estimated assumption disclosed, the Group would have a deficit over the carrying value of goodwill of $53,000 and therefore an impairment would have been recognised.

2021

If the budgeted revenue growth for year 1 had been 15.7% lower than the estimated assumption disclosed for the Productive Business Solutions (Barbados) Limited CGU, the Group would have an excess of $6,913,000 over the carrying value of goodwill and therefore no impairment would have been recognised. If the pre-tax discount rate had been 1% higher than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $6,538,000 and therefore no impairment would have been recognised. If the terminal growth rate had been 1% lower than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $6,800,000 and therefore no impairment would have been recognised. If the average EBITDA had been 2% lower than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $5,730,000 and therefore no impairment would have been recognised.

PBS Central America S.A
2022

If the budgeted revenue growth for year 1 had been 1.50% lower than the estimated assumption disclosed for PBS Central America, SA. CGU, the Group would have an excess of $7,577,000 over the carrying value of goodwill and therefore no impairment would have been recognised. If the pre-tax discount rate had been 1% higher than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $5,048,000 and therefore no impairment would be recognised. If the terminal growth rate had been 1% lower than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $6,333,000 and therefore no impairment would be recognised. If the average EBITDA had been 1% lower than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $6,564,000 and therefore no impairment would be recognised.

2021

If the budgeted revenue growth for year 1 had been 2.1% lower than the estimated assumption disclosed for PBS Central America, SA. CGU, the Group would have an excess of $1,199,000 over the carrying value of goodwill and therefore no impairment would have been recognised. If the pre-tax discount rate had been 1% higher than the estimated assumption disclosed, the Group would have a deficit over the carrying value of goodwill of $2,472,000 and the Group would be required to recognise an impairment on this premise. If the terminal growth rate had been 1% lower than the estimated assumption disclosed, the Group would have a deficit over the carrying value of goodwill of $828,000 and therefore an impairment would have been recognised. If the average EBITDA had been 2% lower than the estimated assumption disclosed, the Group would have a deficit over the carrying value of goodwill of $18,241,000 and therefore would be required to recognise an impairment on this premise.

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Note 17 - Intangible Assets (continued)

Mobay Holdings N. V.
2022

If the budgeted revenue growth for year 1 had been 1.50% lower than the estimated assumption disclosed for Mobay Holdings N.V. CGU, the Group would have an excess of $506,000 over the carrying value of goodwill and therefore no impairment would have been recognised. If the pre-tax discount rate had been 2% higher than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $214,000 and therefore no impairment would have been recognised. If the terminal growth rate had been 1% lower than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $448,000 and therefore no impairment would have been recognised. If the average EBITDA had been 2% lower than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $620,000 and therefore no impairment would have been recognised.

2021
If the budgeted revenue growth for year 1 had been 20.3% lower than the estimated assumption disclosed for Mobay Holdings N.V. CGU, the Group would have an excess of $1,908,000 over the carrying value of goodwill and therefore no impairment would have been recognised. If the pre-tax discount rate had been 1% higher than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $1,469,000 and therefore no impairment would have been recognised. If the terminal growth rate had been 1% lower than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $1,605,000 and therefore no impairment would have been recognised. If the average EBITDA had been 2% lower than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $346,000 and therefore no impairment would have been recognised.

Productive Business Solutions Limited (Dominican Republic)
2022

If the budgeted revenue growth for year 1 had been 1.5% lower than the estimated assumption disclosed for Productive Business Solutions Limited (Dominica Republic) CGU, the Group would have an excess of $1,216,000 over the carrying value of goodwill and therefore no impairment would have been recognised. If the pre-tax discount rate had been 1% higher than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $1,112,000 and therefore no impairment would have been recognised. If the terminal growth rate had been 1% lower than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $1,189,000 and therefore no impairment would have been recognised. If the average EBITDA had been 2% lower than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $1,081,000 and therefore no impairment would be recognised.

2021
If the budgeted revenue growth for year 1 had been 25.7% lower than the estimated assumption disclosed for Productive Business Solutions Limited (Dominica Republic) CGU, the Group would have an excess of $928,000 over the carrying value of goodwill and therefore no impairment would have been recognised. If the pre-tax discount rate had been 1% higher than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $539,000 and therefore no impairment would have been recognised. If the terminal growth rate had been 1% lower than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $686,000 and therefore no impairment would have been recognised. If the average EBITDA had been 2% lower than the estimated assumption disclosed, the Group would have a deficit over the carrying value of goodwill of $746,000 and would be required to recognise and impairment on this premise.

Note 17 - Intangible Assets (continued)

High Tech Corporation
2022
If the budgeted revenue growth for year 1 had been 1.5% lower than the estimated assumption disclosed for High Tech Corporation CGU, the Group would have an excess of $1,500,000 over the carrying value of goodwill and therefore no impairment would have been recognised. If the pre-tax discount rate had been 0.5% higher than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $1,423,000 and therefore no impairment would have been recognised. If the terminal growth rate had been 1% lower than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $1,675,000 and therefore no impairment would have been recognised. If the average EBITDA had been 0.5% lower than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $1,651,000 and therefore no impairment would have been recognised.

2021
If the budgeted revenue growth for year 1 had been 1.5% lower than the estimated assumption disclosed for High Tech Corporation CGU, the Group would have an excess of $812,000 over the carrying value of goodwill and therefore no impairment would have been recognised. If the pre-tax discount rate had been 0.5% higher than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $793,000 and therefore no impairment would have been recognised. If the terminal growth rate had been 1% lower than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $733,000 and therefore no impairment would have been recognised. If the average EBITDA had been 0.5% lower than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $851,000 and therefore no impairment would have been recognised.

PBS Technology Group Limited:

2022
If the budgeted revenue growth for year 1 had been 1.5% lower than the estimated assumption disclosed for PBS Technology Group Limited CGU, the Group would have an excess of $9,969,000 over the carrying value of goodwill and therefore no impairment would have been recognised. If the pre-tax discount rate had been 2% higher than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $4,019,000 and therefore no impairment would have been recognised. If the terminal growth rate had been 1% lower than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $8,546,000 and therefore no impairment would have been recognised. If the average EBITDA had been 2% lower than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $1,754,000 and therefore no impairment would have been recognised.

2021
If the budgeted revenue growth for year 1 had been 5% lower than the estimated assumption disclosed for PBS Technology Group Limited CGU, the Group would have an excess of $21,600,000 over the carrying value of goodwill and therefore no impairment would have been recognised. If the pre-tax discount rate had been 1% higher than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $14,200,000 and therefore no impairment would have been recognised. If the terminal growth rate had been 1% lower than the estimated assumption disclosed, the Group would have an excess over the carrying value of goodwill of $17,700,000 and therefore no impairment would have been recognised. If the average EBITDA had been 2.5% lower than the estimated assumption disclosed, the Group would have a surplus over the carrying value of goodwill of $8,200,000 and therefore no impairment would have been recognised.

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Note 18 - Lease Receivables

	2022 $'000	2021 $'000
Gross investment in finance leases		
Not later than one year	4,183	2,297
Later than one year and not later than five years	10,152	1,805
Later than five years	74	-
	14,409	4,102
Less: Unearned income	(5,920)	(577)
	8,489	3,525
Net investment in finance leases may be classified as follows:		
Not later than one year	1,790	1,721
Later than one year and not later than five years	6,699	1,804
	8,489	3,525

No loss allowance was recorded for lease receivables in 2022 (2021: nil) as the potential loss was considered not material.

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Note 19 - Long Term Receivables

	2022 $'000	2021 $'000
Banco Nacional de Costa Rica (Note a)	4,064	-
Banco Central de Nicaragua (Note b)	360	367
Rental deposits (Note c)	48	63
Capital Bank (Note d)	40	-
Artes Gráficas Maximiliano (Note e)	32	31
Industrias Gráficas Ebal (Note f)	32	-
Qbit, S.A. de C.V. (Note g)	28	-
BAC International Bank (Note h)	27	-
Inversiones Yum Kaax S.R.L. (Note i)	22	49
Impresos Creativos S.R.L. (Note j)	22	17
Impresos Gráficos Sánchez (Note k)	18	-
Comercial Plaza (Note l)	14	-
In House Print, S.A. de C.V. (Note m)	14	46
Soluciones Digitales en Preprensa S.A. de C.V (Note n)	10	-
DHL Global Forwarding (El Salvador), S.A.de C.V. (Note o)	9	22
Intercolor S.A. de C.V. (Note p)	3	18
Impresiones Industriales (Note q)	-	15
Artes Gráficas Rivera (Note r)	-	12
Laboratorio Clínico San Mateo, S.A. de C.V. (Note s)	-	12
Impresos Portales S. de R.L. (Note t)	-	10
Staff loans (Note u)	-	410
Other (Note v)	54	167
	4,797	1,239
Less: Expected credit loss on long term receivables	(359)	(689)
	4,438	550

a) *Banco Nacional de Costa Rica*
The balance represents various guarantee deposits, earning interest of 2.1% and matures between January 2024 and December 2025.

b) *Banco Central de Nicaragua*
The balance does not earn interest and it is maintained as an investment fund with no specified maturity date. Management does not expect to exercise any right on this receivable in the short term.

c) *Rental Deposits*
This represents various bank deposits to secure rented property.

d) *Capital Bank*
This represents various bank deposits to secure factoring transactions. The balance earns interest of 8% and matures in June 2024.

e) *Artes Gráficas Maximiliano*
The balance earns interest of 10% per annum and matures in December 2025.

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Note 19 - Long Term Receivables (continued)

f) *Industrias Gráficas Ebal*
The balance earns interest of 13% per annum and matures in August 2025.

g) *Qbit, S.A. de C.V.*
The balance earns interest of 12% per annum and matures in July 2025.

h) *BAC International Bank*
This represents various bank deposits to secure factoring transactions. The balance earns interest of 9% and matures in June 2024.

i) *Inversiones Yum Kaax, S.R.L.*
The balance earns interest of 10% per annum and matures in January 2024.

j) *Impresos Creativos S.R.L.*
The balance earns interest of 10% per annum and matures in March 2025.

k) *Impresos Gráficos Sánchez*
The balance earns interest of 12% per annum and matures in June 2025.

l) *Comercial Plaza*
The balance earns interest of 12% per annum and matures in July 2024.

m) *In House Print, S.A. de C.V.*
The balance comprises two accounts that earns interest of 15 and 18% per annum respectively and mature in March and December 2024.

n) *Soluciones Digitales en Preprensa S.A. de C.V.*
The balance earns interest of 18% per annum and matures in August 2025.

o) *DHL Global Forwarding*
The balance earns interest of 12% per annum and matures in August 2024.

p) *Intercolor S.A. de C.V.*
The balance earns interest of 15% per annum and matures in January 2024.

q) *Impresiones Industriales*
The balance earned interest of 16% per annum. The amount has been fully collected during the year.

r) *Artes Gráficas Rivera*
The balance earned interest of 12% per annum. The amount has been fully collected during the year.

s) *Laboratorio Clínico San Mateo, S.A. de C.V.*
The balance earned interest of 12.68% per annum. The amount has been fully collected during the year.

t) *Impresos Portales S. de R.L.*
The balance earned interest of 10% per annum. The amount has been fully collected during the year.

u) *Staff loans.*
The balance did not earn interest and had been cancelled during the year.

v) *Other*
The balance relates to amounts that are individually insignificant. These balances relate to equipment sales with terms between 13 months and up to 37 months. These are secured with promissory notes and earn interest between 12% and 21% and is guaranteed with a pledge on the financed equipment.

Note 20 - Deferred Income Taxes

(a) Deferred income taxes are calculated in full on all temporary differences under the liability method and comprise:

	2022 $'000	2021 $'000
Deferred income tax assets	5,591	3,765
Deferred income tax liabilities	(2,925)	(1,677)
Net deferred income tax asset	2,666	2,088

(b) The movement on the deferred income tax assets balance for the year is as follows:

	2022 $'000	2021 $'000
Net asset at beginning of the year	2,088	992
Acquisition of subsidiaries	-	(71)
Credit to profit and loss (Note 11)	758	1,165
Exchange difference	(180)	2
Net assets at end of the year	2,666	2,088

(c) Deferred income tax assets and liabilities are attributable to:

	2022 $'000	2021 $'000
Property, plant and equipment	947	648
Provisions	1,307	1,230
Foreign exchange losses	23	23
Other	389	187
	2,666	2,088

(d) The movement on the deferred tax asset is attributable to:

	2022 $'000	2021 $'000
Property, plant and equipment	(92)	408
Provisions	531	78
Other	319	679
	758	1,165

(e) Except for property, plant and equipment, all deferred income tax items are expected to be recovered/settled within one year.

Deferred income tax liabilities have not been established for withholding tax that would be payable on unappropriated profits of subsidiaries as the amounts are permanently reinvested. Such unappropriated profits totaled $52,695,000 (2021: $46,151,000).

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Note 21 - Related Party Transactions and Balances

The following transactions were carried out with related parties:

(a) Sale of goods and services

	2022 $'000	2021 $'000
Sale of goods		
Other related parties	21	134

Goods are sold based on the price lists in force and terms that would be available to third parties.

(b) Purchase of goods and services

	2022 $'000	2021 $'000
Purchases of goods		
Other related parties	779	153

Transactions with other related parties include those with Interlinc International Incorporation.

(c) Key management compensation
Key management includes directors (executive and non-executive). The compensation paid or payable to key management for employee services is shown below:

	2022 $'000	2021 $'000
Salaries and other short-term employee benefits	5,288	4,272
Payroll taxes – employer's portion	473	424
Pension benefits	52	54
Other	56	155
	5,869	4,905
Directors' fees	68	66

(d) Other transactions

	2022 $'000	2021 $'000
Parent		
Management fee expense	1,277	948
Other related parties		
Management fee expense	395	359
Interest paid	985	30
	2,657	1,337

Note 21 - Related Party Transactions and Balances (Continued)

(e) Year end balances with related parties

Balances with the parent company and fellow subsidiaries are repayable on demand and earn no interest.

	2022 $'000	2021 $'000
Receivable from related parties:		
Parent	3,375	2,007
Fellow subsidiaries and shareholder	1,500	1,850
	4,875	3,857
Payable to related parties:		
Parent	7,871	11,111
Fellow subsidiaries	1,765	1,898
	9,636	13,009

Note 22 - Inventories

	2022 $'000	2021 $'000
Finished goods	50,338	42,900
Goods in transit	9,677	6,623
	60,015	49,523
Less: Provision for obsolete stock	(10,535)	(9,842)
	49,480	39,681

Cost of inventory recognised as an expense aggregating to $207,393,000 (2021: $180,553,000), were recognised in profit and loss.

Note 23 - Trade and Other Receivables

	2022 $'000	2021 $'000
Trade receivables	89,559	72,757
Less: Provision for credit losses	(2,995)	(3,405)
	86,564	69,352
Prepaid expenses	2,384	2,208
Current portion of Long-Term Receivable	146	8
Other (Note a)	10,148	11,947
	99,242	83,515

a) Includes advances to vendors by $3,560,000 (2021: $3,730,000) and short-term deposits as guarantee of rental contracts by $504,297 (2021: $495,000).

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Note 24 - Cash and Cash Equivalents

	2022 $'000	2021 $'000
Cash at bank and in hand	31,230	21,740
	31,230	21,740

The weighted average interest rate at the reporting date for short term bank deposits was 0.95% (2021: 0.75%) per annum.

Note 25 - Trade and Other Payables

	2022 $'000	2021 $'000
Trade payables	36,636	24,183
Interest Payables	1,499	1,426
Accrued liabilities	10,530	11,050
Under Surepay contracts	8,757	-
Other	8,324	10,713
	65,746	47,372

The carrying amounts of trade and other payables are assumed to be the same as their fair values, due to their short-term nature.

Note 26 - Lease Liabilities

The Group currently has long term lease agreements related to buildings, equipment and motor vehicles.

(i) Amounts recognised in the statement of financial position

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

	2022 $'000	2021 $'000
Lease liabilities		
Current	4,262	3,773
Non-current	16,260	15,871
	20,522	19,644

(ii) Amounts recognised in the statement of comprehensive income

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

	2022 $'000	2021 $'000
Interest expense (included in finance cost)	1,857	1,533
Expenses relating to short term leases or low value underlying assets (included in selling, general and administrative expenses)	686	467
	2,543	2,000

The total cash outflow for leases in 2022 was $4,392,000 (2021: $3,754,000).

Note 26 - Lease Liabilities (continued)

(iii) Incremental borrowing rate

For the incremental borrowing rate, the Group:

- Where possible, uses recent third-party financing received by bankers as a starting point, adjusted to reflect changes in financing conditions since third party financing was received, and
- Makes adjustments specific to the lease, e.g. term, country, currency and security.
- The weighted average incremental borrowing rate for the Group in 2021 and 2022 was determined to be 7%.

(iv) Lease payments

Payments associated with short-term leases of buildings, equipment and vehicles and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise IT equipment and small items of office furniture.

(v) Extension and termination options

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

As at 31 December 2022, potential future cash outflows of $12,191,194 (2021: $10,884,000) (undiscounted) have not been included in the lease liability because it is not reasonably certain that the leases will be extended (or not terminated).

The lease term is reassessed if an option is actually exercised (or not exercised) or the Group becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs, which affects this assessment, and that is within the control of the lessee. During the current financial year, the financial effect of revising lease terms to reflect the effect of exercising extension and termination options was nil.

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Note 27 - Borrowings

	2022 $'000	2021 $'000
(a) Bank overdraft	2,967	2,903
Short term loans –		
(b) Royal Bank of Canada	5,000	10,000
(c) Citibank	6,000	5,600
(d) Lafise	1,033	1,706
(e) First Citizens	-	1,500
(f) Operaciones de Consumo, S.A.	1,617	839
(g) Capital Bank	1,001	744
(h) Davivienda	500	250
(i) BAC	201	22
(j) JMMB Bank	5,000	-
(k) Quedex	300	-
	20,652	20,661
Current portion of non-current borrowings	5,084	9,188
Total Current Borrowings	28,703	32,752
Non-Current Borrowings –		
(l) Finance lease	-	3,470
(m) JCSD Trustee Services Limited on behalf of Bondholders	57,804	55,884
(n) Republic Bank - bonds	32,975	32,833
(o) Redeemable preference shares	15,425	16,281
(p) International Finance Corporation	3,358	7,881
(q) Operaciones de Consumo, S.A.	-	2,070
(r) First Citizens	1,722	1,468
(s) Banistmo	770	531
(t) CSI	215	399
(u) Lafise	130	344
(v) Republic Bank	83	130
(w) Former owners of High-Tech companies	971	741
	113,453	122,032
Current portion of non-current borrowings	(5,084)	(9,188)
Total Non-Current Borrowings	108,369	112,844
Total Borrowings	137,072	145,596

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Note 27 - Borrowings (continued)

Total borrowings comprise:

	2022 $'000	2021 $'000
Non-related parties	137,072	145,596

The exposure of the group's borrowings to interest rate changes and the contractual re-pricing dates at the end of the reporting period are as follows:

	2022 $'000	2021 $'000
0-12 months	28,703	32,752
1-5 years	108,369	112,844
	137,072	145,596

The carrying amounts and fair value of the non-current borrowings are as follows:

	Carrying amount		Fair value	
	2022 $'000	2021 $'000	2022 $'000	2021 $'000
Bonds	90,779	88,717	90,284	92,275
Redeemable preference shares	15,425	16,281	17,063	16,903
Finance lease liabilities	-	2,484	-	2,484
Other	2,165	5,362	6,339	5,541
	108,369	112,844	113,686	117,203

The Group has not undrawn borrowing facilities as of December 2022 $1,017,000 (2021: $2,135,000).

Note 27 - Borrowings (continued)

(a) Bank overdraft
The Group has an unsecured bank overdraft facility with National Commercial Bank, originally granted in November 2021 which has been subsequently renewed. It attracts an interest of 12.68% (2021: 9.31%) up to J$452,200,000.

Short term loans

(b) Royal Bank of Canada
This represents an unsecured commercial paper which attracts interest of 6% due on June 16, 2023.

(c) Citibank
This represents unsecured loans which attract interest of 10.14% and 11.14% per annum and are due between January 20 and April 05, 2023.

(d) Lafise
This represents two fiduciary loans to finance working capital earning interest rate of 9.5% per annum and with maturity dates on February 1 and March 1, 2023.

(e) First Citizens
This represented a revolving loan which was fully paid on December 10, 2022.

(f) Operaciones de Consumo, S.A.
This represents various unsecured US dollar loans earning interest rates that range from 8.75% to 10.2% per annum with due dates between January 3 and April 19, 2023.

(g) Capital Bank
This represents an unsecured loan which attracts interest of 8% per annum maturing on June 27, 2023.

(h) Davivienda
This represents two unsecured loans to finance working capital at 6.75% and 7% interest rate per annum and becomes due on February 24 and June 12, 2023.

(i) BAC
This represents two unsecured loans which are due on June 05 and 30, 2023 earning an interest of 8.75% per annum.

(j) JMMB Bank
This represents a loan which attracts interest of 8.5% per annum and matures on March 30, 2023.

(k) QUEDEX
This represents a working capital loan which is due on January 21, 2023, earning and interest of 12% per annum.

Non-Current Borrowings

(l) Finance lease
This represented the present value of finance lease commitments. Finance leases maturing within 12 months amounted $986,000 in 2021. The finance leases maturing within 12 months were included in the current portion of non-current borrowings. The lease amount for 2022 is reflected under lease liabilities.

(m) JCSD Trustee Services Limited on behalf of Bondholders
This long-term loan represents:

- Monies raised via a private Bond Offering ("Bond"). The Bond is secured by the Company and its assets. Under the original trust deed, the entire Bond's principal had a maturity date of December 2020 (5-year term), bearing interest fixed at 7.7% - 7.75% per annum to be paid quarterly. An amendment to the deed (Second Amendment to the Trust Deed with effective date December 9, 2019) extended the maturity date to December 29, 2025 and reduced the interest rate to 6.5% per annum. A consent fee was paid in 2019 by the amount of $724,673 on the modification of the loan terms. Charges and guarantees over all present and future assets and property of Productive Business Solutions Limited to secure payment of this obligation are as follows:

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Note 27 - Borrowings (continued)

- Guarantees over shares held by Productive Business Solutions Limited issued by its subsidiaries with the exception of shares issued by Cayman Business Machines Limited, High Tech Corporation S.A. de C.V, High-Tech Consulting, S.A. de C.V., Productive Business Solutions (Suriname) Limited, Productive Business Solutions (Colombia), S.A.S., Productive Business Solutions (South America) Limited, Productive Business Solutions (St. Kitts-Nevis) Limited, Productive Business Solutions (St. Lucia) Limited and PBS Technology Group Limited and subsidiaries.
- Charge over assets of Productive Business Solutions Limited and its subsidiaries with the exception of Productive Business Solutions Honduras, S.A. de C.V., Hight Tech Corporation S.A. de C.V. Hight-Tech Consulting, S.A. de C.V., Productive Business Solutions (Belize) Limited, Easton Commerce S.A., Cayman Business Machines Limited, Productive Business Solutions (Suriname) Limited, Productive Business Solutions (Colombia), S.A.S., Productive Business Solutions (South America) Limited, Productive Business Solutions (St. Kitts-Nevis) Limited, Productive Business Solutions (St. Lucia) Limited and PBS Technology Group Limited and subsidiaries.

- Fixed rate bond in Jamaican Dollars which attracts interest of 7% per annum and is due 14 January 2026. The bonds are secured as follows:
  - Charge over shares held by PBS Technology Group Limited in PBS Technologies (Trinidad) Limited and PBS Technologies (Guyana) Limited in favour of the Security Agent.
  - Debenture issued by Massy Technologies (Trinidad) Limited in favour of the Security Agent.

(n) Republic Bank

This represents a fixed rate bond in United States dollars which attracts interest of 7.0% per annum due on 14 January 2026. The bonds are secured as follows:

- Charge over fixed and floating assets of PBS Technology Group (Trinidad) Limited. The total assets of the Company amount $117,240,000.
- Issued and outstanding shares of PBS Technology Group (Trinidad) Limited and PBS Technologies (Guyana) Inc.
- Deed of guarantee by PBS Technology Group Limited in favour of the Trustee securing the repayment of the principal and interest in respect of the bonds.

(o) Redeemable preference shares

This represents 25,800,000 Redeemable Cumulative Preference Shares in Jamaican dollars entitled to a fixed preferential cumulative cash dividend of 9.75% per annum, to be paid semi-annually. The maturity date is 31st day of July of 2024. The deferred finance charges offset against the loan amounts to $695,000 (2021 - $489,000).

(p) International Finance Corporation

This represents an unsecured loan to finance working capital which attracts interest of 8.9% per annum, maturing on September 15, 2023.

(q) Operaciones de Consumo, S.A.

This represented an unsecured loan that was paid on September 27, 2022

(r) First Citizens

This represents an unsecured loan facility granted in TT Dollars which attracts interest of 7.5% per annum maturing on 22 December 2026.

(s) Banistmo

This represents various unsecured loans payable in 36 and 48 monthly instalments which attract interest that range from 5.85% to 6.5% per annum and due dates between February 17 and December 31, 2024.

(t) CSI

These are various unsecured loans payable which attract interest that range from 7.62% to 9.56% per annum and due dates are in 2024.

Note 27 - Borrowings (continued)

(u) Lafise

This represents two unsecured loans which attract interest of 6.25% ($26,000), and 8% ($103,000) per annum and due dates are April 3, 2023 and January 14, 2024.

(v) Republic Bank

This represents an unsecured loan attracting interest of 4.75% annual, due on June 1, 2024.

(w) Former owners of High-Tech companies

This represents the unsecured deferred purchase price on acquisition of High-Tech subsidiaries in El Salvador and Honduras originally maturing in April 2022 and April 2023. The short term portion has been classified as a current portion of non-current borrowings.

Note 28 - Share Capital

In September 2021, the Company issued 62,941,000 ordinary shares at a unit price of $0.77 to affiliated companies in consideration of the acquisition of the shares of PBS Technology Group. In September 2022 the Company issued 1,500,000 9.25% Perpetual Cumulative Redeemable USD and 500,000 10.50% Perpetual Cumulative Redeemable Jamaican Dollars Preference Shares. The invitation price was USD10.00 and JMD1,000.00 respectively.

	2022	2021
	$'000	$'000
Authorised -		
186,213,000, (2021 – 186,213,000) Ordinary shares	105,782	105,782
2,000,000, (2021 – nil) Preference shares	17,234	-
	123,016	105,782
Issued and fully paid -		
186,213,000, (2021 – 186,213,000) Ordinary shares	105,782	105,782
2,000,000 (2021 – nil) Preference shares	17,234	-
	123,016	105,782

Note 29 - Other Reserves

Other reserves primarily represent the currency translation differences resulting from the unrealised gains and losses on the translation of the net assets of subsidiaries that have a different functional currency from that of the Company.
Other reserves also include revaluation reserve for the revaluation of land and buildings.

	Revaluation Surplus $'000	Actuarial Gains $'000	Currency Translation Differences $'000	Total $'000
Balance as at 1 January 2021	217	-	(18,646)	(18,429)
Movement during 2021	-	-	(1,434)	(1,434)
On acquisition of subsidiary	(7)	-	-	(7)
Balance as at 31 December 2021	210	-	(20,080)	(19,870)
Actuarial gains	-	63	-	63
Movement during 2022	-	-	1,430	1,430
Balance as at 31 December 2022	210	63	(18,650)	(18,377)

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Note 30 – Retained earnings/(Accumulated Deficit)

	Total $'000
Balance as at 1 January 2021	(6,127)
Paid dividends	(2,029)
Profit for the year	5,523
Balance as at 31 December 2021	(2,633)
Dividends paid	(5,000)
Dividends declared	(525)
Profit for the year	8,391
Balance as at 31 December 2022	233

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Note 31 - Litigation and Contingent Liabilities

The Group is subject to various claims, disputes and legal proceedings in the normal course of business. Provision is made for such matters when, in the opinion of management and its professional advisors, it is probable that a payment will be made by the Group and the amount can be reasonably estimated.

Claims asserted against the Group, according to the principles outlined above, have not been provided for. Management is of the opinion that the claims are either without merit, can be successfully defended or will result in exposure to the Group which is immaterial to both financial position and results of operations.

Note 32 - Retirement Benefit Obligation and pension plan asset

The movement in the present value of the defined benefit obligation during the year was as follows:

	2022 $'000	**2021 $'000**
Opening balance	599	525
Reallocation of pension plan liability	407	-
Current service cost	231	96
Interest cost	11	4
Actuarial gains on termination benefits	(63)	-
Benefits paid	(194)	(26)
At end of year	991	599

The movement of the pension plan asset during the year was as follows:

	2022 $'000	**2021 $'000**
Opening balance	114	85
Reallocation of pension plan liability	407	-
Current service cost	-	(53)
Benefits paid	7	82
At end of year	528	114

The amounts recognised in arriving at profit or loss were as follows:

	2022 $'000	**2021 $'000**
Current service cost	231	149
Interest cost	11	4
At end of year	242	153

The distribution of the obligation by country was as follows:

	2022 $'000	**2021 $'000**
Nicaragua	105	98
Panama	348	-
El Salvador	538	501
	991	599

The value of the plan asset was as follows:

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Note 32 - Retirement Benefit Obligation and pension plan asset (continued)

	2022 $'000	2021 $'000
Panama	528	114

The sensitivity of the defined benefit obligation to changes in the weighted principal assumptions is:

	2022		
	Impact on Retirement benefit obligation		
	Change in Assumption	Increase in Assumption	Decrease in Assumption
Discount rate	1%	503	567
Inflation rate	1%	12	10

	Increase assumption by one year $'000
Life expectancy	111

	2021		
	Impact on Retirement benefit obligation		
	Change in Assumption	Increase in Assumption	Decrease in Assumption
Discount rate	1%	65	138
Inflation rate	1%	15	(14)

	Increase assumption by one year $'000
Life expectancy	75

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the pension liability recognised within the statement of financial position.

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Note 32 - Retirement Benefit Obligation (continued)

Termination benefits in El Salvador and Nicaragua are established by law and entitle the employee to receive a payment upon termination of employment, regardless of cause. In El Salvador the benefit is founded in the law 592, that is the regulatory law for the economic benefit for voluntary resignation. Employees with more than two years of uninterrupted service for the company shall receive a payment of, at least, the equivalent of 15 days of minimum wage for each year of service. In Nicaragua, the law 185, Labour Code, entitles the employee to the right to receive a payment equivalent to one monthly salary for each year of service, up to the third year, and 20 days of salary for each additional year. Neither of these plans require the employer to establish a fund.

The principal actuarial assumptions used in valuing post-employment benefits are as follows:

PBS Nicaragua	**2022 $'000**	**2021 $'000**
Discount rate	11%	11%
Future salary increases	5%	5%
Retirement age	60 years	60 years

PBS El Salvador	**2022 $'000**	**2021 $'000**
Discount rate	5.5%	2.7%
Future salary increases	2.8%	2.8%
Retirement age	55 and 60 years for Women and men respectively	55 and 60 years for Women and men respectively

PBS Panama	**2022 $'000**	**2021 $'000**
Discount rate	11%	3.4%
Future salary increases	6%	1.92%
Retirement age	57 and 62 years for Women and men respectively	57 and 62 years for Women and men respectively

Note 33 - Commitments

Capital commitments
There are no capital expenditures contracted for but not yet incurred at the end of periods 2022 and 2021.

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Note 34 - Cash Flows from Operating Activities

Reconciliation of the Group's net profit to cash generated from operating activities:

	Note	2022 $'000	2021 $'000
Net profit		8,476	5,599
Items not affecting cash:			
Depreciation	15&16	14,168	13,176
Amortisation and impairment of intangible assets	17	3,150	1,745
Taxation expense	11	3,314	1,519
Currency translation differences		397	(3,867)
			-
Interest income	7	(1,874)	(447)
Loss on disposal		624	-
Interest expense	10	16,108	11,253
		44,363	28,978
Change in non-cash working capital, net of effects from acquisition of subsidiaries:			
Inventories		(14,191)	(1,271)
Contract assets		(1,248)	(2,351)
Trade and other receivable		(15,727)	(10,767)
Due from related parties		(1,018)	26
Long term receivable		(3,888)	535
Lease receivable		(4,964)	51
Accounts payable		17,849	(5,035)
Contract liabilities		11,790	1,560
Retirement benefit obligation		41	45
Due to related parties		(3,373)	938
		29,634	12,709
Taxation paid		(5,228)	(2,066)
Net cash provided by operating activities		24,406	10,643

Net Debt Reconciliation
This section sets out an analysis of net debt and the movements in net debt for the year ended 31 December 2022.

	2022 $'000	2021 $'000
Cash and cash equivalents	31,230	21,740
Borrowings - repayable within one year (including overdraft)	(28,703)	(32,752)
Borrowings - repayable after one year	(108,369)	(112,844)
Lease liability	(20,522)	(19,644)
Net debt	(126,364)	(143,500)
Cash and liquid investments	31,230	21,740
Gross debt - fixed interest rates	(137,072)	(145,596)
Lease liability	(20,522)	(19,644)
Net debt	(126,364)	(143,500)

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Note 34 - Cash Flows from Operating Activities (continued)

	Cash $'000	Finance leases due within 1 year $'000	Finance leases due after 1 year $'000	Lease liability $'000	Borrowing due within 1 year $'000	Borrowing due after 1 year $'000	Total $'000
Net debt as at 31 December 2020	5,850	(761)	(1,319)	(15,331)	(8,613)	(70,527)	(90,701)
Acquisition of subsidiary	22,130	-	-	(5,009)	(656)	(49,285)	(32,820)
Addition	12,093	(256)	(1,302)	(3,579)	(51,817)	(39,732)	(84,593)
Repayments	(18,286)	-	21	3,754	29,070	48,267	62,826
Foreign exchange adjustments	(47)	31	116	521	250	1,550	2,421
Other non-cash movements	-	-	-	-	-	(633)	(633)
Net debt as at 31 December 2021	21,740	(986)	(2,484)	(19,644)	(31,766)	(110,360)	(143,500)
Addition	224,768	(250)	(480)	(1,046)	(10,630)	(38,484)	173,878
Repayments	(215,286)	10	914	3,468	13,289	43,249	(154,356)
Foreign exchange adjustments	6	-	-	-	(42)	(290)	(326)
Other non-cash movements	2	-	-	(24)	446	(2,484)	(2,060)
Net debt as at 31 December 2022	31,230	(1,226)	(2,050)	(17,246)	(28,703)	(108,369)	(126,364)

Note 35 - Assets Pledged as Security

With the exception of Productive Business Solutions Honduras S.A. de C.V., Easton Commerce S.A. (Costa Rica), Productive Business Solutions (Belize) Ltd., Cayman Business Machines (Cayman Islands), High Tech Corporation S.A. de C.V., High Tech Consulting S.A. de C.V., Productive Business Solutions Limited (St. Lucia), PBS Technology Group Limited, PBS Technologies (Trinidad) Limited, Dorada Technologies (Antigua) Limited, Productive Business Solutions Technologies Barbados Limited, Massy Technologies Infocom (Caribbean) Ltd., PBS Technologies (Jamaica) Limited, and PBS Technologies Guyana Inc., the assets of the subsidiaries are pledged as security for the borrowings. The pledged assets at year end totalled $189,305,000 (2021: $164,817,000).

Note 36 - Contract Assets and Contract Liabilities

The Group classifies rights and obligations in its relationship with customers whenever either party performs any of its contractual obligations.

The contract assets are classified as follows.

	2022 $'000	2021 $'000
Contract assets		
Current assets	9,434	8,645
Non-current assets	6,849	6,390
Total contract assets	16,283	15,035

The total contract assets are shown in the table below.

	2022 $'000	2021 $'000
Contract assets		
on equipment contracts	16,283	15,035
Total contract assets	16,283	15,035

The contract liabilities refer to advances received from customers under the promise to deliver equipment. Total contract liabilities at the end of the year are reflected in the table below.

	2022 $'000	2021 $'000
Contract liabilities		
on equipment contracts	22,681	13,793
on service contracts	2,902	-
Total contract liabilities	25,583	13,793

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Note 36 - Contract Assets and Contract Liabilities

(i) Revenue recognised in relation to contract liabilities

The following table shows how much of the revenue recognised in the current reporting period relates to carried-forward contract liabilities and how much relates to performance obligations that were satisfied in a prior year:

	2022 $'000	2021 $'000
Revenue recognised that was included in the contract liability balance at the beginning of the period		
on equipment contracts	11,416	3,155
on service contracts	1,181	908
	12,597	4,063

(ii) Unsatisfied contracts at the end of the period

The following table shows unsatisfied performance obligations resulting from fixed-price contracts:

	2022 $'000	2021 $'000
Aggregate amount of the transaction price allocated to contracts that are partially or fully unsatisfied as at 31 December	49,579	68,167
	49,579	68,187

Management expects that 35% of the transaction price allocated to unsatisfied performance obligations as of 31 December 2023 will be recognised as revenue during the next reporting period. The remaining 65% will be recognised in the 2024 financial year.

(iii) Assets recognised from cost to fulfil a contract

In addition to the contract balances disclosed above, the group has also recognised an asset in relation to costs to fulfil contracts.

	2022 $'000	2021 $'000
Asset recognised from costs incurred to fulfil a contract at 31 December	14,978	13,231
Amortisation and impairment loss recognised as cost of providing services during the period	1,378	1,489

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Note 37 - Investments

In October 2022 the Group acquired 17,067 shares of Arel Limited, which resulted in an investment of $246,000. Arel Limited is a private company established in 1967 and domiciled in 2 Piccadilly Road, Kingston 5, St. Andrew, Jamaica. The company is focused on providing engineering services and equipment such as air conditioning, medical and elevators. The authorised and issued share capital of the Arel Limited is 100,000 shares.

The valuation techniques for Level 3 fair value of the unquoted equity investment is disclosed in the table below.

	Fair value measurements at 31 December 2021 and 2022 using significant unobservable inputs (Level 3)	
	Unquoted equity $'000	**Total $'000**
Unquoted equity	246	246

Description	**Fair value at December 2021 and 2022 $'000**	**Valuation Technique(s)**	**Unobservable Inputs**	**Range of unobservable inputs (probability – weighted average)**	**Relationship of unobservable inputs to fair value**
Unquoted equity	246	Income and cost approach	Discount rates	20%	If the discount rate increases/decreases by 1%, the fair value will increase/decrease by 1%

Note 38 - Acquisition of PBS Technology Group Limited and its subsidiaries – prior year

In September 2021, the Group acquired 100% stake in PBS Technology Group Limited and its subsidiaries. The principal activity of the companies is to provide information technology solutions and services to clients in the Caribbean. This acquisition solidifies PBS as the leading information technology solutions provider across the Caribbean and Central America.

During the year of acquisition, the acquired company contributed revenue of $22,787,000 and attributable post-acquisition profit of $4,377,000 to the Group's results in the period to December 2021. If the acquisition had occurred on January 1, 2021, management estimates that revenue from the operations would have been $59,130,000, and profit for the year would have been $3,482,000.

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Note 38 - Acquisition of PBS Technology Group Limited and its subsidiaries – prior year (Continued)

	2021 **$'000**
Property and equipment	4,312
Trade and other receivables	21,022
Cash and cash equivalents	22,130
Right of use asset	2,431
Deferred tax asset	1,249
Due from related parties	175
Inventories	8,328
Tax recoverable	1,002
Intangible assets	23,900
Trade and other payables	(23,451)
Contract liabilities	(8,123)
Tax Payable	(1,600)
Short term loans	(656)
Long term loans	(49,285)
Lease liability	(5,009)
Deferred tax liability	(1,320)
Due to related parties	(3,801)
Net identifiable liabilities acquired	(8,696)
Consideration	53,959
Net identifiable liabilities acquired	8,696
Goodwill	62,655

(i) Cash flow on acquisition

	2021 **$'000**
Outflow of cash to acquire subsidiary, net of cash acquired	
Cash consideration	(5,494)
Less: Cash balance acquired	22,130
Net Inflow of cash	16,636

(ii) Acquisition-related costs

In 2022 the Group incurred in acquisition-related costs of $290,000 which were fully expensed. These costs have been included in professional fees expenses for the current period.

(iii) Purchase consideration

	2021 **$'000**
Cash paid	5,494
Ordinary shares (62,941,000)	48,465
Total purchase consideration	53,959

The shares were valued at $0.77 which was the prevailing market price in the Jamaica Stock Exchange at the date of the transaction.

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Note 38 - Acquisition of PBS Technology Group Limited and its subsidiaries (continued)

(v) The fair value of certain material asset categories was established as follows:

1. Property and equipment:

   The value of property and equipment were assessed as net book values as at the date of acquisition.

2. Intangible assets:

   The value of goodwill, customer relationships and licences were assessed through market benchmarking information provided by independent data specialists through the multi-period excess earnings method, performed by a qualified independent valuator using the incremental cash flow method.

(vi) No contingent consideration payable resulted as a consequence of the purchase.

Note 39 - Other long term liabilities

This amount includes $895,000 accrued as part of the Group's risk management policy to face any loss associated to lawsuits with a long-term resolution. In 2021 there was also a withholding tax payable of $569,000 associated with management fees charged to Productive Business Solutions (Nicaragua), S. A. These withholding taxes are due when the management fees are paid. The liability associated to the withholding tax has been subsequently capitalized in favor of Productive Business Solutions (Nicaragua), S.A. after which the withholding tax liability was no longer justified and was reversed in 2022.

Note 40 - Distributions

Distributions to shareholders of the Parent Company

	2022	2021
	$'000	$'000
Dividend paid 16 December 2022 0r 2.69¢ by share (2021: 1.09¢)	5,000	2,029
Dividends declared to preference shares 2022	525	-
	5,525	2,029

Note 41 - Contingent consideration payable

This represents the present value of future earn-outs connected to the acquisition of High-tech (HTC). This has been determined based on four times the average EBITDA minus 10% of Productive Business Solutions (PBS) contribution of EBITDA of the HTC companies. If the average EBITDA is 10% higher, the earn-out will be $270,000 higher. If the average EBITDA is 5% lower, the earn-out will be $135,000 lower. The payment becomes due during 2023 and 2024 based on achieving the terms of the earn-out agreement. A current portion of $953,482 has been classified as current portion of long-term loans.

Note 42 - Impact of Ukraine Crises

Since February 2022, the invasion of Ukraine has brought about macroeconomic instability across the globe. There is no perceived impact on the operations of the Group, however, management continues to monitor the situation. No changes to the activities of the Groups are foreseen in the near future.

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PBS GROUP ANNUAL REPORT 2022

Group Board of Directors

Patrick A. W. Scott
Director

Melanie Subratie
Director

Mr. Patrick A. W. Scott is the Chairman and Chief Executive Officer of Facey Commodity Company Limited and the Executive Deputy Chairman of the Facey Group. Prior to these appointments, he served 16 years as Managing Director. A seasoned executive, Mr. Scott has worked for a combined total of 40 years in various roles and was key figure in the global development of Facey's Telecom business. He currently serves the board of directos of several companies including, P.A. Benjamin, Serge Island Diaries, International Biscuits and Serge Island Farms. Attended Seneca College and Ryerson University in Toronto, Canada.

Mrs. Melanie Subratie is Chairman and CEO of Stanley Motta Ltd., Vice-Chairman of Musson (Ja) Ltd. and Director of all its subsidiaries, Vice-Chairman of General Accident Insurance Company Ltd., Eppley Ltd, and T Geddes Grant Ltd. Chairman of E-Pins Ltd. and sits on the executive of Seprod group of Companies and all its subsidiary boards. Chairman of Seprod Foundation, Musson Foundation, Chairperson of Jamaica Girls Coding and Chairman of Jamaica RISE Life Management and other CSR organizations. She is also Fourth Vice-President of the Jamaica Chamber of Commerce, and is the current Chair of the Legislation, Regulation and Improvement Committee. She is a honors graduate of London School of Economics.

Group Board of Directors

Brian Wynter
Non-Executive Director

Mr Brian Wynter has been incorporated to the PBS Group Limited Board of Directors. Mr. Wynter has an extensive career in the financial sector, serving as Governor of the Bank of Jamaica until August 2019. The motion was presented to the Board of Directors, which was accepted, and in this way, Brian Wynter was duly appointed to the board of directors of PBS Group Limited. An honors graduate from the London School of Economics in 1981, and specialized in International Economy form Columbia University in 1985.