



ansa mcal
GROUP OF COMPANIES



TOMORROW REIMAGINED

ANNUAL REPORT 2020

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A. NORMAN SABGA,
LLD (HON.) UWI; (H.C.) UTT
EXECUTIVE CHAIRMAN



DAVID B. SABGA
DEPUTY CHAIRMAN



TERESA WHITE
**CHIEF SHARED
SERVICES OFFICER**



ANDREW N. SABGA
DEPUTY CHAIRMAN



WINSTON SINGH
DIRECTOR

BOARD OF DIRECTORS



ANTHONY E. PHILLIP
DIRECTOR



LARRY HOWAI
DIRECTOR



DAVID DULAL-WHITEWAY
DIRECTOR



MARK J. MORGAN
DIRECTOR



RAY A. SUMAIRSINGH
DIRECTOR



ANTHONY N. SABGA III
**GROUP CHIEF
EXECUTIVE OFFICER**

SENIOR EXECUTIVE TEAM



A. NORMAN SABGA
LLD (Hon.) UWI; (h.c.) UTT
EXECUTIVE CHAIRMAN



ANTHONY N. SABGA III
GROUP CHIEF
EXECUTIVE OFFICER



TERESA WHITE
CHIEF SHARED
SERVICES OFFICER



ANDY MAHADEO
SECTOR HEAD -
MANUFACTURING



LAUREN FRANCIS
HEAD OF GROUP
SUPPLY CHAIN



GREGORY N. HILL
MANAGING DIRECTOR -
ANSA MERCHANT
BANK LIMITED



MUSA IBRAHIM
MANAGING DIRECTOR -
TATIL & TATIL LIFE



FRANCES BAIN-CUMBERBATCH
CHIEF EXTERNAL AND
LEGAL AFFAIRS OFFICER



NICHOLAS JACKMAN
CHIEF FINANCIAL
OFFICER



CHARLES PASHLEY
CHIEF STRATEGIC
OFFICER



ROBERT LE HUNTE
MANAGING DIRECTOR -
ANSA BANK LIMITED



ADAM N. SABGA
SECTOR HEAD -
CONSTRUCTION



JEROME BORDE
SECTOR HEAD -
AUTOMOTIVE



PETER HALL
SECTOR HEAD -
BEVERAGE



AMY LAZZARI
CHIEF HUMAN
RESOURCE OFFICER



ALASTAIR PATON
HEAD OF GROUP
INTERNAL AUDIT &
ENTERPRISE RISK
MANAGEMENT



TISHA TEELUCKSINGH
HEAD OF
TREASURY



NICHOLAS SABGA
HEAD OF
GROUP DIGITAL
TRANSFORMATION



FAZAL ARMAN
SECTOR HEAD -
DISTRIBUTION



JOSEPH RAHAEL
MANAGING DIRECTOR -
REAL ESTATE



MARTIN FARINHA
CHIEF INFORMATION
OFFICER



SHARON BALROOP
GROUP CORPORATE
COMMUNICATIONS
MANAGER

REPORT OF THE **EXECUTIVE CHAIRMAN**

A. NORMAN SABGA
LLD (HON.) UWI; (H.C.) UTT



As I look back on the year 2020, I feel tremendous pride in what our Group accomplished during times of great uncertainty and challenges worldwide, not only in terms of financial performance but also our dedication to help our staff, customers, communities and countries throughout the Caribbean Region.

Our Group has weathered many difficult times throughout its long history, each time turning adversity into opportunity. Given the challenges in 2020, the Group performed creditably generating revenue of \$5.919 billion (\$6.593 billion – 2019) and Profit before tax (PBT) \$723.3 million (\$1.035 billion – 2019). After-tax profit produced was \$503.8 million (\$776.3 million – 2019).

We have remained focused on shaping the future of the company and our efforts this past year have set the stage for growth in 2021 and beyond. We have taken away lessons that make us better at serving our customers and other key stakeholders. Ultimately, we believe that this will make us better at creating value for you our shareholders. The Group's long-term financial position was strengthened with the gearing ratio, as measured by the total interest-bearing debt to shareholders' equity, being reduced to a robust 9.8% from 10.3%. We also continued to build a significant free-cash balance by over a billion dollars to position us to exploit attractive growth

REPORT OF THE EXECUTIVE CHAIRMAN

opportunities as evidenced by our recent acquisition of the Bank of Baroda (Trinidad and Tobago Limited), now rebranded as ANSA Bank Limited. Against this background, we look forward with optimism to us emerging from the global pandemic in an even stronger position.

I would like to recognise and thank our ANSA McAL family for maintaining the continuity of our businesses. Together, they moved quickly to ensure that we fostered a safe environment for both employees and customers. To date, we have been successful in containing community spread within our companies through a rigorous programme of testing and quarantining, demonstrating that our businesses continue to operate without compromising safety.

Many of our businesses were classified as essential and our employees consistently demonstrated courage and high productivity levels during these challenging times. The Group keenly embraced its responsibility to maintain employment during the crisis and ensured that there were no job losses arising directly out of the impact of COVID-19.

Our Company and its brands have always been held to high standards both by ourselves and the many stakeholders we touch through our businesses. We have worked to become and remain a valued member of the communities where we operate throughout the region. The ANSA McAL Foundation's successful "One Yard" virtual concert brought the Caribbean region together to support children's education through remote learning. Our current "A Small Dose of Hope" campaign uses top regional and international public health and academic experts to raise vaccine awareness and uptake. Our employees in Trinidad led a National Applause initiative to honour frontline workers for their selfless work. We were also able to retool at our brewery in Trinidad to quickly produce much-needed hand sanitisers for the public.

THE ANSA McAL FOUNDATION

The ANSA McAL Foundation disbursed \$1,209,799 in charitable donations for the period under review. The requests for assistance are reviewed by a Donations Review Committee comprising

four Directors of the Foundation and subsequently ratified by the whole Board.

Additionally, the Foundation paid to four laureates a total sum of \$2,000,000 in 2020. This brings the number of laureates named by the Anthony N. Sabga Caribbean Awards for Excellence to 43 and the amount of money disbursed since 2005 to TT\$19.5 million. Due to restrictions on movement as a result of COVID-19, the presentation ceremonies for the 2020 Laureates (Shirin Haque of Trinidad and Tobago, Olivene Burke of Jamaica, Andrew Mendes of Guyana, and Jallim Eudovic of St Lucia) were held in their individual islands instead of the gala located in a single island with their awards being presented by the various Heads of State.

ANNUAL MEETING OF SHAREHOLDERS

In light of the continued restrictions on the movement and gatherings of persons due to the COVID-19, the Company's Annual Meeting of shareholders will once again be held virtually. The meeting is currently scheduled to be held on May 27. Details are available on our company website (www.ansamcal.com) and we will continue to update via this means as well as notices in the print media.

DIVIDENDS

Your directors have declared a final dividend of \$1.50 per share which will be paid on June 4, 2021. This together with the interim dividend of \$0.15 per share (\$0.30 – 2019) brings the total dividend to \$1.65 per share (\$0.30 – 2019).

CORPORATE CHANGES

I wish to thank Mr. David Dulal-Whiteway and Mr. Nicholas Mouttet for their valuable contributions during their tenure on the Board. I am pleased to note that Mr. Dulal-Whiteway remains affiliated with the Group as he has accepted the role of Chairman of our newly acquired ANSA Bank Limited.

In 2020, we were happy to welcome Mr. Winston Singh, a senior director at LinkedIn Corp as an independent director on the Board.



CORPORATE GOVERNANCE

Strong Corporate Governance remains a driver of the Group's performance. In 2020, the Governance Nomination and Remuneration Committee of the Board met eleven times to advance the Board's agenda to strengthen the Group's Corporate Governance Framework with the review and upgrade of the Board's operating procedures and policies.

In keeping with the Board's commitment to support strong decision making by increasing the independence of our Board, we look forward this year to the addition of three additional independent directors. Mr. Norman Christie, a recent past Regional President of BPTT, Ms. Krysta De Lima, General Counsel and Corporate Secretary at Next Decade Corporation in Houston Texas and Ms. Vicki-Ann Assevero, International Lawyer and Founder of the Green Market Santa Cruz, will be offering themselves for election at the upcoming Annual Meeting of shareholders in May.

I am particularly grateful this year for the support and counsel of my fellow directors, for the resilience of our employees and the loyalty of our customers. I wish to thank you my fellow shareholders for your continued faith in us as we work toward a post-covid future.

A. Norman Sabga

A. Norman Sabga
LLD (Hon.) UWI; (H.C.) UTT
EXECUTIVE CHAIRMAN

FINANCIAL AND OPERATIONAL HIGHLIGHTS



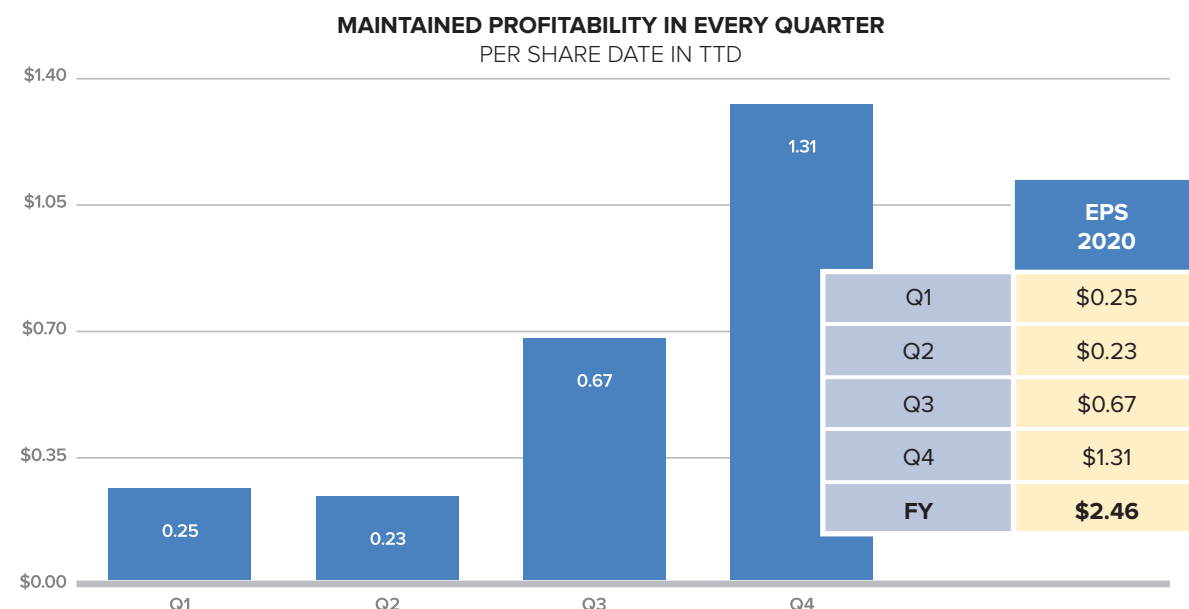
Agile capital management delivered a billion-dollar increase in cash and cash equivalents.

FISCAL YEAR HIGHLIGHTS

- In the face of the global disruption caused by the pandemic our Group delivered profits in every fiscal quarter of FY2020
- \$5.919 billion consolidated revenue; down \$674 million or 10% vs \$6.593 billion – 2019
- \$917 million net cash flow from operations (\$1,008 billion – 2019)
- \$723 million reported profit before tax (PBT); down \$312 million or 30% vs \$1.035 billion – 2019
- \$2.46 diluted earnings per share (EPS); down 34% vs \$3.74 – 2019
- \$1.65 declared dividends per share (DPS) vs \$0.30 – 2019)

Results in fiscal year ended 31 December 2020 were adversely impacted by the novel coronavirus (COVID-19). The most significant impacts were at the end of Q1 with mark-to-market declines in our investment portfolio, and in Q2 where many of our plants were closed or operated at significantly reduced capacity. Our results rebounded somewhat in Q3 but were still affected by diminished social and economic activity because of government-imposed restrictions on travel, restaurants and bars continuing throughout Q4. Even with the disruption caused by COVID-19, we delivered profitable results for every fiscal quarter in FY2020.

FINANCIAL AND OPERATIONAL HIGHLIGHTS



DISCUSSION AND ANALYSIS OF GROUP RESULTS

Fiscal year 2020 was one of the most challenging years in our Group's 139-year history. Despite the material fall in revenue as a result of curtailed global economic activity, our focus on expense and capital management and our agility in a rapidly shifting economic environment enabled our Group to mitigate this to deliver \$917 million net cash flow from operations (\$1.008 billion – 2019) which contributed to our overall \$1.055 billion increase in cash and cash equivalents for the fiscal year 2020.

TOP LINE FINANCIAL PERFORMANCE

Revenue for the period ended 31 December 2020 was \$5.919 billion which is down 10% from our Group's historical high of \$6.593 billion in 2019. Automotive Trading and Distribution Segment was down \$396.6 million (-16%); Manufacturing, Packaging, Brewing and Construction Segment

was down \$273.0 million (-10%); Insurance & Financial Services Segment was down \$34.4 million (-3.4%), while Media, Retail, Services and Parent Company Segment was up \$29.8 million (+7.5%).

Revenue was down across all geo-markets

- Barbados down 5%
- Guyana down 5%
- Grenada down 9%
- Jamaica down 10%
- Trinidad down 12%
- St Kitts down 14%
- USA down 16%

BOTTOM LINE FINANCIAL RESULTS

In navigating the pandemic, your Group unwaveringly prioritised minimum risk to the well-being of, and zero job loss to, our employees. Our expense management began with rightsizing our cost of goods and services to

deliver an improved blended gross profit margin (up by 0.6 percentage points to 41%). In keeping with our commitment to preserve jobs, staff costs were held almost constant year-on-year while other cost reductions had to be found in overhead expenses, administrative and distribution costs.

Operating Profit (before share of associated company profits and finance charges), decreased by 29% to \$752 million (\$1.066 billion – 2019). The operating profit margin decreased by 3.5 percentage points to 12.7% primarily as a result of net losses on investment securities and additional credit loss expense on financial assets.

Even with the disruption caused by COVID-19, we delivered profitable results for every fiscal quarter in FY2020.

SUMMARY CONSOLIDATED INCOME STATEMENT (Audited)
TTD IN MILLIONS EXCEPT PER SHARE DATA

	YEAR ENDED 31-DEC-20	YEAR ENDED 31-DEC-19
REVENUE	\$5,919	\$6,593
OPERATING PROFIT	\$752	\$1,066
FINANCE COST	(42)	(44)
SHARE OF RESULTS OF ASSOCIATES AND JV	13	14
PROFIT BEFORE TAXATION	\$723	\$1,036
TAXATION	(219)	(259)
PROFIT FOR THE PERIOD/YEAR	\$504	\$776
ATTRIBUTABLE TO:		
EQUITY HOLDERS OF THE PARENT	\$423	\$645
NON-CONTROLLING INTEREST	81	131
	\$504	\$776
EPS		
BASIC	2.46	3.74
DILUTED	\$2.46	\$3.74

MARGINS		
OPERATING MARGIN	12.7%	16.2%
PBT MARGIN	2.2%	15.7%
NET MARGIN	8.5%	11.8%

Finance costs (excluding interest on customer deposits which are classified as operating expenses) decreased to \$42 million from \$44 million (2019). Profit Before Taxation was \$723 million (\$1.036 billion – 2019) including \$8 million in one-off charges and expenses related to impairment of goodwill and brands. This resulted in an after-tax diluted Earnings Per Share (EPS) of \$2.46; down 34% vs \$3.74 – 2019.

CASH FLOW, LIQUIDITY AND FINANCIAL POSITION

More notably, despite the fall in profit before taxation, our Group delivered \$917 million net cash flow from operations (\$1.008 billion – 2019) all in the face of weathering numerous disruptions in both our supply chains and overall commercial activities in the jurisdictions we served as a result of government-imposed restrictions and lockdowns.

We achieved this by efficiently managing our working capital particularly by right-sizing our inventory and managing our receivables. Our proactive cash flow management enabled us to deal with and overcome the challenges posed by the restricted macroeconomic environment. We assiduously supported our customers while

maintaining credit discipline; and strengthened our risk and control environment.

Through these deliberate steps to manage our capital and liquidity, our Group's financial condition is healthy. The gearing ratio, as measured by the total interest-bearing debt to shareholders' equity, is an outstanding 9.8% improving 0.5 percentage points compared to the prior year as we further strengthened our balance sheet.

We have therefore strengthened our Group's financial condition having improved our significant free-cash balance by over a billion dollars to affirmatively position us to exploit attractive growth opportunities.

We would like to thank our employees for their steadfast resolve in the face of this year's global challenges and our shareholders who accepted to forego a final dividend for 2019 so as to best position the Group to weather any potential impact while preserving our employees' livelihoods. We are pleased declare a final dividend for fiscal year 2020 of \$1.50 per share. Our Group is now well poised to exploit new growth opportunities and we look forward as the global community emerges from this trying period.

SUMMARY CONSOLIDATED INCOME STATEMENT (Audited)

TTD IN MILLIONS EXCEPT PER SHARE DATA

	YEAR ENDED 31-DEC-20	YEAR ENDED 31-DEC-19
PROFIT BEFORE TAXATION	\$723	\$1,036
ADJUSTMENT FOR ITEMS NOT AFFECTING WORKING CAPITAL	307	189
OPERATING PROFIT BEFORE WORKING CAPITAL CHANGES	1,030	1,225
NET CHANGE IN WORKING CAPITAL	34	(68)
CASH FLOWS FROM OPERATING ACTIVITIES	\$1,064	\$1,157
OTHER CASH APPLICATIONS	(146)	(149)
NET CASH FLOWS FROM OPERATING ACTIVITIES	\$917	\$1,009
INVESTING ACTIVITIES	248	(419)
FINANCING ACTIVITIES	(110)	(456)
NET INCREASE IN CASH AND CASH EQUIVALENTS	\$1,056	\$134
NET FOREIGN EXCHANGE DIFFERENCES	(2)	0
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR	1,766	1,632
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	\$2,820	\$1,766

	YEAR ENDED 31-DEC-20	YEAR ENDED 31-DEC-19
TOTAL EQUITY	\$8,967	\$8,577
MEDIUM, LONG-TERM NOTES & OTHER BORROWINGS	\$883	\$886
LEASE LIABILITIES	64.9	98.7
NOTES, BORROWINGS & OTHER FUNDING INSTRUMENTS	947.9	985.2
CUSTOMERS' DEPOSITS AND OTHER FUNDING INSTRUMENTS	2,216.5	2,519.9
TOTAL DEBT	3,164.4	3,505.1
GEARING RATIO	9.8%	10.3%

DISCUSSION AND ANALYSIS OF REPORTED SEGMENT RESULTS

We are an iconic corporate group comprising over 70 companies domiciled in over eight (8) territories, offering our renowned brands, products, and services in over 30 markets across the world. We employ a population of close to 6,000 people. We operate in nine (9) sectors which are aggregated into four (4) reportable segments.

- Manufacturing, Packaging, Brewing & Construction
- Auto Trading & Distribution
- Insurance & Financial Services
- Media, Retail, Services & Parent Company

MANUFACTURING, PACKAGING, BREWING & CONSTRUCTION

Operating plants closed for months, restrictions on sale of alcohol.

This segment comprises the manufacture of plastics; glass containers; safety matches; bleach; paint; construction materials and supplies and brewed and non-brewed beverages. Total assets invested were \$3.180 billion across a range of geo-markets including Trinidad & Tobago; Barbados, Eastern Caribbean, Jamaica; and Florida. The segment generated revenue fell 10% to \$2.415 billion (\$2.688 billion - 2019) and Reportable Segment PBT decrease of 15% to \$365 million (\$431 million – 2019). The blended profit margin was 15% down (-0.9 percentage points) from the prior year.

In manufacturing, Trinidad Match's operations were closed for four (4) months and then negatively impacted by supply disruptions out of Asia. Our packaging and chemicals businesses were the few selected manufacturing operations deemed essential and therefore allowed to remain operating during the pandemic. Those businesses however were not immune from the overall macroeconomic malaise. Packaging was most affected by the steep contraction in demand for bottles and crates due to the extended closure of bars and restaurants in the territories we serviced. In our glass operations, one furnace had to be "trickled" or idled for a six (6) week period in Q3 as a result of the low demand. Demand did pick up in Q4 further augmented by the award for supply of bottles and crates to Red Stripe in Jamaica. In our chemicals business, we were the beneficiary of increased regional demand for packaged bleach due to COVID-19, but our caustic soda and water treatment sales were impacted by the closure of chemical plants in Trinidad and Tobago. We commissioned a chlorine transfill hub in Jamaica to better serve this market and successfully launched water treatment offerings in Jamaica followed by Guyana and Barbados. We stand ready to invest in expanding capacity in our chemicals and plastics businesses when demand recovery is sustained.

Our construction businesses in Trinidad & Tobago was primarily driven by our building block and coatings manufacturing businesses. These operations were negatively impacted by government-imposed shutdowns in Q2 but saw some recovery during the second half of the year resulting in a net 5% decline in volume sales in our block business while coatings saw a 10% volume sales decline primarily in our Jamaica operations

while our T&T operations recorded 2% growth on prior year through retail and direct consumer focused initiatives including the launch of our Colour Shop Painter Studios in Trinidad, Jamaica and Barbados. Across the board, our construction businesses delivered significant improvements in managing inventory and receivables during this disruptive period. Certain annual plant maintenance interventions requiring foreign technicians from our equipment manufacture were impacted due to flight restrictions and had to be managed virtually. Overall, our clay block manufacturing generated the highest profitability in its history and was a major contributor to the improved sector performance. We look forward to expanding our regional footprint.

This year our beverage business was undoubtedly impacted by the global pandemic and subsequent measures implemented by most countries to curb the virus. Border closures, stay-at-home orders, curfews, and a ban on the sale of alcoholic beverages all resulted in changes to consumer purchasing patterns. In the United States the closure of Universal Studios impacted 20% of our Florida Brewery's revenue. Undaunted by such headwinds, all our beverage businesses pivoted to deliver double-digit growth in the supermarket channel. Where bars could remain open, we provided support through training sessions for bar owners and staff on COVID-19 safe practices and enacting takeaway "grab and go" promotions. Despite lower volumes compared to 2019, we delivered a commendable increase in plant efficiencies by improving working processes and investing in our people and equipment.

The COVID-19 pandemic did not hamper the expansion of innovations. Carib Brewery Grenada produced the Caribbean's first Craft Indian Pale Ale (IPA): Hurricane Reef, which is now available in all our markets. The Beverage Sector also launched its new brewery identity, "Proudly Caribbean," which was successfully rolled out to the island breweries (Trinidad & Tobago, Grenada, and St. Kitts) and International business. It effectively created a consistent, iconic branding for all our Carib Breweries.

We expect growth in 2021 to be driven by innovation and the renovation of our flagship brands and channel recovery as COVID-19 restrictions are reduced in line with increasing vaccinations. Capital investment throughout the Beverage Sector in plant,



Carib Brewery Grenada produced the Caribbean's first Craft Indian Pale Ale (IPA), Hurricane Reef.

equipment, and technology will further improve efficiencies to offset the negative impacts of higher input costs and still recovering consumption.

AUTO TRADING & DISTRIBUTION

Vehicle showrooms closed, duty-free businesses at airports closed.

This segment includes the automotive and distribution businesses in Trinidad & Tobago, Barbados, and Guyana. Total assets invested were \$1.454 billion (\$1.652 billion – 2019) with revenues generated of \$2.106 billion (\$2.503 billion – 2019) and PBT of \$126 million (\$141 million - 2019). Reportable Segment PBT fell 11% with blended profit margins at 6.0%; up 0.4 percentage points from the prior year.

In Automotive, the Trinidad & Tobago market experienced further decline in new vehicles sales, impacted by tightened lending requirements for bank financing and with showrooms closed for almost four (4) months. Our Barbados operations showed the largest percentage decline in sales volume which led us to completely restructure our business operationally with a new alignment

of our human resource and our business systems. In Guyana, we saw secular growth continue. We expect our business there to thrive in the coming years ahead. Tangentially we have bolted on a line of construction equipment sales offerings to our automotive business, to serve demand related to the numerous road developments to materialise in 2021.

Our Trading & Distribution revenue was down slightly due to the impact of COVID-19. While all the food, consumer & healthcare business lines benefited from the pandemic, these were insufficient to offset the decline in our alcohol portfolios due to the closure of the restaurants & bars across the Caribbean. The business most disproportionately impacted was our duty-free business TWEE, where the business was essentially closed for nine (9) months of the year. We are encouraged that the transformational work to reorganise our commercial operational models to provide a more consistent level of experienced leadership teams across our entire trading and distribution operations has borne fruit.



New line of construction equipment sales offerings to our automotive business will materialise in 2021.

INSURANCE & FINANCIAL SERVICES

Mark-to-market losses on investment portfolio, decreased investment income on volatile market, decline in asset finance loans, lower vehicle sales.

This segment includes life, property & casualty insurance, and merchant banking. The segment experienced a revenue decline of 3% to \$970 million (\$1.004 billion - 2019) and a reportable segment PBT decrease of 41% to \$209 million (\$357 million – 2019).

In 2020, social distancing measures severely curtailed face-to-face selling but despite these challenges, our Life Insurance business showed growth in insurance revenues, annualised premium income of 11% over the previous year with a 10% reduction in year-on-year expenses. While profit before tax was negatively impacted by unrealised mark to market losses in its local equity portfolios, the Life business' overall investment returns were positive, testimony to the company's focus in managing its investment portfolio which stood at \$2 billion at the end of the year. In our general insurance business improved claims cost management helped to deliver double digit improvements in our technical results over 2019. For the second year running we delivered record premium income, as we continued our focus on client retention. We are very pleased to report that we have approved the replacement of our core insurance "legacy" systems in both Life and General insurance businesses. This significant investment will commence in 2021 and will redefine and reshape how we conduct business. It will bring significant efficiencies and improvements to our Trinidad and Barbados operations, and set the stage for future growth.

In our Banking business revenue fell by 30% to \$254 million in 2020 primarily as a result of a 50% decrease in investment income due to the volatile market environment. Interest income also declined from the prior year by 28% due to a reduction in loan volumes in our asset finance business, particularly owing to a 40% decline in the new auto sales market,

and from deploying a deliberately conservative underwriting and investing position. Our Treasury and Foreign Exchange trading business performed quite well, innovating to find structures to compete in a smaller market size, and was able to generate robust revenue during the year. Our investment banking business also performed admirably during an uncertain year, showing the resilience of this line of business by executing profitable transactions. In line with banking markets locally and globally, AMBL saw an overall increase in non-performing loans which led us to increase our provisions on leased assets by 18% year over year. We have taken this conservative stance to increase our IFRS 9 provisions, primarily in the asset finance business, because of COVID-related impact on customers' repayment capacity and credit profiles. The Bank has maintained strong liquidity ratios, which reflects continued sound cash and liability management by the business.

We are pleased to highlight the acquisition of Bank of Baroda as part of the ANSA Merchant Bank Group from March 2021, which will allow us to compete in the commercial banking landscape for the first time. As we work closely on the optimal integration of this acquisition into the ANSA Merchant Bank Group, we expect to broaden the range of services that we can offer to the existing clients of both institutions, as well as expand overall market share.



During the pandemic in 2020, Guardian Media played a critical role in contributing to the emotional and physical well-being of our citizenry.

MEDIA, RETAIL, SERVICES & PARENT COMPANY

Decline in marketing spend, retail showrooms closed for months, decreased yields on treasury portfolio.

This segment, which includes our majority stake in multimedia company Guardian Media Limited, furniture, appliance- and business equipment-retail, shipping, logistics and purchasing services, and real estate, reported a revenue uplift of 7% to \$427 million (\$398 million – 2019). The Coronavirus brought unprecedented challenges to the media industry in Trinidad and Tobago in 2020. As an essential business, Guardian Media played a critical role in contributing to the emotional and physical well-being of our citizenry. This commendable response could not have been accomplished without our team of dedicated and industrious employees. The COVID-19 Pandemic, declining economic realities, shrinking advertising budgets and digital market disruptions, all combined to make 2020 an exceedingly difficult year. This was also a year of transformation, with advances in digital media, business process modernisation and remote work practices. For the year Guardian Media reported Revenues of \$111 million (\$120 million – 2019) reflecting a decline of \$10 million in advertising revenues due to COVID-19 challenges offset by elections revenues. The company was able to reduce expenses year-over-year by 17% from the continual reduction of controllable expenses and efficiency improvements to deliver reported profit before tax of \$7 million compared to a \$7 million loss in the prior year.

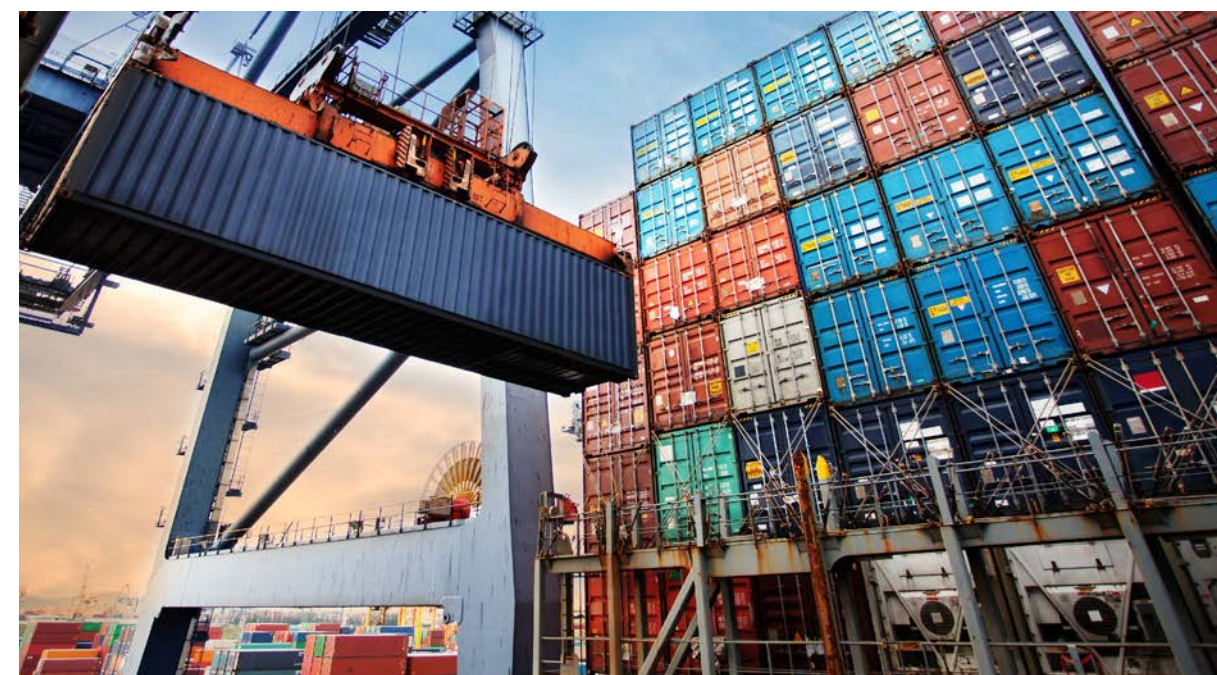
Standard Distributors improved bottom-line results versus prior year. The mandatory closure of the business by the government for the month of April and May was the main contributor to the shortfall in revenue when compared to prior year. However, SDL prudently reduced operating costs and increased other income generated from our hire purchase book by 19% to maintain profitability.

Our procurement, shipping and logistics businesses ANSA US and Alstons Shipping provide procurement and logistics support to both Group and third-party customers. These businesses were deemed essential and remained open throughout 2020. During this time of major supply chain disruptions, they continued to find alternative sources at reduced prices for key raw materials, spare parts, and packaging, ensuring continuity of supply for their clients. We experienced an overall decrease

Our investment banking business also performed admirably during an uncertain year.

in volumes most notably in Q2 with an encouraging second half of 2020 which was more consistent with prior year period. Alstons Shipping has attained its "Safe TO Work" (STOW) certification to attract and grow our service offerings to the growing Oil & Gas industry and we also successfully opened our Guyana logistics business at year-end. Our combined procurement, shipping and logistics businesses are now well poised to offer increased air and ocean cargo from Miami into the Caribbean and Central & South America.

Alstons Shipping has attained its "Safe TO Work" (STOW) certification.



DISCUSSION AND ANALYSIS BY GEOGRAPHIC MARKET

We have expectedly observed declines across all our geo-markets as nations grappled with managing the pandemic.

BARBADOS

Revenues decreased 5% to \$877 million affected most notably during the curfew instituted from April to May where all non-essential businesses were ordered closed, with restrictions eased to the latter part of the period. Our auto business was most affected with the closure of showrooms and the sharp decline in vehicle rentals. The restrictions also forced the rationalisation of the back-office operations to be run out of Trinidad to maintain effective continuity. Our distribution business was deemed essential and had the same dynamic of increased demand for Food, Consumer & Healthcare lines, mitigated by less demand for Alcoholic lines as the firm restrictions implemented in Barbados resulted in a general tamping down of demand. In Q4 a ransomware attack led to a very significant and prolonged disruption of our ability to operate at full capability at the peak season for the year. This disruption dramatically reduced our fourth quarter revenue and led to a full year decline vs prior year.

GUYANA

Revenues were down 5% to \$288 million. Revenue gains were seen in the food, consumer, and healthcare distribution areas. Growth in these categories was lower than it could have been due to significant supply disruptions from our international suppliers as a result of the various measures during the pandemic. Our beverage and TWEE businesses were both significantly impacted leading to an overall company revenue decline vs prior year.

In Guyana, we continue to see the economy showing signs of growth and expect our business there to thrive in the coming years ahead. The Group continued to grow its newly installed auto business and has opened a logistics office. Outside of our traditional automotive business, we have bolted on a line of construction equipment to take advantage of the numerous road developments to materialise in 2021.

EASTERN CARIBBEAN

Revenues were decreased 11% to \$244 million. This relates primarily to our two breweries located in St. Kitts and Grenada and our paint manufacturing operation in Grenada.

Our results were most impacted by the ban on the sale of alcoholic beverages all resulted in changes to consumer purchasing patterns. Notwithstanding, the businesses delivered a commendable performance. We continue to advance the development of our fifth brewery having signed a Memorandum of Understanding with the Government of Antigua and Barbuda.

JAMAICA

Revenues reported were \$117 million, down 10% driven by Berger Paints Jamaica Limited. We have introduced the Penta brand into market thus allowing our business to now compete at all levels of the decorative coatings market from premium to economy. In December we successfully commissioned a chlorine transfill hub which positions us to better compete in the CARICOM region's second largest chlorine market beginning next year. The hub is staffed exclusively by locals and will offer benefits to the Jamaican economy that extra-regional imports will be unable to match. Our water treatment business in Jamaica will focus on offering superior service and cost-effective solutions to the Industrial/ commercial sectors.

USA

Operating businesses include our procurement/ logistics hub as well as brewing through Indian River Brewing Company (trading as the Florida Beer Company). Volume sales and revenue fell by 16% as state lockdowns were instituted. Volume decline was mostly as a result of the closure of Universal Studios which impacted 20% of the brewery's revenue. To year-end, the California location was closed, with the Orlando location partially open.

TRINIDAD & TOBAGO

In our home territory, revenue fell 12% year on year. The overall diminution in aggregate demand in Trinidad & Tobago expectedly translated into decreased loan volumes and investment income from our financial services sector. Brewery volumes were impacted by the restriction on the sale of alcoholic beverages at restaurants, bars, and other entertainment and recreation establishments while our packaging plants operated at significantly reduced capacity as regionally our food and beverage customers all reduced orders. Our building block and coatings manufacturing businesses were negatively impacted by government-imposed shutdowns while in our automotive business sales declined because of showrooms being closed for almost a third of the year along with encountering tightened lending requirements for bank financing.

RISK MANAGEMENT

Risk is managed through the Subsidiary Boards with monitoring at the Corporate Head Office level. As reported previously, we define "Risk" as anything that causes a deviation to our corporate plans or potentially impacts the Group's reputation, HSE and financial performance. The major risks are described below:

Investment & Credit Risk – This is concentrated in the Financial Sector and is actively managed by Investment and Credit Risk Committees. Each month, the various Committees meet to review the recoverability of investment and appropriate provisions taken in accordance with policy and regulatory requirements. Beginning in the

In Guyana, we continue to see the economy showing signs of growth and expect our business there to thrive in the coming years ahead.

Our results in Eastern Caribbean region were most impacted by the ban on the sale of alcoholic beverages.



first quarter of 2020, the pandemic resulted in changes to consumer and business behaviours and restrictions on economic activity, which have negatively impacted the global economy and could continue to negatively impact our consumer and commercial credit portfolios. Accordingly, we increased our allowance for credit losses as a result of the expected macroeconomic impact of COVID-19, which has adversely affected our results of operations. Although the economy, including GDP, and unemployment have improved since the first half of 2020, certain sectors remain significantly impacted (e.g., hospitality, entertainment, and travel). As COVID-19 cases have surged in the fourth quarter of 2020 and early 2021, compared to earlier levels, and restrictions on economic activity have been reintroduced in certain geographies, there remains significant uncertainty on what the ultimate impact the pandemic will have on the economy and our allowance for credit losses. As at 31st December 2020, all necessary provisions and impairments have been reflected in the consolidated financial statements.

We effectively managed our businesses and delivered profitable results.

Availability and pricing of hard currency – this remained one of the biggest risks impacting the Group's ability to grow and to manage increased input costs. The Group has positive long-standing relationships with its principals and have negotiated favourable credit terms and this has assisted in managing the current situation. In Trinidad & Tobago and Barbados, we experience significant constraints in securing US currency. We have the currency (in Trinidad & Tobago dollars) to consummate almost any transaction or acquisition, however the challenges to purchase foreign exchange has forced us to borrow and has increased the cost of doing business. Also, though our leverage is low, the repayment of hard currency loans is also impacted by unavailability of hard currency.

Geopolitical risk – Our businesses and revenues derived from non-Trinidad and Tobago jurisdictions are subject to risk of loss from currency fluctuations, financial, social or judicial instability, changes in governmental policies or policies of central banks, expropriation, nationalisation and/or confiscation of assets, price controls, high inflation, natural disasters, the emergence of widespread health emergencies or pandemics, capital controls, currency redenomination risk, exchange controls, unfavourable political and diplomatic developments, oil price fluctuations and changes in

legislation. We continue to work collaboratively and support all governments and the countries which we operate and will increase our monitoring of the economic climate. As a Group, we take seriously our compliance with the respective laws of every territory with which we conduct trade and factor in the growing country risk into our future investment planning.

Credit risk – Certain jurisdictions in which we do business have been or may be negatively impacted by slowing growth or recessionary conditions, market volatility and/or political or civil unrest. The ongoing pandemic has had a severe negative impact on global GDP, and the global economic environment remains challenging even as output has begun to improve. Economic weakness may prove persistent and this risk is heightened in the CARICOM region particularly Trinidad & Tobago and Barbados which are experiencing contraction in government and consumer spending as well as less than timely receipt of payment for government receivables. Each subsidiary has a process around the granting of credit and there is Board oversight of the process. In cases where provisions are taken, debts are still pursued and where necessary, legal action taken to enforce recoverability.

Cyber Attacks – Our cybersecurity risk and exposure remains heightened because of, among other things, the evolving nature and pervasiveness of cyber threats, our prominent size and scale, our geographic footprint and international presence, our companies' exposure to and reliance on networked systems and the Internet, and our role in the financial services industry and the broader economy. Additionally, our risk and exposure to cyber-attacks and security breaches is magnified due to our work-from-home posture which places greater reliance on remote access tools and technology, resulting in a larger number of access points to our networks that must be secured.

This increased risk of unauthorized access to our networks results in greater amounts of information being available for access from employees' personal devices over which we do not have the same controls as we do in a non-work-from-home posture. Additionally, our customers' increasing reliance on digital banking and other digital services provided by our businesses in response

to COVID-19, has resulted in more demand on our information technology infrastructure and security tools and processes.

We continue to maintain protective measures including training, backup systems and other safeguards to support our operations and bolster our operational resilience, including periodic third-party evaluation of our Group's cybersecurity risk program. Although to date we have not experienced any material losses or other material consequences relating to technology failure, cyber-attacks or other information or security breaches, there can be no assurance that our controls and procedures in place to monitor and mitigate the risks of cyber threats will be sufficient and that we will not suffer material losses or consequences in the future.

Illegal Imports / Parallel Trade – Illegal imports and parallel trade impact local content and employment. We have had to actively engage stakeholders to help contain illegal imports, dumping and contravention with local labelling standards. Such imports do not just impact the growth of the Group but also the activity evades the taxation net and is a source of revenue leakage for the host government. We are working with regional Governments to introduce greater enforcement and/ or regulatory change as necessary.

GOVERNANCE

At ANSA McAL, Governance is just as important as earning money. For the past 139 years, our reputational brand and values as an organisation govern how we behave and conduct business regarding all 6,000 employees across the region and this is why we have a restless pursuit to do better each year. In 2020, we had over 57 internal audit reviews across the Group in addition to the external statutory audits performed by our appointed independent auditor. Each review is designed to identify system deficiencies and to help improve business processes and efficiency. Our operating businesses have strong boards of directors who provide constructive challenge to subsidiary management and active audit committees. The Board of Directors for the Group has eminent non-executive directors as is the case in many of our subsidiaries.

CLOSING REMARKS

Every business segment in the Group's portfolio creditably adapted to the challenges imposed as a result of this COVID-19 pandemic. We effectively managed our businesses through disruptions both in supply chain and commercial activity and delivered profitable results for every quarter of the fiscal year.

We would like to thank our employees for their undaunted resilience as we assiduously supported our customers and strengthened our risk and control environment. We have further improved our Group's exceptional financial condition to position us to exploit attractive growth opportunities.

We look forward in the coming year to continued recovery; the shape and speed of which will depend on vaccination efforts in the geographies we serve, a resettled global supply chain and access to foreign exchange.

PEOPLE



There were rumblings in the international press about a new virus at the beginning of 2020, but the writing was certainly not on the wall. The Pandemic has undisputedly hit the world for six, rocked our region, and our Group was tested. And we were **not found wanting.**

At the time of writing, the Pandemic has taken the lives of 3 million people in the world. Yet our Group was able to successfully protect its people and play a regional role in protecting our communities. We achieved all of this and still furthered our *raison d'être* as a provider of livelihoods and as the employer, where the region's best talent can thrive. Our Health, Safety & Environment (HSE) and HR teams have always been close partners, but over 2020 their inter-dependency and mutual support became inextricably fused.

It is a long story contained in less than one year and one of which the Group's leadership is very proud – a testament to its resilience and long-term sustainability. Here are the key highlights.

PEOPLE

PROTECTING OUR ANSA McAL FAMILY

The first reported positive case of C-19 in Trinidad was on the afternoon of March 12th, 2020 and by midday the following day, the Group had implemented the following protocols across all of its businesses:

- 1. All employees who could work from home (WFH) were to work from home from the next working day.
- 2. All employees deemed to be at risk (for example, over the age of 60 or with co-morbidities) were to proceed on immediate fully paid leave if their jobs could not be performed under a WFH arrangement.
- 3. All employees who still had to physically come to any of our work sites would be required to observe the C-19 protocols as established by the WHO, namely social distancing, mask-wearing, temperature checking, and daily declarations as not



All employees were required to observe the C-19 protocols as established by the WHO, which included social distancing, mask-wearing and temperature checking.

- having any of the established C-19 symptoms as a pre-condition of entry.
- 4. Social distancing meant that work had to be rostered; employees with reduced working hours and who did not fall under the WFH arrangement were immediately given paid leave.
- 5. A strict sanitisation regime was implemented immediately on all work sites.
- 6. All subsidiaries were to review their disaster recovery/business continuity plans in light of the new pandemic and implement the new provisions immediately (this process was completed within three working days).
- 7. A continuous auditing discipline was established, with a minimum of weekly reports directly to the Group HR Director & Group CEO.
- 8. Within an hour of communicating these decisions, the Prime Minister of Trinidad & Tobago announced that schools would be closed from the next school day. Immediately the Group decided that all employees with prime responsibility for school-aged children and who did not fall under the WFH arrangement and who could not make alternative child care provisions, could proceed on fully paid leave.

This was new territory for everybody and it required that all leaders be charged with rising to the challenge. Policies that placed human life above all else were implemented without the benefit of pre-planning and time; strict corporate discipline was therefore essential. Every morning at 9:00 am sharp, inclusive of weekends and public holidays, a C-19 Check-In Call was conducted. It involved up to 100 leaders at any one time: all Corporate Executives, Managing Directors, Heads of HR and Heads of HSE. It followed a standing structured agenda, but allowed contributions from all attendants.

Each session was kicked-off with a “Thought for the Day” by a person nominated to share; the only requirement was that it provide particular spiritual sustenance to the person sharing. The sharing was generous and the audience very receptive; all manner of highly personal and intimate insights was explored: prayers from many of the world’s major religions, readings from literature, and lessons from parents and grandparents. Towards the end of 2020 when the drumbeat was clearly established and the protocols institutionalised, the frequency was reduced. Today, the meetings fall on a Monday and Friday and only involve the HR and HSSE team members, with status reporting as required to the Group’s Leadership Team.

When some of our subsidiaries were closed during the first and longest lockdown periods across the region, we ensured that workers did not lose any income and were provided with paid leave; after that, we worked with the employees and their unions to provide the option of paid vacation leave:



A strict sanitisation regime was implemented immediately on all work sites.

Head Office	Head Office was closed whilst the pandemic was at its peak; only 4 employees were unable to work from home
Automotive	At ANSA Motors, “New Car Sales” and “Used Car Sales” functions were closed, as they were deemed non-essential
Beverage	Grenada Breweries Limited and St. Kitts Brewery Limited were closed for approximately 3 months
Construction	The sector’s paint producing operations were closed for a short period regionally, along with Bestcrete and ANSA Technologies Limited. The rest of companies were deemed essential
Distribution	TWEE was closed, but some employees were redeployed to AMCO
Financial Services	All subsidiaries remained open throughout as their services were deemed essential
Manufacturing	Trinidad Match closed between April-May as it was deemed non-essential. Production at Carib Glassworks via Lines 1 & 3 “trickled” to meet a severely reduced demand
Media	All divisions remained open throughout as news coverage is deemed essential
Retail	Standard’s operations were closed for a short period, but some workers were redeployed to AMCO
Services	All subsidiaries remained open throughout as they were deemed essential

The Group was plunged without notice into new ways of working without compromising delivery:

EMPLOYEE STATUS				
SECTOR	WFH/ ROSTERED	ESSENTIAL	FULL LEAVE	TOTAL
HEAD OFFICE	203	0	4	207
AUTOMOTIVE	320	110	67	497
BEVERAGE	241	675	73	989
CONSTRUCTION	187	314	157	658
DISTRIBUTION	263	686	95	1047
FINANCIAL SERVICES	357	84	14	455
MANUFACTURING	106	553	37	696
MEDIA	32	234	17	283
RETAIL	115	5	170	290
SERVICES	53	23	2	78
TOTAL	1877	2684	639	5200

At all times, the Group sought to preserve jobs and earnings; at no time during the year were staff made redundant as a direct result of C-19-related business losses.

As restrictions were lifted, we had to ensure that our workers returned to work safely. This meant that we continued social distancing in our workspaces through rostering and shift arrangements where different shifts had no contact with other shifts. It also meant that any employee who was deemed high risk had to be specially assessed in order to return to work.

This included a full review of their work situation (duties, workspace and interactions) by our consulting Occupational Specialist and Chairman of the OSH Authority, Dr. Victor Coombs. He also continuously reviewed our C-19 protocols and work arrangements throughout the rest of the year to ensure compliance with international best practices and fluctuating regional/jurisdictional contagion levels.

We are pleased that during 2020 none of our ANSA McAL family members were hospitalised for Coronavirus-related illnesses nor have we lost any of our people to the virus.

Our infection rates were typically significantly lower than the prevailing infection rates in the relevant jurisdiction:

- We had zero positive cases in Barbados, Jamaica, Grenada and St. Kitts
- We only had 6 positive cases in our Florida companies

We ran a very strict programme around contact tracing, including the use of detailed CCTV footage analysis of the movements and interactions of infected and/or symptomatic employees. We proactively quarantined 242 employees over the year, representing approximately 5% of our total staff.

We also ensured prompt and comprehensive testing of employees who were either symptomatic or were identified as primary contacts. Over 2020, 501 PCR tests were completed, representing nearly 10% of our employees. The Group invested in private testing where government testing was not immediately available; approximately half of the testing completed was funded by the Group.

Whilst maintaining a strong regimen around testing and tracing, the Group ensured that there was no discriminatory treatment of our infected or exposed employees. This was done through a concerted sensitivity communication campaign with the support of our EAP provider, Families in Action.

SAFEGUARDING OUR ANSA McAL FAMILY’S MENTAL HEALTH

In 2019 we appointed a new Employee Assistance Programme (EAP) provider, Families in Action. Little did we know that this timely decision would lead to the rapid development of an invaluable and close partnership. Proven contagion prevention methods run contrary to all natural human impulses and interactions. Successful observance, therefore, calls upon our Group’s human system’s adaptability and resilience.

The “unnaturalness” of C-19 protocols is compounded by the dynamic and unpredictable nature of infection rates, which are characterised by immediate spikes that flare up without warning. When this has happened, it has been extremely destabilising but Families in Action has been there to give advice and support to our team members in affected jurisdictions/ regions. Here are some of our highlights of our year-long programme of activities:

PROGRAM TYPE	NUMBER OF SESSIONS	TARGET AUDIENCE	COMMENTS
EAP Orientations	59	Group wide	Groupwide Sessions
Lunch & Learn Sessions	15	Group wide	AMTL, AMCO, Bryden Stokes, AMCL
Supervisory/ Management Training	4	Group wide	Sessions held in: CGL, ANSA Motors, AMCO
Managerial Consultation/EAP Support	12	Group wide	Various Group Companies
Critical Incident Stress Debriefing	2	ANSA Coatings	Support for staff following the sudden and tragic death of an employee in June 2020 [not C-19-related]
Psychological Support/Check-In	6	AMTL Guyana	Various Sessions held with Guyana team in September 2020
MyEAP Bulletins	6	Group wide	Topics included: 1. Coronavirus Concerns in the Workplace 2. Keeping the Home Safe 3. Mental Health & Isolation 4. Building Resilience in Times of Uncertainty 5. Self-Care & Quarantine 6. Self-Care & Frontline Workers

The Group sought to preserve jobs and earnings; at no time during the year were staff made redundant as a direct result of C-19-related business losses.

PROGRAM TYPE	NUMBER OF SESSIONS	TARGET AUDIENCE	COMMENTS
MyEAP Video Series	3	Group wide	Topics included: 1. Keeping Our Workplace Safe 2. Helping Our Children Cope 3. Managing Our Anxiety
Water-cooler Wednesdays	27	Group wide	Topics included: 1. Making Working from Home Fun 2. Weathering Anxiety Over Finances 3. Navigating a New Normal 4. Self-care: The Key Ingredient to Our Mental Health 5. Understanding Anxiety Through a Child's Eyes 6. Social Media Do's & Don'ts 7. Working Smarter, From Home 8. Achieving a Healthier Work-life Balance 9. Building Resilience 10. Leading with Empathy 11. Communication is Key 12. Self-care & Connectedness 13. Coping with Fear 14. 7 Tips Towards Health and Wellness 15. Building Resilience in the New Normal 16. Coping with Our Distracting Thoughts 17. Teamwork Makes the Dream Work 18. Managing Our Current Anxieties 19. Tips to Helping a Child Cope with Anxiety 20. Coping with Change 21. Tips for Time Management 22. The Do's & Don'ts of COVID-19 Stigma 23. Strategies for Setting Healthy Boundaries 24. Parenting & COVID-19: Tips for Keeping the Balance 25. Suicide Prevention & Awareness: Tips to Support Those We Care About 26. A Conscious Connection: Tools to Help Us Stay Connected 27. My Mental Health, My Responsibility

The positive feedback on these sessions has been tremendous.

ENGAGING OUR ANSA McAL FAMILY

In 2020 a new Gallup meta-analysis was conducted on 62,965 business units across the world, matching job attitude data with business performance outcomes from 1994 to 2015. The results were published in Human Performance (Volume 33, 2020). It showed that employee engagement, which always has a positive impact on business, has an even notably stronger relationship with performance

during an economic crisis. The survey showed that thriving, resilient cultures see accelerated performance when compared with peers, placing such organisational cultures at a competitive advantage in the recovery phase.

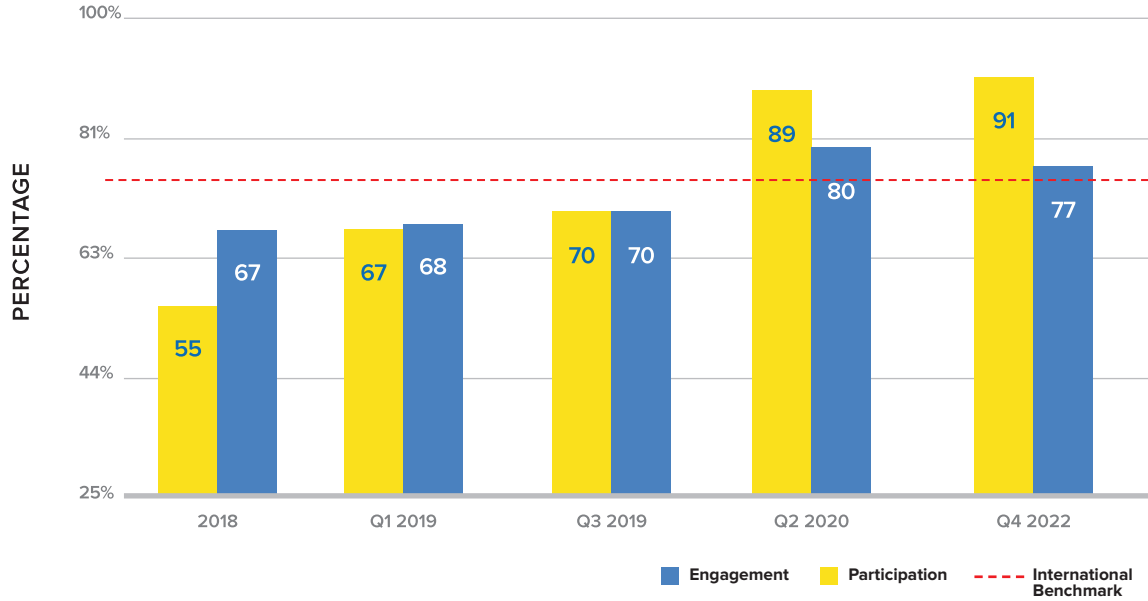
Constrained economic activity inescapably resulted in Group revenue decline over 2020; at the same time, the Group decided not to make commensurate decreases in employee costs, but instead placed a very heavy emphasis on employee engagement. Far from viewing a focus on employee engagement as a distraction or as costly, the Group felt, more than ever, that it was crucial that our employees enjoy positivity, confidence and a sense of security.

We wanted our employees to know that they are collectively part of something bigger and stronger than themselves, a fortified entity that holds their well-being as paramount.

This was clearly reflected in our 2020 employee engagement scores, which surpassed previous participation and engagement rates. Nearly all of our employees voluntarily participated in the survey and our overall engagement rating was firmly above the 75% international benchmark.

therefore, that we are hearing new voices who are now voluntarily coming forward with additional insights.

Arguably the most critical element of the engagement index during 2020 related to employees' sense of workplace safety. The Group performance here, managed by the HSE team under the competent leadership of the Group HSSE Manager, Nixon Gangoo, was nothing short of tremendous.

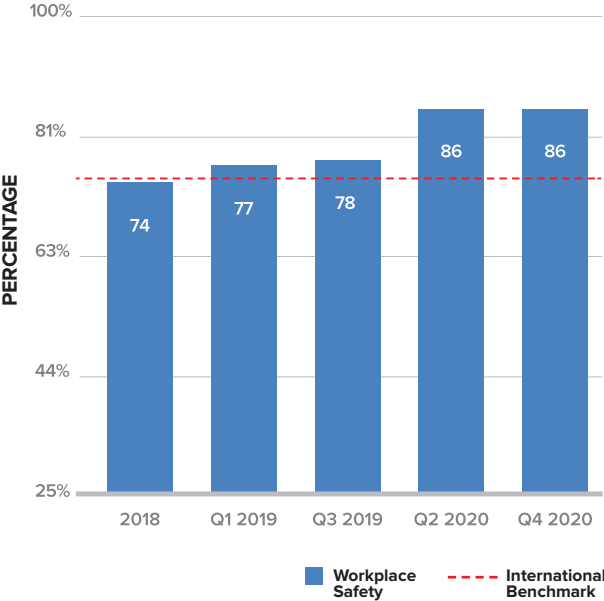


Our 2020 engagement and participation levels were also excellent.

PERCENTAGE RATING OF ANSA McAL'S WORKPLACE SAFETY

More important, participation rates have nearly doubled since the Group starting surveying its employees in 2018. Securing this level of participation in 2020 when many people were not physically at work was challenging, but employee enthusiasm prevailed. We take this to demonstrate that employees are increasingly convinced in the integrity and seriousness of the engagement process, that they trust that their views do count and are integrated into self-reinforcing continuous improvement.

We did see a small decline in overall engagement over 2020 from 80% to 77%, but are heartened by the increased participation rate. We continue to address all improvement opportunities. We think,





The Group's intervention triggered a monumental employer-union collaboration, initiating a joint consultation on the national response to the Pandemic.

COLLABORATING WITH OUR ANSA McAL FAMILY'S RECOGNISED MAJORITY UNIONS (RMU)

Immediately upon the declaration of a lockdown, we reached out to all of our major recognised majority unions (RMUs). The objective was to establish that we were bound by one common goal: the well-being of our ANSA McAL Family. We affirmed that though the immediate present was uncertain, we would keep our people safe and that we were committed to minimising any job loss or loss of earnings. In short, it was essential that we be united and work together.

The response was profound. Our collaboration culminated with our President of Barbados standing alongside the Barbados Workers Union (BWU) at

the Barbados National Labour Day celebrations. In Trinidad & Tobago, the National Union of Government & Federated Workers (NUGFW) commissioned a full page advertisement to commend the Group on its handling of the Pandemic. Of historical significance, the Group's intervention triggered a joint employer-union movement letter written to the Prime Minister, requesting a joint consultation on the national response to the Pandemic. The letter was signed by all members of the Joint Chambers (Trinidad & Tobago Chamber of Industry & Commerce, The Energy Chamber, American Chamber of Commerce, and the Trinidad & Tobago Manufacturers Association), the Joint Trade Union Movement (JTUM), the Federation of Independent Trade Unions and NGOs (FITUN), and the National Trade Union Centre of Trinidad & Tobago (NATUC). Never before has such collaboration been witnessed in the history of Trinidad & Tobago.

BEYOND OUR ANSA McAL FAMILY: PARTNERING WITHIN OUR BUSINESS COMMUNITIES

From the onset, the Group knew that a global threat of this magnitude required that it play a special role within the region. The full ambit of the Group's extensive suite of activities is set out in the Corporate Social Responsibility Report. Our employer-related mandate focused on securing that fine balance of lives and livelihoods. We worked from the principle that the region's sustainability and survival necessitate that people be able to work productively and to do so safely.

We are particularly proud that our Group HSSE Manager, Nixon Gangoo, and his team assumed an integral role in designing Trinidad & Tobago's Roadmap to Recovery Committee, utilising the Group's C-19 protocols as the basis for the safe reopening of the manufacturing and construction sectors.

BEYOND THE PANDEMIC: HSSE & OUR ANSA McAL FAMILY

	JAN - DEC 2019	JAN - DEC 2020
# of Accidents	63	76
# of Lost Time Incidents (LTIs)	0	2
Cost of Accidents/ LTIs (medical care and wages)	\$65,966	\$110,000
Lost Working Days	0	84

Both of the 2020 LTIs occurred in the Beverage Sector in January, one in Trinidad and the other in Grenada. The incident in Trinidad involved an employee slipping on a wet floor, resulting in a ligamentous injury to the left knee. The second LTI occurred involved a warehouse worker stepping backwards into the path of an incoming forklift,

Our employer-related mandate focused on securing that fine balance of lives and livelihoods.

causing a fracture to his right foot. Though these incidents did not result in any permanent or debilitating injury, they were treated very seriously and corrective action strictly implemented. It is noteworthy that there were no further LTIs for 2020 - even when all operations were fully resumed.

HSSE GOVERNANCE BEYOND C-19

In addition to the urgency of Pandemic-driven corporate discipline, the Group strengthened its broader HSSE framework governance.

The Group Security Policy Manual was completed and implemented with full regional roll out.

The existing Group HSE Policy Manual was also developed further with improvements to the following policy areas:

- Safe System of Work (SSOW)
- Hazard Communication
- Substance Abuse (in line with the new Cannabis Control Act)
- Inspections
- Documentation
- Environmental
- Accident and Injury Reporting

BEYOND THE PANDEMIC:
DEVELOPING OUR ANSA
McAL FAMILY FOR LONG-TERM
SUSTAINABILITY

Despite the challenges of 2020, the Group maintained its talent management – what we refer to as “Talentship” - as its key people strategy. We continued to take a focused and disciplined approach to our Talentship acquisition, deployment and development processes. The Talentship analytics summarised below demonstrate that our processes are both sound and evolving:

TALENT MANAGEMENT PROCESS	HR PERFORMANCE MEASURE	HR TARGET	HR PROCESS PERFORMANCE ATTAINMENT 2018	HR PROCESS PERFORMANCE ATTAINMENT 2019	HR PROCESS PERFORMANCE ATTAINMENT 2020	HR PROCESS PERFORMANCE 2019 VS 2020
Talent Acquisition	Average Time to Hire	Stretch target of 70 days	60 days	49 Days	31 Days	37% improvement
	New Employee Turnover Rates (i.e. staff hired within the past 2 years)	International benchmark of 15%	18.25%	25.2%	18.2%	28% improvement
Talent Deployment	Employee Turnover	International benchmark of 15%	4.75%	3.3%	1.2%	64% improvement
	High Performance Turnover	International benchmark of 15%	2%	3.8%	1%	74% improvement
Talent Development	% Development Plans Completed (as at Q4 2020)	Stretch Target of 100%	-	73%	78%	7% improvement

The main Talentship opportunity for the Group continues to be its turnover of newly appointed staff (i.e. staff with less than 2 years’ service). It is well established globally that this is the time when employee turnover is at the highest risk. These new recruits are often brought in to fill new strategic or commercial requirements and it is intended that they are the future feedstock of talent pipelines. Turnover in this demographic requires monitoring. It may be symptomatic of gaps in recruitment, onboarding, performance management, career pathing, or any combination of the above. When included in overall employee turnover analytics, the trend can go undetected. This is why the Group pays special attention to this by tracking the numbers and analysing our detailed exit interviews.

During 2017, 2018 and 2019, there was a steady increase in new employees. However, 2020 showed significant improvement over 2019, with a 28% improvement in the turnover rate of new employees, notably in the Automotive and Financial Services Sectors.

High performer turnover is also specifically monitored as this is the pool from which leadership-critical successors are identified (leadership-critical successors are high performers who have the potential to progress to an executive role within 5 years). High performer turnover remains well within international benchmark standards, with

a 74% improvement over 2019. While the labour market within Trinidad and the wider Caribbean region continues to be highly competitive, the Group remains relentless in ensuring that it keeps a targeted approach to the retention of its key talent.

The new analytic introduced in 2019 was the Personal Development Plan (PDP) completion rate for our leadership-critical successors. These successors are verified and confirmed at our annual Talent Calibration process, which takes place in April/May of each calendar year. In 2020, the Group continued to recognise the importance in investing in its talent, as 78% of development plans were completed as scheduled – in spite of the disruptive impact of the Pandemic. This was again

an improvement over 2019, where it was reported that 73% of development plans were completed.

The tracking of this analytic is critical as it allows us to ensure that our Talentship commitments are being appropriately executed. Additionally, there is a strong correlation between the percentage of PDPs completed and our high performer and new employee retention rates. With the notable increase in PDP completion rate and increases in both new employee and high performer retention rates, we are proving the delivery of our promises for career development. We are also demonstrating our appreciation of the inter-dependency and causal links between different Talentship indicators, thereby allowing synergistic interventions.

TALENT DAY

Coming out of the Talent Calibration process in April/ May 2019, a new initiative was launched in the Group to further drive its talent agenda – the Group CEO sponsored ANSA McAL’s Annual Talent Day. The second annual event took place in July 2020 and it entailed all Sector Heads and Managing Directors coming together for a full day to discuss its Company succession plans, high potential development plans and opportunity for cross-sectoral moves, as part of career planning for the Group’s top talent. It was our first reconvening in the wake of lockdown and was conducted under full compliance with C-19 protocols.

The Group’s Talent Day has now formed part of its annual talent calendar. It ensures there is sponsorship of talent from the highest with consistent strategic execution.

The Talent Agenda for 2019 had a core focus on developing a talent validation model, to assist in the decision making around the suitability of candidates recommended as leadership-critical successors. In 2020, this focus shifted to ensuring that not only are we identifying the right talent, but that we are deploying and developing this talent in a meticulous manner to ensure success and longevity of the Group’s talent pipeline. Four key competency areas were validated and intra-Group Leadership Councils were formed: Commercial, Supply Chain, Finance and Engineering/Operations.

In summary, 2020 saw improvements in all of the Group’s key talent areas – a stellar outcome when considered that this was in the context of Coronavirus. Having said that, the journey is a long and rewarding one and it is nowhere near over.

Despite the challenges of 2020, the Group held its talent management as its key people strategy – what we refer to as “talentship”.

CONCLUDING
OBSERVATIONS

Though we did not enter 2020 with any sight of what it had in store for us, we can look back at 2020 with the perfect vision that hindsight affords us.

Our short term profitability and economic value creation have been undoubtedly impacted, however the universally accepted predictors of our long-term success and sustainability have never been more demonstrably vibrant.

CORPORATE GOVERNANCE



In 2020, the ANSA McAL Group forged ahead with its commitment to strengthen the Group's Corporate Governance Framework, even in the midst of the challenges brought on by the COVID-19 virus.

BOARD COMPOSITION

As at December 31, 2020, the Board comprised 11 directors, 4 of whom are independent, as follows:

1. Mr. A. Norman Sabga – Chairman (Executive)
2. Mr. David B. Sabga – Deputy Chairman (Non-Executive)
3. Mr. Andrew N. Sabga – Deputy Chairman (Non- Executive)
4. Mr. Ray A. Sumairsingh – Non-Executive
5. Mr. Anthony Sabga III – Executive
6. Ms. Teresa White – Executive
7. Mr. Larry Howai – Non-Executive
8. Mr. Anthony E. Phillip – Independent
9. Mr. Mark J. Morgan – Independent
10. Mr. David Dulal-Whiteway – Independent
11. Mr. Winston Singh – Independent

Our Board is committed to a strong director succession planning process, designed to provide for a highly independent, well-qualified Board, with the diversity, experience and background to be effective and to provide strong oversight.

CORPORATE GOVERNANCE

The Board looks for its current and potential directors to have a broad range of skills, experience and qualifications that can be leveraged in order to benefit ANSA McAL and its shareholders. The recruitment of Directors is overseen by the Board's Governance Nominating and Remuneration Committee (GNRC).

INDEPENDENCE OF DIRECTORS

The Board's Independent Director Policy defines an independent Director as a non-executive Director who is free from any business or other association that could materially interfere with – or could reasonably be perceived to materially interfere with – the exercise of his/her independent judgement.

As highlighted in the Company's 2019 Annual Report, the Board has placed greater focus on the reduction of potential conflicts of interest by increasing the number of independent directors. In this regard, Mr. Winston Singh was nominated and duly elected as an independent director at the Annual Meeting of shareholders held in September last year. Mr. Singh is a senior director at LinkedIn Corp, a wholly owned subsidiary of Microsoft. He leads a global organisation that helps small and mid-sized companies connect with their customers and advertise on LinkedIn. Before that, he spent almost 12 years at Google Inc. as a director of sales strategy and operations. Some of his skills are international sales strategy and operations and customer success.

It should also be noted that Messrs. David B. Sabga, Andrew N. Sabga, Ray A. Sumairsingh and Larry Howai all transitioned from executive to non-executive directors of the Board during the year 2020. In addition, Mr. Nicholas V. Mouttet, an executive director, resigned from the Board in October.

In 2020, the independent membership increased from 27% to 36% and we are reaffirming our commitment to achieve 50% independent directorship by 2022.

Subsequent to the period under review, Mr. David Dulal-Whiteway accepted the position of Chairman of the Board of ANSA Bank Limited (formerly the Bank of Baroda (Trinidad and Tobago Limited)). Mr. David Dulal-Whiteway simultaneously resigned from the ANSA McAL Board to become a fully independent ANSA Bank Chairman.

Further, the Board has nominated Mr. Norman Christie to be elected to the Board at the upcoming Annual Meeting of Shareholders on May 27, 2021. Mr. Christie was the Regional President of BPTT for several years and in recent times became the Joint Head of the BP Group's Chief Executive's Office in London. Mr. Christie is known for his experience in the field of energy, business strategy and his people development skills.

The Board has also nominated Ms. Krysta Behrens De Lima to be elected to the Board at the upcoming Annual Meeting of Shareholders on May 27, 2021. Ms. De Lima is the General Counsel and Corporate Secretary at NextDecade Corporation of Houston, Texas and is responsible for all legal and contractual matters affecting NextDecade. Ms. De Lima is a practicing transactional lawyer for more than 20 years and is qualified to practice law in New York, France, England, the British Virgin Islands and Trinidad and Tobago.

Ms. Vicki-Ann Assevero is the third new director to be nominated by the Board. She is an international lawyer and entrepreneur with many years of professional experience, particularly in the area of sustainable development. Among other things, she is the founder of the Green Market Santa Cruz, Trinidad and an inaugural

Senior Fellow for the Caribbean Initiative at the Atlantic Council's Adrienne Arsht Latin America Center, Washington DC.

DIRECTOR ORIENTATION AND DEVELOPMENT

Upon joining the Board, new directors participate in the Director Orientation programme, which provides them with a formal introduction to the Company and its businesses through meetings with key persons, provision of relevant documentation, site visits and training. An evaluation of the process by the GNRC takes place 12 weeks after orientation is completed. The GNRC uses this evaluation as well as the annual Board evaluation to obtain feedback from new directors.

THE GOVERNANCE NOMINATING AND REMUNERATION COMMITTEE (GNRC)

The GNRC ensures that the Group maintains and implements an effective and up-to-date Corporate Governance Framework in support of the Board's oversight responsibilities and oversees Board and Executive remuneration in accordance with the Company's policy objectives.

As at December 31, 2020 all members of the Committee are independent directors as follows:

Mr. Anthony Phillip – Chairman
Mr. Mark Morgan
Mr. David Dulal-Whiteway

In 2020 the GNRC met eleven (11) times and made several recommendations to the Board for approval including:

1. A revised Board Charter
2. A Charter for the GNRC
3. A Director Independence Policy
4. A Director Orientation and Development Programme
5. A Director Conflict of Interest Policy and the procedure by which each Director must submit a conflict of interest declaration annually
6. A Director Skills Key and Assessment Matrix

Our Board is committed to a strong director succession planning process, designed to provide for a highly independent, well-qualified Board.

to ensure the right balance of directors to oversee the achievement of the Company's strategic objectives and direct its future. The Board skills matrix comprises three parts:

- **Part A** is an assessment of governance and industry-based skill areas which should be held collectively by the Board. Each skill area is accompanied by a description
- **Part B** is a description of personal attributes that all the directors of the Board are expected to possess
- **Part C** contains observations regarding diversity and other non-skill based Board attributes

BOARD EVALUATION

In November, the Board conducted an independent evaluation of its membership and processes. The evaluation focused among other things, on how well the Board works together to achieve the Group's strategic objectives, its decision making process, each director's knowledge of the business and general industry knowledge and contribution at meetings. The evaluation identified areas for improvement through training and process optimisation which are being implemented in 2021.

CORPORATE SOCIAL RESPONSIBILITY



We will get through this together

ANSA McAL's Group CEO, Mr. Anthony N. Sabga III fearlessly led the Crisis Management Team, to navigate the Group through the COVID-19 pandemic. HSSE practices and protocols were swiftly implemented to protect the lives and livelihood of our 6000 employees, against the spread of the virus.



[CLICK TO VIEW VIDEO](#)

ANSA McAL INITIATIVES COVID-19 CSR



[CLICK TO VIEW VIDEO](#)



Standard Distributors Ltd. (SDL), a member of the ANSA McAL Group, donated 300 mattresses to Regional Health Authorities throughout Trinidad and Tobago.



'From Our Family to Yours'
Carib Brewery produced approximately 100,000 bottles hand sanitizers for distribution to members of the essential services who were on the frontline during the COVID-19 pandemic. Staff from all the brewery's departments, including executives and managers, volunteered to work in the outdoor production line for bottling, labelling, and boxing of the sanitizers.

We unite in the face of that which seeks to divide us.

ANSA McAL INITIATIVES

COVID-19 CSR



Carib Brewery Limited, as part of its efforts to assist healthcare workers, donated 11 fully stocked chillers of Malta and Smalta to hospitals that were identified as part of the COVID-19 frontline facilities.

Grand Bazaar Ltd. one of the ANSA McAL Group's premier commercial properties, in its efforts to provide relief to members of the Bamboo community, donated hundreds of food hampers to families who were severely impacted by the pandemic.



Alston's Marketing Company Limited (AMCO), a subsidiary of the ANSA McAL Group, donated over \$12,500 worth of Brunswick seafood products to the mayor of Chaguanas and to the NGO, Is There Not A Cause (ITNAC), to assist persons within the community affected by the pandemic.



TATIL and TATIL Life, Group companies of the ANSA McAL Group, collaborated with Standard Distributors Ltd. (SDL) to procure and deliver appliances worth close to TT\$100,000.00 towards the quarantine facility at the Home of Football Wellness Centre, Couva.

ANSA McAL (Barbados) Ltd. pulled together to assist the COVID Essential Project coordinated through the Rotary Club. They provided 150 baskets of essential products to the Harrisons Point and Paragon quarantine centres and to the families who lost their jobs due to the pandemic.



The ANSA McAL Group donated non-perishable food items courtesy AMCO, to the National Union of Government and Federated Workers (NUGFW) COVID – 19 Relief Food Packages initiative targeting their members.

THE NATIONAL APPLAUSE INITIATIVE

On Thursday 9th April 2020 at 10a.m., a resounding round of applause was heard across Trinidad and Tobago through the National Applause Initiative.

The ANSA McAL Group collaborated with I Support our Services (ISOS) and Rethink Consultancy to show support and pay tribute to Trinidad and Tobago's essential workers. There was a national outpouring of gratitude that continued for a long while after. Draped in the pride of red, white and black, we applauded those who supported the health of our nation.



[CLICK TO VIEW VIDEOS](#)

ANSA McAL INITIATIVES

COVID-19 CSR



The Maxi Taxi Association of Trinidad and Tobago received 800 gallons of Pre-Mixed Sanitizers with storage and dispensing apparatus from ANSA Motors.



Employees from Berger Jamaica celebrated Jamaica Day on August 1st at their Head office in Kingston. Staff members wore the colours of the Jamaican flag with a fashionable twist.

Carib Brewery (Grenada) Ltd. launched their 'Hands in Unity' initiative which involved producing and distributing hand sanitizers for frontline workers on the island of spice.



A nation's culture resides in the hearts and soul of its people.



Employees from AMCO and Carib Brewery wore traditional African garb in commemoration of Trinidad and Tobago's Emancipation Day which was celebrated on August 1st, 2020.

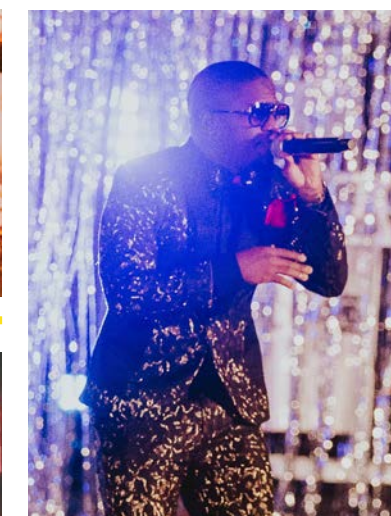
ONE CARIBBEAN. ONE FUTURE. ONE YARD.

The **One Caribbean One Future One Yard** virtual benefit concert was powered by the ANSA McAL Group of Companies and produced by Ultimate Events. This global event took place on Friday 30th October 2020 and featured an all-star regional cast of Caribbean artists from Trinidad and Tobago, Guyana, Grenada, Barbados and Jamaica.



Against the backdrop of the pandemic, around seven million learners and over 90,000 teachers across 23 regional countries were affected with the new reality of distance learning. The change for students attending school virtually created challenges across the education sector within the Caribbean.

Through the ANSA McAL Foundation (Est. 1993), the Group created a special **ONE CARIBBEAN FUTURE FUND** where donations made prior and on the night of the concert, were used solely towards technology to support home-based learning.



[CLICK TO VIEW VIDEOS](#)



ANSA McAL FOUNDATION DELIVERED ON ITS PROMISE TO THE REGION

Over the course of December 2020 and January 2021, the ANSA McAL Foundation delivered on its promise made via the ONE CARIBBEAN. ONE FUTURE. ONE YARD virtual benefit concert, to assist in providing technology to support home-based learning throughout the Caribbean, brought on by the challenges of the COVID-19 pandemic.

Approximately 1000 tablets were donated to the Ministries of Education in the territories where the ANSA McAL Group operates.

Through a special ONE CARIBBEAN FUTURE FUND, set up specifically for the ONE YARD event, the ANSA McAL Foundation was able to source and purchase Amazon Fire tablets from Standard Distributors Ltd. (SDL). These devices were distributed to the education ministries in Guyana, Trinidad and Tobago, Barbados, Grenada, St. Kitts and Nevis and Jamaica.



St. Kitts and Nevis

The Minister of Education, Youth, Social & Community Development, the Honourable Jonel Powell was presented with devices for the students of St. Kitts and Nevis which were donated by the ANSA McAL Foundation.



Trinidad and Tobago

Mrs. Frances Bain-Cumberbatch, Chief Legal & External Affairs Officer of the ANSA McAL Group, Mr. Andrew Sabga, Chairman of the ANSA McAL Foundation, Dr. the Honourable Nyan Gadsby Dolly MP, Minister of Education and Mrs. Frances Gervais-Heath, Principal of Nelson Street Boys' RC School.

Jamaica

Minister of Education, Youth and Information, the Honourable Fayval Williams (right), received tablets from Mr. Shashi Mahase, General Manager of Berger Paints Jamaica and representative of the ANSA McAL Foundation.



Grenada

Minister for Education, Human Resource Development, Religious Affairs & Information, the Honourable Emmalin Pierre, received tablets from Mr. Ron Antoine, Managing Director of Carib Brewery Grenada Ltd. and representative of the ANSA McAL Foundation.

Barbados

Devices were presented to Minister of Education, Science, Technology and Innovation, Barbados, the Honourable Santia J. O. Bradshaw, M.P. In photo: From left Rachel Pilgrim, Head of Marketing - ANSA McAL Barbados, DJ Puffy, Madison Newton, student of Queen's College, and Mr. David Alleyne, CEO of Bryden's Insurance and representative of the ANSA McAL Foundation.



Executive Chairman, Mr. A. Norman Sabga LLD (Hon.) UWI, (h.c.) UTT was inducted into the Trinidad & Tobago Chamber of Industry & Commerce's Business Hall of Fame.



In recognition of Diabetes month, which is observed in November, the iconic TATIL Building on Maraval Road was illuminated with a spectacular light show.



ANSA McAL (Barbados) initiated a community giveback and signed a Memorandum of Understanding with The Barbados Alliance to End Homelessness (BAEH). ANSA McAL Barbados committed to a monthly donation towards the rent for the new shelter in Spry Street.



ANSA McAL Trading (Guyana) Limited donated 50 cases of Always feminine hygiene products to Guyana's First Lady, Mr. Arya Ali in support of her initiative to distribute free feminine products throughout Guyana.



Employees of ANSA McAL's Head Office celebrated Divali, the festival of lights.



Wherever there is a human being, there is an opportunity for kindness.

ANTHONY N. SABGA CARIBBEAN AWARDS FOR EXCELLENCE 2020 LAUREATES

Recognising Caribbean Excellence

Due to global travel restrictions caused by the COVID-19 pandemic in 2020, the heads of state and governments of Guyana, Jamaica, St. Lucia, and Trinidad and Tobago conferred prizes on the Anthony N. Sabga Caribbean Awards for Excellence 2020 Laureates, in their home territories.



St. Lucia
His Excellency
Sir Neville Cenac,
Governor General
of St. Lucia, with
Arts & Letters
2020 Laureate,
Mr Jallim Eudovic.



Trinidad and Tobago

From Left to Right: Mrs Diana Mahabir-Wyatt, ANSA McAL Foundation Director and EPP Member; Mr Andrew N. Sabga, ANSA McAL Foundation Chairman and Group Deputy Chairman with responsibility for Philanthropy; Dr Shirin Haque, 2020 Laureate in Science & Technology; Professor Bridget Brereton, EPP Member and Professor Compton Bourne, EPP Member.



Guyana

His Excellency Dr. Mohammed Irfaan Ali, President of Guyana with Mr. Andrew Mendes, the Anthony N. Sabga Caribbean Awards for Excellence 2020 Laureate in Entrepreneurship.



Jamaica

His Excellency, Sir Patrick Allen, Governor General of Jamaica, and Public & Civic Contributions 2020 Laureate, Dr. Olivene Burke.

Throughout December 2020, the ANSA McAL Construction Sector executed a regional 'Christmas Toy Drive', designed to spread some Christmas joy to children.



Mr. Kirk King, General Manager, Berger Paints Barbados Ltd., with Ms. Sharon Knight, Principal of the Maria Holder Memorial Trust Nursery School, Barbados.

TOGETHER WE ARE FAMILY



Employees of ANSA Motors, Bryden Stokes Ltd., Consolidated Finance, and Standard Distributors shopped and wrapped 65 beautiful gifts for children diagnosed with cancer or who had lost a parent to cancer. The employees came together and donated funds which were then matched by their companies to purchase gifts, as recommended by The Barbados Cancer Society.



Left to right Leeana Seebachan – HR Assistant (ABS), Shnice Ramkhelawan – HR Coordinator (ABS), Chantal Statham Khan – HR Coordinator (Sector) at the Eric Williams Medical Sciences Complex, in Trinidad and Tobago.

CORPORATE INFORMATION

BOARD OF DIRECTORS

A. Norman Sabga, LLD (Hon.) UWI; (h.c.) UTT (Chairman)
 David B. Sabga (Deputy Chairman)
 Andrew N. Sabga (Deputy Chairman)
 Anthony N. Sabga III (Group Chief Executive Officer)
 Ray A. Sumairsingh
 Teresa White
 Anthony E. Phillip
 Mark J. Morgan
 Larry Howai
 David Dulal-Whiteway
 Winston Singh

CORPORATE SECRETARY

Frances Bain-Cumberbatch

REGISTERED OFFICE

11th Floor, TATIL Building,
 11 Maraval Road, Port of Spain.

REGISTRAR AND TRANSFER OFFICE

The Trinidad and Tobago Central Depository Limited
 10th Floor, Nicholas Tower,
 63-65 Independence Square,
 Port of Spain.

ATTORNEYS-AT-LAW

J. D. Sellier & Co.
 129-132 Abercromby Street,
 Port of Spain.

M. Hamel-Smith & Co.
 Eleven Albion
 Corner Dere and Albion Streets,
 Port of Spain.

AUDITORS

Ernst & Young
 5-7 Sweet Briar Road,
 Port of Spain.

PRINCIPAL BANKERS

Republic Bank Limited
 59 Independence Square,
 Port of Spain.

First Citizens Bank Limited
 50 St. Vincent Street,
 Port of Spain.

Scotiabank Trinidad and Tobago Limited
 Scotia Centre
 56-58 Richmond Street,
 Port of Spain.

RBC Royal Bank of (Trinidad and Tobago) Limited
 55 Independence Square,
 Port of Spain.

AUDIT COMMITTEE

David Dulal-Whiteway (Chairman)
 Anthony E. Phillip
 Mark J. Morgan
 Larry Howai

GOVERNANCE, NOMINATING AND REMUNERATION COMMITTEE

Anthony E. Phillip (Chairman)
 Mark J. Morgan
 David Dulal-Whiteway

REPORT OF THE DIRECTORS

The Directors have pleasure in presenting their Report to the Members together with the Financial Statements for the year ended December 31, 2020.

RESULTS FOR THE YEAR 2020

Income Attributable to Shareholders of the Parent Company		423,246
Deduct:		
Dividends Paid		
	Preference – 6%	10
	Ordinary (2020 Interim) – 15 cents per share	26,430
	Ordinary (2019 Final) – Nil	-
		<u>(26,440)</u>
Retained Income for the Year		396,806
Retained Earnings (b/f as previously reported)		7,140,310
Other Movements in Revenue Reserves		<u>(120,092)</u>
Balance as at December 31, 2020		<u>7,417,024</u>

DIVIDENDS

An interim dividend of 15 cents per share was paid and the Directors have declared a final dividend of \$1.50 per share for the year ended December 31, 2020 making a total distribution on each share of \$1.65 for 2020 (2019: \$0.30). The final dividend will be paid on June 4, 2021 to shareholders on the Register of Ordinary Members at May 20, 2021.

DIRECTORS

In accordance with the By-Law No.1, Paragraph 4.04, Messrs. A. Norman Sabga, LLD (Hon.) UWI; (h.c.) UTT (Executive Chairman), David B. Sabga (Deputy Chairman), Ray A. Sumairsingh, Larry Howai and Winston Singh retire from the Board by rotation and being eligible, offer themselves for re-election.

Mr. Nicholas V. Mouttet resigned from the board effective October 10, 2020.

Mr. David Dulal-Whiteway resigned from the board effective February 26, 2021.

It is being proposed that Mr. Norman Christie, a recent past Regional President of BPTT, Ms. Krysta Behrens De Lima, General Counsel and Corporate Secretary at NextDecade Corporation and Ms. Vicki-Ann Assevero, International Lawyer and Founder of the Green Market Santa Cruz, be elected at the Annual Meeting of Shareholders to be held on May 27, 2021.

AUDITORS

Ernst & Young have expressed their willingness to continue in office.

BY ORDER OF THE BOARD

Frances Bain-Cumberbatch

Frances Bain-Cumberbatch
 Corporate Secretary
 March 31, 2021

DIRECTORS' AND SENIOR OFFICERS' INTERESTS

DIRECTORS AND SENIOR OFFICERS	NOTES	DECEMBER 31, 2020		MARCH 31, 2021	
		BENEFICIAL	NON-BENEFICIAL	BENEFICIAL	NON-BENEFICIAL
A. Norman Sabga	(a)	1,619,453	--	1,619,453	--
David B. Sabga	(b)	544,213	--	544,213	--
Andrew N. Sabga	(c)	122,858	--	122,858	--
Anthony N. Sabga III	(d)	72,973	--	72,973	--
Ray A. Sumairsingh		51,000	--	51,000	--
Teresa White	(e)	--	--	--	--
Anthony E. Phillip		--	--	--	--
Mark J. Morgan		1,000	--	1,000	--
Larry Howai		--	--	--	--
David Dulal-Whiteway		--	--	--	--
Winston Singh		--	--	--	--
Frances Bain-Cumberbatch	(f)	--	--	--	--
Nicholas Jackman	(g)	--	--	--	--
Tisha Teelucksingh		--	--	--	--

NOTES:

- (a) A. Norman Sabga, LLD (Hon.) UWI; (h.c.) UTT (Chairman) has a beneficial interest in ANSA Investments Limited, the major shareholder of ANSA McAL Limited.
- (b) Mr. David B. Sabga has a beneficial interest in ANSA Investments Limited, the major shareholder of ANSA McAL Limited.
- (c) Mr. Andrew N. Sabga has a beneficial interest in ANSA Investments Limited and has a beneficial interest in 401,629 shares in the ANSA McAL Limited Employee Share Ownership Plan ("ESOP"). ANSA Merchant Bank Limited is the trustee of the ESOP.
- (d) Mr. Anthony N. Sabga III also has a beneficial interest in 75,066 shares in the ESOP.
- (e) Ms. Teresa White has a beneficial interest in 37,254 shares in the ESOP.
- (f) Mrs. Frances Bain-Cumberbatch has a beneficial interest in 11,246 shares in the ESOP.
- (g) Mr. Nicholas Jackman, Chief Financial Officer of ANSA McAL Limited, also has a beneficial interest in 3,665 shares in the ESOP.

DIRECTORS', SENIOR OFFICERS' AND CONNECTED PERSONS' INTERESTS

NAME	SHAREHOLDING AS AT DECEMBER 31, 2020	SHAREHOLDING OF CONNECTED PERSONS AS AT DECEMBER 31, 2020
A. Norman Sabga	1,619,453	108,826,284
David B. Sabga	544,213	107,756,143
Andrew N. Sabga	122,858	103,675,876
Anthony N. Sabga III	72,973	-
Ray A. Sumairsingh	51,000	-
Teresa White	-	-
Anthony E. Phillip	-	-
Mark J. Morgan	1,000	1,000
Larry Howai	-	-
David Dulal-Whiteway	-	-
Winston Siingh	-	-
Frances Bain-Cumberbatch	-	-
Nicholas Jackman	-	-
Tisha Teelucksingh	-	-

SUBSTANTIAL INTERESTS

TOP 10 SHAREHOLDERS OF ANSA McAL LIMITED

NAME	SHARES HELD AS AT DECEMBER 31, 2020
ANSA Investments Limited	85,385,394
MASA Investments Limited	10,429,951
Republic Bank Limited - 1162	9,190,703
Norman Finance Developments Limited	7,232,280
Empire Investments Limited	4,127,315
Alstons Limited	3,760,000
Trintrust Limited A/C 1088	3,144,623
T&T Unit Trust Corporation - FUS	3,136,146
Guardian Life of the Caribbean Ltd – Supervisory of Insurance	2,838,426
Republic Bank Limited - 0778	2,275,781

ANSA RELATIONSHIP

The ANSA Group collectively is the majority shareholder of ANSA McAL Limited. In 1986, the ANSA Group injected \$30 million into McEneaney Alstons Limited (now called ANSA McAL Limited) and in 1990 it invested another \$10 million to acquire a further 10 million shares. The ANSA Group's investment represented fresh capital rather than the purchase of existing shares.

THE ANSA GROUP INCLUDES THE FOLLOWING COMPANIES:

- ANSA Investments Limited
- Anthony N. Sabga Limited
- Bayside Towers Limited
- Norman Finance Developments Limited
- MASA Investments Limited
- Farmhouse Industries Limited
- Standard Graphics Supplies Limited

NOTICE OF ANNUAL MEETING OF SHAREHOLDERS

ANSA McAL Limited ("the Company") wishes to advise its shareholders that the **Ninety-Second Annual Meeting** of the Company will be held **in a virtual only format via online live webcast** on Thursday May 27, 2021 at 11:30 a.m.

In keeping with the Company's commitment to ensuring the safety and well-being of our shareholders, employees and other stakeholders, and with the latest directives from Public Health and Government officials in connection with the COVID-19 pandemic, facilities will not be available for shareholders to attend in person.

Shareholders and duly appointed proxyholders who wish to attend, participate and vote at the meeting are requested to pre-register by providing their full name (as listed on the Share Register), address, identification number, contact number and e-mail address by May 18, 2021 via email at **agm.registration@ansamcal.com**. Once pre-registered, the credentials to join the meeting will be provided on or before May 24, 2021.

The meeting is being held for the following purposes:

ORDINARY BUSINESS

1. To receive and consider the audited Financial Statements for the year ended December 31, 2020 and the report of the Directors and Auditors thereon.
2. To re-elect Directors.
3. To elect Directors.
4. To re-appoint Auditors and to authorise the Directors to fix their remuneration in respect of the period ending at the conclusion of the next Annual Meeting.

The text of the proposed resolution in relation to Item 2 and 3 above is contained in the Schedule annexed hereto.

BY ORDER OF THE BOARD

Frances Bain-Cumberbatch

Frances Bain-Cumberbatch
Corporate Secretary

11th Floor, TATIL Building,
11 Maraval Road,
Port of Spain,
Trinidad, W.I.
April 19, 2021

NOTICE OF ANNUAL MEETING OF SHAREHOLDERS

NOTES:

1. A member entitled to attend and vote may appoint one or more proxies to attend and vote instead of him. A proxy need not also be a member.
2. No service contracts were entered into between the Company and any of its Directors.
3. A shareholder which is a body corporate may, in lieu of appointing a proxy, authorise an individual by resolution of its directors or its governing body to represent it at the Annual Meeting.
4. The Directors of the Company have not fixed a record date for the determination of shareholders who are entitled to receive notice of the Annual Meeting. In accordance with Section 111(a)(i) of the Companies Act, Chap. 81:01, the statutory record date applies. Only shareholders of record at the close of business on Friday April 16, 2021, the date immediately preceding the date on which the Notice is given, are therefore entitled to receive Notice of the Annual Meeting.

SCHEDULE

Text of Proposed Resolution regarding the re-election and election of Directors to be considered at the Annual Meeting of Shareholders of the Company to be held on Thursday May 27, 2021.

Ordinary Resolution Be it Resolved:-

1. "That in accordance with By-Law No. 1, Paragraph 4.04, Mr. A. Norman Sabga, LLD (Hon.) UWI; (h.c.) UTT (Executive Chairman) who retires and being eligible be and is hereby re-elected a Director of the Company to hold office for a term of two years expiring on the close of the second Annual Meeting of the Shareholders of the Company following this election."
2. "That in accordance with By-Law No. 1, Paragraph 4.04, Mr. David B. Sabga (Deputy Chairman) who retires and being eligible be and is hereby re-elected a Director of the Company to hold office for a term of two years expiring on the close of the second Annual Meeting of the Shareholders of the Company following this election."

NOTICE OF ANNUAL MEETING OF SHAREHOLDERS

3. "That in accordance with By-Law No. 1, Paragraph 4.04, Mr. Ray A. Sumairsingh who retires and being eligible be and is hereby re-elected a Director of the Company to hold office for a term of two years expiring on the close of the second Annual Meeting of the Shareholders of the Company following this election."
4. "That in accordance with By-Law No. 1, Paragraph 4.04, Mr. Larry Howai who retires and being eligible be and is hereby re-elected a Director of the Company to hold office for a term of two years expiring on the close of the second Annual Meeting of the Shareholders of the Company following this election."
5. "That in accordance with By-Law No. 1, Paragraph 4.04, Mr. Winston Singh who retires and being eligible be and is hereby re-elected a Director of the Company to hold office for a term of two years expiring on the close of the second Annual Meeting of the Shareholders of the Company following this election."
6. "That in accordance with By-Law No. 1, Paragraph 4.04, Mr. Norman Christie be and is hereby elected a Director of the Company to hold office for a term of one year expiring on the close of the first Annual Meeting of the Shareholders of the Company following this election."
7. "That in accordance with By-Law No. 1, Paragraph 4.04, Ms. Krysta Behrens De Lima be and is hereby elected a Director of the Company to hold office for a term of one year expiring on the close of the first Annual Meeting of the Shareholders of the Company following this election."
8. "That in accordance with By-Law No. 1, Paragraph 4.04, Ms. Vicki-Ann Assevero be and is hereby elected a Director of the Company to hold office for a term of one year expiring on the close of the first Annual Meeting of the Shareholders of the Company following this election."

MANAGEMENT PROXY CIRCULAR

REPUBLIC OF TRINIDAD AND TOBAGO

THE COMPANIES ACT, CHAP. 81:01
[SECTION 144]

1. Name of Company: ANSA McAL Limited

Company No.: A-1444(C)
2. Particulars of Meeting:

Ninety-Second Annual Meeting of ANSA McAL Limited (the “Company”) to be held on Thursday May 27, 2021 at 11:30 a.m. in a virtual only format via online live webcast for the following purposes:
3. Solicitation:

It is intended to vote the Proxy solicited hereby (unless the Shareholder directs otherwise) in favour of all resolutions specified in the Form of Proxy sent to the Shareholders with this Management Proxy Circular and, in the absence of a specific direction, in the discretion of the Proxy holder in respect of any other resolution.
4. Any Director’s statement submitted pursuant to Section 76(2) of the Companies Act, Chap. 81:01:

No statement has been received from any Director of the Company pursuant to Section 76(2) of the Companies Act.
5. Any Auditor’s statement submitted pursuant to Section 171(1) of the Companies Act, Chap. 81:01:

No statement has been received from the Auditors of the Company pursuant to Section 171(1) of the Companies Act.
6. Any shareholder’s proposal and/or statement submitted pursuant to Sections 116(a) and 117(2) of the Companies Act, Chap. 81:01:

No proposal has been received from any Shareholder pursuant to Sections 116(a) and 117(2) of the Companies Act.

April 19, 2021

DATE

Frances Bain-Cumberbatch

Corporate Secretary

NAME AND TITLE

Frances Bain-Cumberbatch

SIGNATURE

FORM OF PROXY

REPUBLIC OF TRINIDAD AND TOBAGO

THE COMPANIES ACT, CHAP. 81:01
[SECTION 143(1)]

1. Name of Company: ANSA McAL Limited

Company No.: A-1444(C)
2. Particulars of Meeting:
Ninety-Second Annual Meeting of ANSA McAL Limited (the “Company”) to be held on Thursday May 27, 2021 at 11:30 a.m. in a virtual only format via online live webcast.
3. I/ We..... being a member/members of the Company hereby appoint Mr. A. Norman Sabga of Port of Spain, or failing him Mr. David B. Sabga of Port of Spain, or failing him of as my/our proxy to vote for me/us on my/our behalf at the Annual Meeting of the Company to be held on Thursday May 27, 2021 and at any adjournment thereof.

Dated this day of 2021.

Signed:

Please indicate with an “X” in the spaces below how you wish your votes to be cast.

RESOLUTION ORDINARY RESOLUTION	FOR	AGAINST
1. That the audited Financial Statements for the Company for the financial year ended December 31, 2020 and the reports of the Directors and of the Auditors thereon having been considered be adopted.		
2. That in accordance with By-Law No. 1, Paragraph 4.04, Mr. A. Norman Sabga, LLD (Hon.) UWI; (h.c.) UTT (Executive Chairman) who retires and being eligible be and is hereby re-elected a Director of the Company to hold office for a term of two years expiring on the close of the second Annual Meeting of the Shareholders of the Company following this election.		
3. That in accordance with By-Law No. 1, Paragraph 4.04, Mr. David B. Sabga (Deputy Chairman) who retires and being eligible be and is hereby re-elected a Director of the Company to hold office for a term of two years expiring on the close of the second Annual Meeting of the Shareholders of the Company following this election.		
4. That in accordance with By-Law No. 1, Paragraph 4.04, Mr. Ray A. Sumairsingh who retires and being eligible be and is hereby re-elected a Director of the Company to hold office for a term of two years expiring on the close of the second Annual Meeting of the Shareholders of the Company following this election.		

FORM OF PROXY

RESOLUTION ORDINARY RESOLUTION	FOR	AGAINST
5. That in accordance with By-Law No. 1, Paragraph 4.04, Mr. Larry Howai who retires and being eligible be and is hereby re-elected a Director of the Company to hold office for a term of two years expiring on the close of the second Annual Meeting of the Shareholders of the Company following this election.		
6. That in accordance with By-Law No. 1, Paragraph 4.04, Mr. Winston Singh who retires and being eligible be and is hereby re-elected a Director of the Company to hold office for a term of two years expiring on the close of the second Annual Meeting of the Shareholders of the Company following this election.		
7. That in accordance with By-Law No. 1, Paragraph 4.04, Mr. Norman Christie be and is elected a Director of the Company to hold office for a term of one year from the date of the election expiring on the close of the first Annual Meeting of the Shareholders of the Company following this election.		
8. That in accordance with By-Law No. 1, Paragraph 4.04, Ms. Krysta Behrens De Lima be and is hereby elected a Director of the Company to hold office for a term of one year expiring on the close of the first Annual Meeting of the Shareholders of the Company following this election.		
9. That in accordance with By-Law No. 1, Paragraph 4.04, Ms. Vicki-Ann Assevero be and is hereby elected a Director of the Company to hold office for a term of one year expiring on the close of the first Annual Meeting of the Shareholders of the Company following this election.		
10. That Messrs. Ernst & Young be appointed as Auditors of the Company and that the Directors be and hereby are authorised to fix their remuneration in respect of the period ending at the conclusion of the next Annual Meeting of the Company.		

Notes:

1. A shareholder may appoint a proxy of his/her own choice. If such an appointment is made, delete the words “Mr. A. Norman. Sabga of Port of Spain, or failing him Mr. David B. Sabga of Port of Spain, or failing him” from the Form of Proxy above and insert the name and address of the person appointed as proxy in the space provided and initial the alteration.
2. To be effective, this Form of Proxy or other authority (if any) must be deposited at the Registered Office of the Company, 11th Floor TATIL Building, 11 Maraval Road, Port of Spain not later than forty-eight hours before the time appointed for holding the Annual Meeting.
3. Any alteration made to this Form of Proxy should be initialled.
4. If the appointor is a Corporation, this Form of Proxy must be under its Common Seal, or under the hand of an officer or attorney duly authorised in writing.
5. In the case of joint holders, the signature of any holder is sufficient, but, the names of all joint holders should be stated.

ANSA McAL Group Companies BUSINESSES AND PRODUCTS

AUTOMOTIVE

ANSA MOTORS LIMITED
100%
Ford, Honda, Mitsubishi, Jaguar & Land Rover Motor Vehicles; Industrial & Agricultural Equipment; Used Vehicles; Long Term Leasing of Motor Vehicles, Industrial & Agricultural Equipment, Short Term Rentals & Chauffeur Services (Europcar)

ANSA MOTORS GUYANA INC.
100%
Suzuki Motor Vehicles

ANSA MOTORS (BARBADOS) LIMITED (formerly McENEARNEY QUALITY INC.)
(Barbados)
100%
Mazda, Kia, Ford, BMW & Mini Cooper Motor Vehicles

BEVERAGE

CARIBBEAN DEVELOPMENT COMPANY LIMITED
80%
Carib & Stag Lager Beers, Stouts & Ciders, Shandy and Soft Drinks

CARIB BREWERY LIMITED
80%
Carib & Stag Lager Beers, Stouts & Ciders, Shandy and Soft Drinks

CARIB BREWERY (GRENADA) LIMITED (formerly GRENADA BREWERIES LIMITED)
55.54%
Carib & Stag Lager Beer, Stouts, Shandy & Soft Drinks

CARIB BREWERY (ST. KITTS & NEVIS) LIMITED
51.18%
Carib Lager Beer, Stouts & Shandy

DCI MIAMI, INC.
100%
Distributor of Brewery Products

INDIAN RIVER BEVERAGE CORPORATION (USA)
Trading as: **FLORIDA BEER COMPANY**
100%
Ales, Lagers and Ciders

CONSTRUCTION

ABEL BUILDING SOLUTIONS (ABS)
100%
Clay Products, Steel, Aluminium, PVC, Building Products, Air Conditioning Solutions

ANSA COATINGS LIMITED
100%
Automotive, Industrial, Marine & Decorative Paints (Penta & Sissons, Glidden, Nexa, Devoe, International & Aquabase Brands)

ANSA McAL ENTERPRISES LIMITED
100%
Construction Products and Services

ANSA TECHNOLOGIES LIMITED
100%
Drilling Fluids, Tools, Equipment & Related Engineering Services, Electrical & Instrumentation Services

BERGER PAINTS BARBADOS LIMITED
100%
Decorative Paints, Industrial Paints & Furniture Finishes

BERGER PAINTS JAMAICA LIMITED
54.12%
Decorative Paints, Industrial Paints & Furniture Finishes

BESTCRETE AGGREGATES LIMITED
100%
Concrete Products

BRICKFOURCE LIMITED
100%
Construction Services

ANSA McAL Group Companies

BUSINESSES AND PRODUCTS

CARIBBEAN ROOF TILE COMPANY LIMITED
100%
Roof Tiles

SISSONS PAINTS (GRENADA) LIMITED
100%
Decorative Paints

DISTRIBUTION

ALSTONS MARKETING COMPANY LIMITED
100%
Pharmaceuticals, Food & Consumer Products,
Wines & Spirits, Household Products

ANSA McAL TRADING (GUYANA) LIMITED
100%
Pharmaceuticals, Food & Consumer Products,
Brewery, Wines & Spirits and Household
Products

BRYDEN STOKES LIMITED
(Barbados)
100%
General Wholesale, Distribution,
Pharmaceuticals, Wines & Spirits and Brewery

TOBAGO MARKETING COMPANY LIMITED
100%
Pharmaceuticals, Food & Consumer Products,
Brewery, Wines & Spirits and Household
Products

T.WEE
100%
Food & Consumer Products, Wines & Spirits

FINANCIAL SERVICES

ANSA MERCHANT BANK LIMITED
82.48%
Investment & Merchant Bank

**ANSA BANK LIMITED (formerly BANK OF
BARODA TRINIDAD & TOBAGO LIMITED)**
82.48%
Investments & Banking

ANSA RE LIMITED
100%
Reinsurance Services

ANSA SECURITIES LIMITED
82.48%
Investments

CONSOLIDATED FINANCE CO. LIMITED
(Barbados)
82.48%
Hire Purchase, Finance, Fixed Deposits, Lease
Rental

TATIL LIFE ASSURANCE LIMITED
82.48%
Life Insurance, Pensions, Mortgages, Critical
Illness

TRINIDAD AND TOBAGO INSURANCE LIMITED
82.48%
Motor, Property, Accident & Health,
Marine and Group Health Insurance

TATIL RE LIMITED
82.48%
Reinsurance Services

TRIDENT INSURANCE COMPANY LIMITED
(Barbados)
100%
Insurance Company

MANUFACTURING

ANSA McAL CHEMICALS LIMITED
100%
Liquid Chlorine, Caustic Soda,
Hydrochloric Acid & Bleach

ANSA McAL Group Companies

BUSINESSES AND PRODUCTS

ANSA POLYMER
100%
Flexible Plastic Packaging & Plastic Crates

ANSA COATINGS JAMAICA LIMITED
100%
Distribution Hub for Liquid Chlorine, Caustic Soda,
Hydrochloric Acid, Bleach and other Products

CARIB GLASSWORKS LIMITED
80%
Glass Bottles

EASI INDUSTRIAL SUPPLIES LIMITED
100%
Caustic Soda Supplier

TRINIDAD MATCH LIMITED
100%
Safety Matches and Candles

TILAWIND S.A.
50%
Wind Farm

MEDIA

GUARDIAN MEDIA LIMITED
51.03%
Newspaper Publishers, Cable Television
Programming: CNC3™, Radio Broadcasting: TBC
RADIO NETWORK™ (Aakash Vani 106.5FM, 95.1FM
Remix, Sangeet 106.1FM, Sky 99.5AM, Slam 100.5FM
and Vibe CT 105FM), Digital Billboards: THE BIG
BOARD COMPANY™, GMLABS Studios

IRADIO INC.
(Guyana)
100%
Radio Broadcasting: Mix 90.1FM

PURCHASING, LOGISTICS & TRAVEL

ALSTONS SHIPPING LIMITED
100%
Shipping, Air Cargo, Freight, Stevedoring
& Inspection Services

ALSTONS TRAVEL
100%
Travel, Tour Services & Tour Operations

ANSA McAL TRADING INC. (USA)
100%
Procurement & Logistics Services, Marketing
& Distribution (Kenmore, Sears, Diehard,
Ford Motors Company Brands)

ANSA McAL (US) INC.
100%
Purchasing, Warehousing Services & Freight
Forwarders

RETAIL

ANSA McAL TRADING LIMITED (MBM)
100%
Office Equipment, Office Supplies
& Business Machines

BRYDENS RETAIL INC.
(Barbados)
52%
Stationery & Office Supplies

BRYDENS XPRESS OFFICE SUPPLIES INC.
(Barbados)
52%
Office Supplies

STANDARD DISTRIBUTORS LIMITED
100%
Furniture & Equipment

ANSA McAL Group Companies BUSINESSES AND PRODUCTS

STANDARD DISTRIBUTION & SALES (BARBADOS) LIMITED

100%
Furniture & Equipment

INTERMEDIATE HOLDING COMPANIES

ALSTONS LIMITED

100%

AMCL HOLDINGS LIMITED

100%

ANSA COATINGS INTERNATIONAL LIMITED

100%

ANSA FINANCIAL HOLDINGS (BARBADOS) LIMITED

82.48%

ANSA McAL (BARBADOS) LIMITED

100%

ANSA McAL BEVERAGES (BARBADOS) LIMITED

(St. Lucia)

100%

CCEF ANSA RENEWABLE ENERGIES HOLDINGS LIMITED

(Barbados)

50%

McAL TRADING LIMITED (BARBADOS)

100%

THE CARIBBEAN DEVELOPMENT COMPANY (ST. KITTS) LIMITED

100%

REAL ESTATE

BAYSIDE WEST LIMITED

100%
Residential Development

B.E.H. HOLDINGS LIMITED

100%
Commercial Property Rentals

CONCRETION LIMITED

100%

DAVID MORRIN & SONS LIMITED

100%

FONTANA LIMITED

100%

GRAND BAZAAR LIMITED

40%
Owner & Operator of Shopping Malls

O'MEARA HOLDINGS LIMITED

100%

PROMENADE DEVELOPMENT LIMITED

100%

TRINIDAD LANDS LIMITED

40%

VANALTA LIMITED

100%

4 SWEET BRIAR ROAD LIMITED

100%

6 SWEET BRIAR ROAD LIMITED

100%

ANSA McAL Group Companies' CONTACT INFORMATION

AUTOMOTIVE

ANSA MOTORS LIMITED

25 Richmond Street, Port of Spain, Trinidad.

Phone: (868) 625-2277 Fax: (868) 623-6882

E-mail: info@ansamotorstt.com

Website: www.ansamotorstt.com

Sector Head & Managing Director: Jerome Borde

ANSA MOTORS GUYANA INC.

60-64 Industrial Site, Betervewagting,
East Coast Demerara, Guyana.

Phone: (592) 220-0455

Website: www.suzukicaribbean.com

General Manager: Adrian Singh

ANSA MOTORS (BARBADOS) LIMITED (formerly McENEARNEY QUALITY INC.)

Wilkey Main Road, St. Michael, Barbados,
BB14007.

Phone: (246) 467-2400 Fax: (246) 427-0764

E-mail: ivan.perez@mqi.bb

Website: www.mqi.bb

General Manager: Ivan Perez Vega

BEVERAGE

CARIBBEAN DEVELOPMENT COMPANY LIMITED

Eastern Main Road, Champs Fleurs, Trinidad.

Phone: (868) 645-2337 Fax 662-2231 to 2237

E-mail: askus@caribbrewery.com

Website: www.caribbrewery.com

Sector Head - Beverage: Peter Hall

CARIB BREWERY LIMITED

Eastern Main Road, Champs Fleurs, Trinidad.

Phone: (868) 645-2337 Fax 662-2231 to 2237

E-mail: askus@caribbrewery.com

Website: www.caribbrewery.com

Sector Head - Beverage: Peter Hall

CARIB BREWERY (GRENADA) LIMITED (formerly GRENADA BREWERIES LIMITED)

P.O. Box 202, St. Georges, Grenada.

Phone: (473) 444-4248 Fax: (473) 444-4842

E-mail: ron.antoine@caribbrewery.com

Managing Director: Ron Antoine

CARIB BREWERY (ST. KITTS & NEVIS) LIMITED

Buckley's Site, P.O. Box 1113, Basseterre, St. Kitts.

Phone: (869) 465-2309/2903 Fax: (869) 465-0902

E-mail: mark.wilkin@caribbrewery.com

Managing Director: Mark Wilkin

DCI MIAMI INC.

11403 NW 39th Street, Doral, Florida 33178, USA.

Phone: (305) 591-0885 Fax: (305) 591-3104

E-mail: james.webb@dcimiami.com

President: James Webb

INDIAN RIVER BEVERAGE CORPORATION

Trading as: FLORIDA BEER COMPANY

200 Imperial Blvd, Cape Canaveral, Florida
32920.

Phone: (321) 728-4114

E-mail: info@floridabeer.com

Website: www.floridabeer.com

President/Chief Executive Officer: James Webb

CONSTRUCTION

ABEL BUILDING SOLUTIONS (ABS)

Building #2, Maingot Street, Mt. Hope, Trinidad.

Phone: (868) 665-2235 Ext. 3102/3103

Fax: (868) 223-1116

E-mail: abel.sales@ansamcal.com

Website: www.abel.co.tt

Sector Head Construction: Adam Sabga

ANSA McAL Group Companies' CONTACT INFORMATION

ANSA COATINGS LIMITED

ANSA McAL Industrial Park, 51-59 Tumpuna Road, Guanapo, Arima, Trinidad.

Phone: (868) 643-2425-8 Fax: (868) 643-2509

E-mail: edwin.ramcharitar@ansamcal.com

Website: www.ansacoatings.com

General Manager: Edwin Ramcharitar

ANSA McAL ENTERPRISES LIMITED

Lightpole 4, Depot Road, Longdenville, Chaguanas, Trinidad.

Phone: (868) 665-2235 Fax: (868) 672-4309

E-mail: abel.sales@ansamcal.com

Website: www.abelbuildingsolutions.com

Sector Head Construction: Adam Sabga

ANSA TECHNOLOGIES LIMITED

40 Cipero Road, San Fernando, Trinidad.

Phone: (868) 652-3571/3573

Fax: (868) 652-5575/6407

E-mail: ansatech@ansamcal.com

Website: www.ansatech.com

Sector Head Construction: Adam Sabga

BERGER PAINTS BARBADOS LIMITED

Exmouth Gap, Brandons St. Michael, Barbados, BB12069.

Phone: (246) 425-9073 Fax: (246) 228-0866

Email: info@bergeronline.com

Website: www.bergeronline.com

General Manager: Kirk King

BERGER PAINTS JAMAICA LIMITED

256 Spanish Town Road, Kingston 11 Jamaica.

Phone: (876) 923-6229 Fax: (876) 923-5129

Consumer Enquiry or Technical Assistance:

1-(888)-4BERGER

Email: bergerja_marketing@bergercaribbean.com

Website: www.bergerpaintscaribbean.com

IG: BergerPaintsJamaica

Twitter: @BergerPaintsJA

General Manager: Shashi Mahase

BESTCRETE AGGREGATES LIMITED

LP# 4, Depot Road, Longdenville, Chaguanas, Trinidad.

Phone: (868) 665-2235 Fax: (868) 672-4309

E-mail: abel.sales@ansamcal.com

Website: www.abelbuildingsolutions.com

Sector Head Construction: Adam Sabga

BRICKFOURCE LIMITED

LP# 4, Depot Road, Longdenville, Chaguanas, Trinidad.

Phone: (868) 665-2235 Fax: (868) 672-4309

Sector Head Construction: Adam Sabga

CARIBBEAN ROOF TILE COMPANY LIMITED

C/o ABS, Building #2, Maingot Street, Mt. Hope, Trinidad.

Phone: (868) 665-2235 Fax: (868) 223-1116

E-mail: abel.sales@ansamcal.com

Website: www.abel.co.tt

Sector Head Construction: Adam Sabga

SISSONS PAINTS (GRENADA) LIMITED

Frequente Industrial Park, Grand Anse, St. George's, Grenada.

Phone: (473) 444-1457 Fax: (473) 444-1676

E-mail: chris.deallie@ansamcal.com

Website: www.sissonspaints.com

Managing Director: Christopher De Allie

DISTRIBUTION

ALSTONS MARKETING COMPANY LIMITED

Uriah Butler Highway & Endeavour Road, Chaguanas, Trinidad.

Phone: (868) 671-2713 to 2720/4264 to 4267

Fax: (868) 671-2857

E-mail: abdel.ali@ansamcal.com

Website: www.amcott.info

Managing Director: Abdel Ali

ANSA McAL Group Companies' CONTACT INFORMATION

ANSA McAL TRADING (GUYANA) LIMITED

Lot 60-64 Industrial Area, Beterverwagting, East Coast, Demerara, Guyana.

Phone: (592) 220-0455 Fax: (592) 220-0796

E-mail: troy.cadogan@ansamcal.com

Website: www.facebook.com/AnsaMcAlGuyana

Managing Director: Troy Cadogan

BRYDEN STOKES LIMITED

Meadow Road, St. Michael, Barbados, BB11104.

Phone: (246) 431-2600 Fax: (246) 426-0755

E-mail: info@brydenstokes.com

Website: www.brydenstokes.com

Chief Executive Officer: Adrian Padmore

TOBAGO MARKETING COMPANY LIMITED

"Highmoor", Plymouth Road, Scarborough, Tobago.

Phone: (868) 639-2455/2758 Fax: (868) 639-3624

E-mail: david.lumkong@ansamcal.com

General Manager: David Lum Kong

T.WEE

Piarco International Airport,

Golden Grove Road, Piarco, Trinidad.

Phone: (868) 369-5038/5228/5421

E-mail: support@tweedutyfree.com

Website: www.tweedutyfree.com

Managing Director: Abdel Ali

FINANCIAL SERVICES

ANSA MERCHANT BANK LIMITED

ANSA Centre, 11 Maraval Road, Port of Spain, Trinidad.

Phone: (868) 623-8672 Fax: (868) 624-8763

E-mail: ansamerchant@ansamcal.com

Website: www.ansamerchantbank.com

Managing Director: Gregory Hill

ANSA BANK LIMITED (formerly BANK OF

BARODA TRINIDAD & TOBAGO LIMITED)

Furness House, 90 Independence Square,

Port of Spain, Trinidad.

Phone: (868) 225-1096

Website: www.ansabank.com

Managing Director: Robert Le Hunte

ANSA RE LIMITED

Meridian Place, Choc Estate, Castries, St. Lucia.

Phone: (758) 450-7777 Fax: (758) 451-3079

E-mail: pkf@andw.lc

Director: M. Musa Ibrahim

ANSA SECURITIES LIMITED

ANSA Centre, 11 Maraval Road,

Port of Spain, Trinidad.

Phone: (868) 623-8672 Fax: (868) 624-8763

Managing Director: Gregory Hill

CONSOLIDATED FINANCE CO. LIMITED

Hastings Main Road, Christ Church, Barbados.

Phone: (246) 467-2350 Fax: (246) 426-8626

E-mail: info@consolidated-finance.com

Website: www.consolidated-finance.com

Managing Director: Victor W. Boyce

TATIL LIFE ASSURANCE LIMITED

11 Maraval Road, Port of Spain, Trinidad.

Phone: (868) 628-2845 Fax: (868) 628-0035/6545

E-mail: life@tatil.co.tt

Website: www.tatil.co.tt

Managing Director: M. Musa Ibrahim

TRINIDAD AND TOBAGO INSURANCE LIMITED

11 Maraval Road, Port of Spain, Trinidad.

Phone: (868) 628-2845 Fax: (868) 628-0035/6545

E-mail: info@tatil.co.tt

Website: www.tatil.co.tt

Managing Director: M. Musa Ibrahim

ANSA McAL Group Companies' CONTACT INFORMATION

TATIL RE LIMITED

**Meridian Place, Choc Estate, Castries,
St. Lucia.**
Phone: (758) 450-7777 Fax: (758) 451-3079
E-mail: pkf@andw.lc
Director: M. Musa Ibrahim

TRIDENT INSURANCE COMPANY LIMITED

**Trident Insurance Financial Centre,
Highway 7, Hastings, Christ Church,
Barbados, BB15154.**
Phone: (246) 431-2347 Fax: (246) 427-5750
Website: www.tridentins.com
Acting General Manager: Vijay Seudath

MANUFACTURING

ANSA McAL CHEMICALS LIMITED

**North Sea Drive, Point Lisas Industrial Estate,
Savonetta, Trinidad.**
Phone: (868) 636-9918/5380
Fax: (868) 636-9931
E-mail: derek.decaires@ansamcal.com
Website: www.ansamcalchemicals.com
Managing Director: Derek De Caires

ANSA POLYMER

**ANSA McAL Industrial Park,
Tumpuna Road South, Guanapo, Arima,
Trinidad.**
Phone: (868) 643-3137 Fax: (868) 643-1254
Website: www.ansapolymer.com
Managing Director: David Hadeed

ANSA COATINGS JAMAICA LIMITED

**256 Spanish Town Road, Kingston 11,
Jamaica.**
Phone: (876) 923-6229 Fax: (876) 923-5129
Director: Andy Mahadeo

CARIB GLASSWORKS LIMITED

Eastern Main Road, Champs Fleurs, Trinidad.
Phone: (868) 662-2231 to 2237
Fax: (868) 663-1779
E-mail: marketing@caribglass.com
Website: www.caribglass.com
Managing Director: David Hadeed

EASI INDUSTRIAL SUPPLIES LIMITED

**North Sea Drive, Point Lisas Industrial Estate,
Savonetta, Trinidad.**
Phone: (868) 636-3111 Fax: (868) 636-7977
E-mail: operations.easi@ansamcal.com
General Manager: Shivanand Maharaj

TRINIDAD MATCH LIMITED

**Cor. Gordon & Maingot Streets, Mt. Hope,
Trinidad.**
Phone: (868) 638-1974 Fax: (868) 675-0084
Email: marc.hadeed@ansamcal.com
General Manager: Marc Hadeed

TILAWIND S.A.

**Guanacaste, Tilarán, Santa Rosa
El Pueblo Los Angeles.**
Phone/Fax: (506) 2205-3810
President: Nicholas Jackman

MEDIA

GUARDIAN MEDIA LIMITED

Port of Spain Office:
**22-24 St. Vincent Street, Port of Spain,
Trinidad.**
Chaguanas Office:
**Guardian Building, 4-10 Rodney Road,
Endeavour, Chaguanas, Trinidad.**
Phone: (868) 225-4465 Fax: (868) 225-3147
E-mail: newsroom@guardian.co.tt
Website: www.guardian.co.tt
Managing Director: Brandon Khan

ANSA McAL Group Companies' CONTACT INFORMATION

IRADIO INC.

**28 Garnett & Delph Avenue, Campbellville,
Georgetown, Guyana.**
Phone: (592) 227-2826/2847
Website: www.mix901fm.com
Director: Beverley Harper

PURCHASING, LOGISTICS & TRAVEL

ALSTONS SHIPPING LIMITED

Head Office:
**Building #10, ANSA McAL Centre,
Uriah Butler Highway & Endeavour Road,
Chaguanas, Trinidad.**
Port of Spain Office:
**3rd Floor GML Building,
22-24 St. Vincent Street, Port of Spain, Trinidad.**
Phone: (868) 225-4275
E-mail: asladmin@ansamcal.com
Website: www.alstonsshippingtt.com
General Manager: Marlainer Deslandes

ALSTONS TRAVEL LIMITED

**3rd Floor, Guardian Media Building,
22-24 St. Vincent Street, Port of Spain, Trinidad.**
Phone: 1-868-225-4610
E-mail: loripeggy.singh@ansamcal.com
Supervisor: Lori Peggy Singh

ANSA McAL TRADING INC.

11403 NW 39th Street, Miami, FL 33178, USA.
Phone: (305) 599-8766 Fax: (305) 599-8917
E-mail: customerservice@ansamcalus.com
Website: www.ansamcaltrading.com
Senior Manager Operations: Mike Basanta

ANSA McAL (US) INC.

11403 NW 39th Street, Miami, FL 33178, USA.
Phone: (305) 599-8766 Fax: (305) 599-8917
E-mail: customerservice@ansamcalus.com
Website: www.ansamcalus.com
Senior Manager Operations: Mike Basanta

RETAIL

ANSA McAL TRADING LIMITED (MBM)

34-36 Richmond Street, Port of Spain, Trinidad.
Phone: (868) 625-1041 to 1044
Fax: (868) 625-0086
E-mail: mbm.sales@ansamcal.com
Website: www.mbm-tt.net
Managing Director: Graeme Ottley

BRYDENS RETAIL INC.

Victoria Street, Bridgetown, Barbados.
Phone: (246) 431-2600/2648 Fax: (246) 426-3556
E-mail: happyhelp@brydensxpress.com
General Manager: Nicholas Thomas

BRYDENS XPRESS (OFFICE SUPPLIES) INC.

Lower Estate, St. Michael, Barbados, BB19188.
Phone: (246) 431-2600/2646 Fax: (246) 426-3556
E-mail: happyhelp@brydensxpress.com
Website: www.brydensxpress.com
General Manager: Nicholas Thomas

STANDARD DISTRIBUTORS LIMITED

**ANSA McAL Centre, Endeavour Road,
Chaguanas, Trinidad.**
Phone: (868) 299-0219 Fax: (868) 665-6774
E-mail: ronald.milford@ansamcal.com
Website: www.standardtt.com
Managing Director: Ronald Milford

STANDARD DISTRIBUTION AND SALES

(BARBADOS) LIMITED
Tudor Street, Bridgetown, Barbados.
Phone: (246) 430-7000 Fax: (246) 427-6844
E-mail: katrina.newton@standard.bb
Chief Executive Officer: Katrina Newton

ANSA McAL Group Companies' CONTACT INFORMATION

INTERMEDIATE HOLDING COMPANIES

ALSTONS LIMITED

11th Floor, TATIL Building, 11 Maraval Road,
Port of Spain, Trinidad.

Phone: (868) 625-3670 Fax: (868) 624-8753

E-mail: ansamcal@tstt.net.tt

Director: A. Norman Sabga LLD (Hon.) UWI; (h.c.) UTT

AMCL HOLDINGS LIMITED

McEneaney Quality Complex, Wildey,
St. Michael, BB 14007, Barbados.

Phone: (246) 434-2900 Fax: (246) 228-1619

E-mail: headoffice@mcalsbds.com

ANSA COATINGS INTERNATIONAL LIMITED
Meridian Place, Choc Estate, Castries,
St. Lucia.

Phone: (758) 450-7777 Fax: (758) 451-3079

E-mail: pkf@andw.lc

Chairman: Ray A. Sumairsingh

ANSA FINANCIAL HOLDINGS (BARBADOS) LIMITED

McEneaney Quality Complex, Wildey,
St. Michael, Barbados, BB14007.

Phone: (246) 434-2900 Fax: (246) 228-1619

E-mail: headoffice@mcalsbds.com

ANSA McAL (BARBADOS) LIMITED

McEneaney Quality Complex, Wildey,
St. Michael, Barbados, BB 14007.

Phone: (246) 434-2900 Fax: (246) 228-1619

E-mail: headoffice@mcalsbds.com

ANSA McAL BEVERAGES (BARBADOS) LIMITED

Meridian Place, Choc Estate, Castries,
St. Lucia.

Phone: (758) 450-7777 Fax: (758) 451-3079

E-mail: pkf@candw.lc

Directors: Ray A. Sumairsingh &

Anthony Sabga III

CCEF ANSA RENEWABLE ENERGIES HOLDINGS LIMITED

Suite 1, Ground Floor, The Financial Services
Centre, Bishop's Court Hill, St. Michael,
Barbados, BB14004.

Phone: (246) 621-0760

Director: Nicholas Jackman

McAL TRADING LIMITED

McEneaney Quality Complex, Wildey,
St. Michael, Barbados, BB 14007.

Phone: (246) 434-2900 Fax: (246) 228-1619

E-mail: headoffice@mcalsbds.com

THE CARIBBEAN DEVELOPMENT COMPANY (ST. KITTS) LIMITED

Buckley's Site, P.O. Box 1113, Basseterre,
St. Kitts.

Phone: (869) 465-2309 Fax: (869) 465-0902

E-mail: markwilkin@caribbrewery.com

Managing Director: Mark Wilkin

REAL ESTATE

BAYSIDE WEST LIMITED

9th Floor, TATIL Building, 11 Maraval Road,
Port of Spain, Trinidad.

Phone: (868) 223-2672/225-6225

Fax: (868) 624-8753

Website: ansamcal.com/sectors/real-estate

Director: A. Norman Sabga, LLD (Hon.) UWI; (h.c.) UTT

B.E.H. HOLDINGS LIMITED

11 Maraval Road, Port of Spain, Trinidad.

Phone: (868) 223-2672/225-6225

Fax: (868) 624-8753

Director: A. Norman Sabga, LLD (Hon.) UWI; (h.c.) UTT

CONCRETION LIMITED

11th Floor, TATIL Building, 11 Maraval Road,
Port of Spain, Trinidad.

Phone: (868) 625-3670 Fax: (868) 624-8753

E-mail: ansamcal@tstt.net.tt

Director: A. Norman Sabga, LLD (Hon.) UWI; (h.c.) UTT

ANSA McAL Group Companies' CONTACT INFORMATION

DAVID MORRIN & SONS LIMITED

69 Independence Square,
Port of Spain, Trinidad.

Director: A. Norman Sabga, LLD (Hon.) UWI; (h.c.) UTT

FONTANA LIMITED

11th Floor, TATIL Building, 11 Maraval Road,
Port of Spain, Trinidad.

Phone: (868) 625-3670 Fax: (868) 624-8753

E-mail: ansamcal@tstt.net.tt

Director: A. Norman Sabga, LLD (Hon.) UWI; (h.c.) UTT

GRAND BAZAAR LIMITED

The City of Grand Bazaar, Churchill Roosevelt
& Uriah Butler Highways, Valsayn, Trinidad.

Phone: (868) 662-2045/ 645-0942/ 663-2363

E-mail: ronald.annandsingh@ansamcal.com

Website: www.facebook.com/GrandBazaarTrinidad

General Manager: Ronald Annandsingh

O'MEARA HOLDINGS LIMITED

11th Floor, TATIL Building, 11 Maraval Road,
Port of Spain, Trinidad.

Phone: (868) 223-2672/225-6225

Fax: (868) 624-8753

Director: A. Norman Sabga, LLD (Hon.) UWI; (h.c.) UTT

PROMENADE DEVELOPMENT LIMITED

9th Floor, TATIL Building, 11 Maraval Road,
Port of Spain, Trinidad.

Phone: (868) 223-2672/225-6225

Fax: (868) 624-8753

Director: A. Norman Sabga, LLD (Hon.) UWI; (h.c.) UTT

TRINIDAD LANDS LIMITED

9th Floor, TATIL Building, 11 Maraval Road,
Port of Spain, Trinidad.

Phone: (868) 223-2672/225-6225

Fax: (868) 624-8753

Director: A. Norman Sabga, LLD (Hon.) UWI; (h.c.) UTT

VANALTA LIMITED

11th Floor, TATIL Building, 11 Maraval Road,
Port of Spain, Trinidad.

Phone: (868) 625-3670 Fax: (868) 624-8753

E-mail: ansamcal@tstt.net.tt

Director: A. Norman Sabga, LLD (Hon.) UWI; (h.c.) UTT

4 SWEET BRIAR ROAD LIMITED

Floors 9-11, TATIL Building, 11 Maraval Road,
Port of Spain, Trinidad.

Phone: (868) 225-6225 Fax: (868) 624-8753

Director: A. Norman Sabga, LLD (Hon.) UWI; (h.c.) UTT

6 SWEET BRIAR ROAD LIMITED

Floors 9-11, TATIL Building, 11 Maraval Road,
Port of Spain, Trinidad.

Phone: (868) 225-6225 Fax: (868) 624-8753

Director: A. Norman Sabga, LLD (Hon.) UWI; (h.c.) UTT

FINANCIAL HIGHLIGHTS

2016 - 2020

FINANCIAL HIGHLIGHTS 2016 - 2020

	2020	2019	2018	2017	2016
Sales to third parties	5,919,179	6,593,435	6,385,229	6,244,482	6,000,610
Profit before taxation	723,317	1,035,801	1,017,398	967,715	1,107,285
Income attributable to shareholders	423,246	644,846	609,391	543,588	691,320
Share units in issue weighted average-net of treasury shares	171,856	172,204	172,432	172,362	172,381
Earnings per stock unit	\$2.46	\$3.74	\$3.54	\$3.15	\$4.01
Dividends:					
Amount	26,440	310,319	258,653	258,649	258,572
Per Unit:					
Interim	\$0.15	\$0.30	\$0.30	\$0.30	\$0.30
Final	\$1.50	\$0.00	\$1.50	\$1.20	\$1.20
TOTAL:	\$1.65	\$0.30	\$1.80	\$1.50	\$1.50
Times Covered	1.37	12.47	1.97	2.10	2.67
Shareholders' equity per stock unit	\$46.34	\$44.57	\$42.37	\$40.91	\$39.32
Shareholders' equity	7,964,206	7,674,643	7,306,417	7,051,395	6,777,222



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INDEPENDENT AUDITOR’S REPORT

TO THE SHAREHOLDERS OF ANSA McAL LIMITED

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of ANSA McAL Limited and its subsidiaries (“the Group”), which comprise the consolidated statement of financial position as at 31 December 2020, and the consolidated statements of income, comprehensive income, changes in equity and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Group as at 31 December 2020 and their financial performance and their cash flows for the year then ended in accordance with International Financial Reporting Standards (“IFRSs”).

Basis for Opinion

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

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. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor’s Responsibilities for the Audit of the Consolidated Financial Statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.



INDEPENDENT AUDITOR’S REPORT

TO THE SHAREHOLDERS OF ANSA McAL LIMITED

Report on the Audit of the Consolidated Financial Statements
(Continued)

Key Audit Matters
(Continued)

Key Audit Matters	How our audit addressed the key audit matter
<p>Estimates used in the calculation of Insurance Contract Liabilities</p> <p>Refer to related disclosures in Notes, 3, 19 and 20 and accounting policy Note 2 (xxvii). The Group has significant insurance liabilities of \$1.71 billion representing 25% of the Group’s total liabilities. The valuation of insurance contract liabilities involves extensive judgement and is dependent on a number of subjective assumptions, including primarily the timing and ultimate settlement value of long-term policyholder liabilities as well as the estimation of claims incurred, whether reported or not, for short-term insurance contracts.</p> <p>Various economic and non-economic key assumptions are being used to estimate the long-term liabilities. Specifically, the Group estimates the expected number and timing of deaths, persistency, future expenses and future investment income arising from the assets backing long-term insurance contracts and the potential negative effects of the COVID-19 pandemic (the pandemic).</p> <p>For short-term insurance contracts, in calculating the estimated cost of unpaid claims (both reported and incurred but not reported (IBNR)), the Group uses a combination of loss-ratio-based estimates and estimates based upon actual claims experience.</p> <p>The Group uses valuation models to support the calculations of these insurance contract liabilities. The complexity of the models may give rise to errors as a result of inadequate/incomplete data or the design or application of the models.</p> <p>Considering the significance of the insurance contract liabilities and the complexity and estimates involved in the actuarial valuations, we determined this to be a key audit matter in our audit of the consolidated financial statements.</p>	<p>We involved our EY actuarial specialists to assist us in performing our audit procedures in this area, which included among others:</p> <ul style="list-style-type: none">• Assessment of the key assumptions applied including consideration of emerging trends and studies on mortality and morbidity, voluntary terminations, persistency, interest rate, capital gains, policy maintenance and administrative expenses, inflation, tax and lapse rates and the possible impact of the pandemic on these factors;• Recalculation of technical provisions produced by the models on a sample basis;• An assessment of the internal controls regarding the maintenance of the policyholder database;• An analysis of the movements in insurance liabilities during the year. We assessed whether the movements are in line with changes in assumptions adopted by the Group, our understanding of developments in the business and our expectations derived from market experience; and• Consideration of whether the Group’s disclosures in the consolidated financial statements in relation to insurance contract liabilities were compliant with IFRSs.



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INDEPENDENT AUDITOR’S REPORT

TO THE SHAREHOLDERS OF ANSA McAL LIMITED

Report on the Audit of the Consolidated Financial Statements
(Continued)

Key Audit Matters
(Continued)

Key Audit Matters (continued)	How our audit addressed the key audit matter
<p>Allowance for Expected Credit Losses (ECLs)</p> <p>Refer to related disclosures in Notes 3, 9, 10 and 32 and accounting policy Note 2(xvi). Net investments in leased assets, loans and advances and other financial assets not held at fair value through consolidated statement of income (FVSI) represent 35% of the total assets of the Group amounting to \$5.60 billion.</p> <p>IFRS 9 'Financial Instruments' requires the Group to record an allowance for Expected Credit Losses (ECLs) for all loans and other debt financial assets not held at FVSI, together with investment in leased assets.</p> <p>The appropriateness of ECLs is a highly subjective area due to the level of judgement applied by management, involving various assumptions and factors, such as the estimate of the likelihood of default and the potential loss given default. Management also applied adjustments, or overlays, where they believe the data driven parameters and calculations were not appropriate, either due to emerging trends or models not capturing the risks in the portfolios, as well as assessing the impact of the pandemic. These overlays required significant judgement.</p>	<p>We understood and critically assessed the methodology and assumptions used by the Group in its ECL models while evaluating its compliance with IFRS 9 requirements.</p> <p>We tested the completeness and accuracy of the inputs used within the models, including the Probabilities of Default (PDs), recoveries and the associated Loss Given Defaults (LGDs) and Exposures At Default (EADs). We also considered whether all relevant risks were reflected in the ECL calculation, and where this was not, whether overlays appropriately reflected those risks, particularly those stemming from the pandemic.</p> <p>The aging of the portfolios and other qualitative factors were assessed to determine the staging and thus indication of a significant deterioration in credit risk in accordance with IFRS 9.</p> <p>Independent testing on PD and LGD inputs was performed through validation to international external credit rating agencies, where these were used, as well as typical collateral, historical loss trends and other borrower characteristics.</p>



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INDEPENDENT AUDITOR’S REPORT

TO THE SHAREHOLDERS OF ANSA McAL LIMITED

Report on the Audit of the Consolidated Financial Statements
(Continued)

Key Audit Matters
(Continued)

Key Audit Matters (continued)	How our audit addressed the key audit matter
<p>Allowance for Expected Credit Losses (ECLs) (continued)</p> <p>Other significant areas of judgement included:</p> <ul style="list-style-type: none">- the interpretation of the requirements to determine impairment under the application of IFRS 9, which is reflected in the Group's ECL models;- the application of assumptions where there was limited or incomplete data;- the identification of exposures with a significant deterioration in credit quality;- assumptions used in the ECL model such as the financial condition of the counterparty or valuation of security;- the need to apply overlays, the quantification of which can be highly subjective, to reflect current or future external factors that are not appropriately captured by the ECL model, including the effects of the pandemic; and- additional credit risk that could stem from the impact of the pandemic, on the ability of the Group's customers/investors to meet their financial commitments. <p>Given the combination of inherent subjectivity in the valuation, and the material nature of the balance, we considered the measurement of ECLs to be a key audit matter in our audit of the consolidated financial statements.</p>	<p>In determining the reasonableness of the ECL overlay applied on the net investment in leased assets, we reviewed in detail management's risk assessment of the high-risk industries and customer groups in its portfolio in addition to customers who were offered a moratoria during the period due to the pandemic.</p> <p>For ECLs calculated on an individual basis, we tested the factors underlying the impairment identification and quantification including forecasts of the amount and timing of future cash flows, valuation of assigned collateral and estimates of recovery on default.</p> <p>We utilised our EY valuation specialists to assess the appropriateness of the key assumptions used in the models, together with the overlay.</p> <p>Finally, we focused on the adequacy of the Group’s financial statement disclosures as to whether it appropriately reflected the requirements of the IFRSs.</p>



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INDEPENDENT AUDITOR'S REPORT

TO THE SHAREHOLDERS OF ANSA McAL LIMITED

Report on the Audit of the Consolidated Financial Statements (Continued)

Key Audit Matters (Continued)

Key Audit Matters (continued)	How our audit addressed the key audit matter
<p>Fair value measurement of investments securities and related disclosures</p> <p>Refer to related disclosures in Notes 3, 9 and 31 and accounting policy Note 2 (xvii). The Group invests in various investment securities, of which \$795 million is carried at fair value in the consolidated statement of financial position. Additionally, the fair values are disclosed for \$3.5 billion of investment securities carried at amortised cost in the consolidated statement of financial position. Of these assets, \$2.7 billion are related to investments for which no published prices in active markets are available and have been classified as Level 2 and Level 3 assets within the IFRS fair value hierarchy.</p> <p>Valuation techniques for these investment securities can be subjective in nature and involve various assumptions regarding pricing factors, particularly in a potentially distressed macroeconomic environment stemming from the possible current and future negative effects of the pandemic. Associated risk management disclosure is complex and dependent on high quality data. A specific area of audit focus includes the determination of fair value of Level 2 and Level 3 assets where valuation techniques are applied in which unobservable inputs are used.</p>	<p>We independently tested the pricing on quoted securities, and utilized our valuation specialists to assess the appropriateness of pricing models used by the Group. This included:</p> <ul style="list-style-type: none"> An assessment of the pricing model methodologies and assumptions against industry practice and valuation guidelines, especially with the added estimation uncertainty brought on by the pandemic; Testing of the inputs used, including cash flows and other market based data; An evaluation of the reasonableness of other assumptions applied such as credit spreads and the volatility in the market; The re-performance of valuation calculations on a sample basis of internally priced securities that were classified as higher risk and estimation; and An assessment of management's impairment analysis, including underlying indicators resulting from the pandemic.

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INDEPENDENT AUDITOR'S REPORT

TO THE SHAREHOLDERS OF ANSA McAL LIMITED

Report on the Audit of the Consolidated Financial Statements (Continued)

Key Audit Matters (Continued)

Key Audit Matters (continued)	How our audit addressed the key audit matter
<p>Fair value measurement of investments securities and related disclosures (continued)</p> <p>For Level 2 assets, these techniques include the use of recent arm's length transactions, reference to other instruments that are substantially the same and discounted cash flow analyses making maximum use of market inputs, such as the market risk free yield curve.</p> <p>Included in the Level 3 category are financial assets that are not quoted as there are no active markets to determine a price. The fair value of these assets cannot be measured reliably and are therefore held at cost, being the fair value of the consideration paid on acquisition. These assets are regularly assessed for impairment.</p> <p>As the determination of the fair value for certain investments securities is a key source of estimation uncertainty, it is subject to differing underlying assumptions, could be substantially impacted by the pandemic and represents a material balance and disclosure, we deemed this to be a key audit matter in our audit of the consolidated financial statements.</p>	<p>Finally, we assessed whether the financial statement disclosures, including sensitivity to key inputs and the IFRS fair value hierarchy, appropriately reflect the Group's exposure to financial instrument valuation risk.</p>

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INDEPENDENT AUDITOR’S REPORT

TO THE SHAREHOLDERS OF ANSA McAL LIMITED

Report on the Audit of the Consolidated Financial Statements
(Continued)

Key Audit Matters
(Continued)

Key Audit Matters (continued)	How our audit addressed the key audit matter
<p>Estimation uncertainty involved in impairment testing of goodwill and other intangibles with indefinite lives</p> <p>Refer to related disclosures in Notes 3 and 6, and accounting policy Notes 2 (vii) and 2 (ix). As described in these notes, impairment tests are performed annually on goodwill and certain indefinite life brands, licenses and contracts which amount to \$404 million as at 31 December 2020.</p> <p>As required by IAS 36: “Impairment of Assets”, the Group performed an impairment test on these assets. Based on the impairment test during the year, an impairment provision of \$7.7million was recorded by the Group in 2020.</p> <p>The inherent nature of impairment tests on goodwill and other intangibles involve significant estimation and the application of a high level of judgment relative to key assumptions such as the applicable discount rate, future cash-flows and long-term growth rates. For 2020, there was added estimation uncertainty brought on by the pandemic.</p> <p>In determining future cash-flow projections, the Group uses assumptions and estimates in respect of future market conditions, future economic growth, expected market share and gross margins. The outcome of the impairment testing is sensitive to these assumptions and estimates, such that changes in these assumptions/estimates may result in different impairment test conclusions, particularly in a potentially distressed macroeconomic environment stemming from the possible current and future negative effects of the pandemic.</p>	<p>We evaluated and tested the Group's process for goodwill and other intangibles assessment as well as whether the value in use impairment test model utilized by the Group met the requirements of IAS 36.</p> <p>With the added estimation uncertainty brought on by the pandemic, we closely analysed management's judgments used in its assessment, including longer-term assumptions, by applying sensitivity analyses to account for market volatility. These calculations were reassessed to factor in any negative impact from the pandemic on the discount rate and other performance factors, along with assessing the potential future impact on the business.</p> <p>We also evaluated the Cash Generating Unit (CGU) determination and assessed the Group’s assumptions by comparing to historical performance of the entity, local economic conditions and other alternative independent sources of information.</p> <p>We involved our EY valuation specialist to assist with our audit of the impairment test model, including the cash flows, discount rate and long-term growth rates.</p> <p>We also assessed the appropriateness of the disclosures in the notes to the consolidated financial statements, with reference to that prescribed by IFRSs.</p>



INDEPENDENT AUDITOR’S REPORT

TO THE SHAREHOLDERS OF ANSA McAL LIMITED

Report on the Audit of the Consolidated Financial Statements
(Continued)

Other information included in the Group’s 2020 Annual Report
Other information consists of the information included in the Group’s 2020 Annual Report, other than the consolidated financial statements and our auditor’s report thereon. Management is responsible for the other information. The Group’s 2020 Annual Report is expected to be made available to us after the date of this auditor’s report.

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

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

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

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

The Audit Committee is 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.



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INDEPENDENT AUDITOR'S REPORT

TO THE SHAREHOLDERS OF ANSA McAL LIMITED

Report on the Audit of the Consolidated Financial Statements (Continued)

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

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- 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.



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INDEPENDENT AUDITOR'S REPORT

TO THE SHAREHOLDERS OF ANSA McAL LIMITED

Report on the Audit of the Consolidated Financial Statements (Continued)

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

We communicate with the Audit Committee 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 the Audit Committee 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 the Audit Committee, 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 in charge of the audit resulting in this independent auditor's report is Sheldon Griffith.

Port of Spain,
TRINIDAD:
25 March 2021

FINANCIALS 2020

ANSA McAL LIMITED AND ITS SUBSIDIARIES

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2020

(Expressed in Thousands of Trinidad and Tobago dollars)

		31 December	
	Notes	2020	2019
Assets			
Non-current assets			
Property, plant and equipment	4	2,400,044	2,391,766
Investment properties	5	200,537	235,653
Intangible assets	6	536,157	542,997
Right-of-use assets	7	68,541	96,176
Investment in associates and joint venture interests	8	165,919	135,116
Investment securities	9	2,852,562	3,352,029
Loans, advances and other assets	10	1,624,625	1,494,526
Deferred tax assets	11	229,778	237,837
Employee benefits asset	12	906,283	999,055
		<u>8,984,446</u>	<u>9,485,155</u>
Current assets			
Investment securities	9	1,276,129	1,257,254
Loans, advances and other assets	10	525,170	532,149
Inventories	13	1,010,284	1,174,813
Trade, other receivables and contract assets	14	975,347	1,254,442
Cash and short term deposits	15	<u>2,933,217</u>	<u>2,063,958</u>
		<u>6,720,147</u>	<u>6,282,616</u>
TOTAL ASSETS		<u>15,704,593</u>	<u>15,767,771</u>

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

ANSA McAL LIMITED AND ITS SUBSIDIARIES

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2020

(Expressed in Thousands of Trinidad and Tobago dollars)

(Continued)

		31 December	
	Notes	2020	2019
EQUITY AND LIABILITIES			
Equity			
Stated capital	16	175,566	175,566
Other reserves	16	410,290	378,523
Treasury shares	16	(38,674)	(19,756)
Retained earnings		<u>7,417,024</u>	<u>7,140,310</u>
Equity attributable to equity holders of the Parent		<u>7,964,206</u>	<u>7,674,643</u>
Non-controlling interests		<u>1,002,545</u>	<u>902,768</u>
Total equity		<u>8,966,751</u>	<u>8,577,411</u>
Non-current liabilities			
Deferred tax liabilities	11	674,446	730,477
Employee benefits liability	12	98,930	97,874
Customers' deposits and other funding instruments	17	278,175	323,154
Lease liabilities	7	34,021	66,549
Medium and long term notes and other borrowings	18	638,087	878,434
Insurance contract liabilities	19	<u>1,237,526</u>	<u>1,169,537</u>
		<u>2,961,185</u>	<u>3,266,025</u>
Current liabilities			
Customers' deposits and other funding instruments	17	1,938,348	2,196,709
Current portion of lease liabilities	7	30,894	32,192
Current portion of medium and long term notes and other borrowings	18	244,907	8,017
Insurance contract liabilities	19	464,199	363,179
Trade and other payables	21	1,080,971	1,301,134
Taxation payable		<u>17,338</u>	<u>23,104</u>
		<u>3,776,657</u>	<u>3,924,335</u>
Total liabilities		<u>6,737,842</u>	<u>7,190,360</u>
TOTAL EQUITY AND LIABILITIES		<u>15,704,593</u>	<u>15,767,771</u>

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

These consolidated financial statements were authorised for issue by the Board of Directors on 25 March 2021 and signed on their behalf by:

A. Norman Sabga Director

David B. Sabga Director

ANSA McAL LIMITED AND ITS SUBSIDIARIES

CONSOLIDATED STATEMENT OF INCOME
FOR THE YEAR ENDED 31 DECEMBER 2020
(Expressed in Thousands of Trinidad and Tobago dollars)

	Notes	Year ended 31 December	
		2020	2019
Revenue from contracts with customers	22	5,282,668	6,005,571
Other revenue	24	636,511	587,864
Total revenue	23, 24	<u>5,919,179</u>	<u>6,593,435</u>
Operating profit	24	751,731	1,066,168
Finance costs	25	(41,609)	(43,876)
Share of results of associates and joint venture interests	8	<u>13,195</u>	<u>13,509</u>
Profit before taxation		723,317	1,035,801
Taxation expense	26	<u>(219,499)</u>	<u>(259,458)</u>
Profit for the year		<u>503,818</u>	<u>776,343</u>
Attributable to:			
Equity holders of the Parent		423,246	644,846
Non-controlling interests		<u>80,572</u>	<u>131,497</u>
		<u>503,818</u>	<u>776,343</u>
Earnings per share:			
Basic (expressed in \$ per share)	27	\$2.46	\$3.74
Diluted (expressed in \$ per share)	27	\$2.46	\$3.74

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

ANSA McAL LIMITED AND ITS SUBSIDIARIES

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2020
(Expressed in Thousands of Trinidad and Tobago dollars)

	Notes	Year ended 31 December	
		2020	2019
Profit for the year		503,818	776,343
Other comprehensive income/(loss)			
<i>Items that may be reclassified subsequently to profit or loss:</i>			
Exchange differences on translating foreign operations		8,825	(11,344)
Mark to market (loss)/gain on investments at fair value through other comprehensive income		(4,042)	9,234
Income tax credit/ (charge) on mark to market losses		<u>618</u>	<u>(5,562)</u>
Net other comprehensive gain/(loss) to be reclassified to profit or loss in subsequent periods		<u>5,401</u>	<u>(7,672)</u>
<i>Items that will not be reclassified subsequently to profit or loss:</i>			
Re-measurement (losses)/gains on defined benefit plans	12	(124,254)	105,059
Income tax credit/(charge)	11	<u>32,402</u>	<u>(31,489)</u>
Net other comprehensive (loss)/income not be reclassified to profit or loss subsequent periods		<u>(91,852)</u>	<u>73,570</u>
Other comprehensive (loss)/income for the year, net of tax		<u>(86,451)</u>	<u>65,898</u>
Total comprehensive income for the year, net of tax		<u>417,367</u>	<u>842,241</u>
Attributable to:			
Equity holders of the Parent		347,913	702,496
Non-controlling interests		<u>69,454</u>	<u>139,745</u>
		<u>417,367</u>	<u>842,241</u>

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

FINANCIALS 2020

ANSA McAL LIMITED AND ITS SUBSIDIARIES

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2020 (Expressed in Thousands of Trinidad and Tobago dollars)

	Attributable to equity holders of the parent					
	Stated capital (Note 16)	Other reserves (Note 16)	Treasury shares (Note 16)	Retained earnings	Total	Non-controlling interests
Year ended 31 December 2020						
Balance at 1 January 2020	175,566	378,523	(19,756)	7,140,310	7,674,643	902,768
Profit for the year	–	–	–	423,246	423,246	80,572
Other comprehensive income/(loss) for the year	–	8,825	–	(84,158)	(75,333)	(11,118)
Transfers and other movements	–	22,942	–	(36,000)	(13,058)	64,893
Net movement in unallocated ESOP shares	–	–	(18,918)	66	(18,852)	–
Dividends (Note 28)	–	–	–	(26,440)	(26,440)	–
Dividends of subsidiaries	–	–	–	–	–	(34,570)
Balance at 31 December 2020	175,566	410,290	(38,674)	7,417,024	7,964,206	1,002,545

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

ANSA McAL LIMITED AND ITS SUBSIDIARIES

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2020 (Expressed in Thousands of Trinidad and Tobago dollars) (Continued)

	Attributable to equity holders of the parent					
	Stated capital (Note 16)	Other reserves (Note 16)	Treasury shares (Note 16)	Retained earnings	Total	Non-controlling interests
Year ended 31 December 2019						
Balance at 1 January 2019	175,335	372,874	(23,856)	6,782,064	7,306,417	822,629
Profit for the year	–	–	–	644,846	644,846	131,497
Other comprehensive income/(loss) for the year	–	(8,315)	–	65,965	57,650	8,248
Value of equity-settled shared based compensation (Note 16)	231	–	–	–	231	–
Transfers and other movements	–	13,964	–	(42,246)	(28,282)	–
Net movement in unallocated ESOP shares	–	–	4,100	–	4,100	–
Dividends (Note 28)	–	–	–	(310,319)	(310,319)	–
Dividends of subsidiaries	–	–	–	–	–	(59,606)
Balance at 31 December 2019	175,566	378,523	(19,756)	7,140,310	7,674,643	902,768

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

ANSA McAL LIMITED AND ITS SUBSIDIARIES

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2020 (Expressed in Thousands of Trinidad and Tobago dollars)

	Notes	2020	2019
Cash flows from operating activities			
Profit before taxation		723,317	1,035,801
Adjustments to reconcile net profit to net cash from operating activities:			
Depreciation	4, 5, 7	389,793	379,549
Amortisation of intangible assets	6	19,879	16,055
Net realised and unrealised loss/(gain) on disposal of property, plant and equipment, investment securities		43,024	(86,399)
Impairment on property, plant and equipment, investment securities and associates		7,200	55,854
Modification gain on leases		(15,906)	—
Foreign currency gains		(10,910)	(11,344)
Value of equity settled share based compensation	16	—	231
Share of results of associates and joint venture interests	8	(13,195)	(13,509)
Employee benefit net gains		(5,789)	(1,180)
Interest and investment income	24	(148,882)	(193,840)
Finance costs	25	41,609	43,876
Operating profit before working capital changes		1,030,140	1,225,094
Decrease in inventories		164,529	165,742
Decrease/(increase) in trade, other receivables and contract assets		272,090	(89,224)
Decrease in trade and other payables		(220,163)	(65,704)
Decrease in customers' deposits and other funding instruments		(303,340)	(209,357)
(Increase)/decrease in loans, advances and other assets		(123,120)	178,365
Increase in insurance contract liabilities		169,009	46,642
Decrease/(increase) in Central Bank reserve		74,612	(94,393)
Cash generated from operations		1,063,757	1,157,165
Finance costs paid		(41,609)	(43,876)
Contributions paid		(24,636)	(23,874)
Interest received		148,883	193,840
Taxation paid		(229,060)	(274,673)
Net cash inflow from operating activities		917,336	1,008,582

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

ANSA McAL LIMITED AND ITS SUBSIDIARIES

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2020 (Expressed in Thousands of Trinidad and Tobago dollars) (Continued)

	Notes	2020	2019
Cash flows from investing activities			
Acquisition of subsidiaries, net of cash acquired		—	(70,965)
Acquisition of brands and computer software	6	(2,023)	(29,504)
Proceeds from sale of property, plant and equipment and investment properties		33,648	18,034
Purchase of property, plant, equipment and investment properties	4, 5	(330,410)	(741,857)
Dividends received from associates	8	18,155	15,450
Proceeds from sale, maturity, or placement of investment securities/fixed deposits		2,345,446	2,836,258
Purchase of investment securities		(1,816,815)	(2,446,091)
Net cash inflow/(outflow) from investing activities		248,001	(418,675)
Cash flows from financing activities			
Decrease in medium and long term notes and other borrowings		(3,457)	(45,644)
Purchases of treasury shares - net		(18,918)	(4,100)
Payment of principal portion of lease liabilities	7	(26,347)	(36,011)
Dividends paid to non-controlling interests and preference shareholders		(34,580)	(59,616)
Dividends paid to ordinary shareholders	28	(26,430)	(310,309)
Net cash outflow from financing activities		(109,732)	(455,680)
Net increase in cash and cash equivalents		1,055,605	134,227
Net foreign exchange differences		(1,625)	26
Cash and cash equivalents at beginning of year		1,765,987	1,631,734
Cash and cash equivalents at end of year	15	2,819,967	1,765,987

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

ANSA McAL LIMITED AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020
(Expressed in Thousands of Trinidad and Tobago dollars)

1. Incorporation and business activities

ANSA McAL Limited (the “Company” or the “parent company”), incorporated and domiciled in the Republic of Trinidad and Tobago, is the ultimate parent company of a diversified group of companies engaged in trading and distribution, manufacturing, packaging and brewing, insurance and financial services and the media and service industries. ANSA McAL Limited and its consolidated subsidiaries (“the Group”) operate in Trinidad and Tobago, the wider Caribbean region and the United States of America. A listing of the Group’s subsidiaries and associates/joint venture interests is detailed in Notes 34 and 8 respectively.

The Company is a limited liability company with its registered office located at 11 Maraval Road, Port of Spain, Trinidad, West Indies and has a primary listing on the Trinidad and Tobago Stock Exchange.

2. SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below:

i. Basis of preparation

These consolidated financial statements are expressed in thousands of Trinidad and Tobago dollars (except when otherwise indicated) and have been prepared on a historical cost basis except for the measurement at fair value of certain financial assets measured at fair value through statement of income, and other comprehensive income.

Statement of compliance

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

Presentation of consolidated financial statements

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously. Income and expenses are not offset in the consolidated statement of income unless required or permitted by any accounting standard or interpretation, and as specifically disclosed in the accounting policies of the Group.

ANSA McAL LIMITED AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020
(Expressed in Thousands of Trinidad and Tobago dollars)
(Continued)

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

ii. Basis of consolidation

The consolidated financial statements comprise the financial statements of ANSA McAL Limited and its subsidiaries. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

Specifically, the Group controls an investee if and only if the Group has:

- Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- Exposure, or rights, to variable returns from its involvement with the investee; and
- The ability to use its power over the investee to affect its returns.

When the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement with the other vote holders of the investee;
- Rights arising from other contractual arrangements; and
- The Group’s voting rights and potential voting rights.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of comprehensive income from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income (OCI) are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group’s accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

ANSA McAL LIMITED AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020
(Expressed in Thousands of Trinidad and Tobago dollars)
(Continued)

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

ii. Basis of consolidation (continued)

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it:

- Derecognises the assets (including goodwill) and liabilities of the subsidiary;
- Derecognises the carrying amount of any non-controlling interests;
- Derecognises the cumulative translation differences recorded in equity;
- Recognises the fair value of the consideration received;
- Recognises the fair value of any investment retained;
- Recognises any surplus or deficit in profit or loss; and
- Reclassifies the parent's share of components previously recognised in OCI to profit or loss or retained earnings, as appropriate, as would be required if the Group had directly disposed of the related assets or liabilities.

Non-controlling interests represent the interests not held by the Group in the ANSA Merchant Bank Group, Guardian Media Group, Caribbean Development Company Group, Carib Brewery (St Kitts & Nevis) Limited, Carib Brewery (Grenada) Limited and entities owned by ANSA Coatings International Limited.

iii. Changes in accounting policies and disclosures

The accounting policies adopted in the preparation of the consolidated financial statements are consistent with those followed in the preparation of the Group's consolidated financial statements for the year ended 31 December 2019, except for the adoption of new standards and interpretations below.

New and amended standards and interpretations

IFRS 3 Business Combinations - Amendments to IFRS 3 (effective 1 January 2020)

The IASB issued amendments to the definition of a business in IFRS 3 Business Combinations to help entities determine whether an acquired set of activities and assets is a business or not. They clarify the minimum requirements for a business, remove the assessment of whether market participants are capable of replacing any missing elements, add guidance to help entities assess whether an acquired process is substantive, narrow the definitions of a business and of outputs, and introduce an optional fair value concentration test.

ANSA McAL LIMITED AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020
(Expressed in Thousands of Trinidad and Tobago dollars)
(Continued)

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

iii. Changes in accounting policies and disclosures (continued)

New and amended standards and interpretations (continued)

IFRS 3 Business Combinations - Amendments to IFRS 3 (effective 1 January 2020) (continued)

The amendments must be applied to transactions that are either business combinations or asset acquisitions for which the acquisition date is on or after the beginning of the first annual reporting period beginning on or after January 1, 2020. Consequently, entities do not have to revisit such transactions that occurred in prior periods. Earlier application is permitted and must be disclosed.

Since the amendments apply prospectively to transactions or other events that occur on or after the date of first application, most entities will likely not be affected by these amendments on transition. However, entities considering the acquisition of a set of activities and assets after first applying the amendments should update their accounting policies in a timely manner.

This amendment resulted in no material change to the consolidated financial statements.

IAS 1 Presentation of Financial Statements and IAS 8 Accounting policies, Changes in Accounting Estimates (effective 1 January 2020)

The amendments provide a new definition of material that states, "information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity."

The amendments clarify that materiality will depend on the nature or magnitude of information, either individually or in combination with other information, in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users.

The amendments must be applied prospectively. Early adoption is permitted and must be disclosed.

Although the amendments to the definition of material is not expected to have a significant impact on the group's financial statements, the introduction of the term 'obscuring information' in the definition could potentially impact how materiality judgements are made in practice, by elevating the importance of how information is communicated and organised in the financial statements.

ANSA McAL LIMITED AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020
(Expressed in Thousands of Trinidad and Tobago dollars)
(Continued)

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

iii. Changes in accounting policies and disclosures (continued)

New and amended standards and interpretations (continued)

Conceptual Framework for Financial Reporting (effective 1 January 2020)

The revised Conceptual Framework for Financial Reporting (the Conceptual Framework) is not a standard, and none of the concepts contained therein override the concepts or requirements in any standard. The purpose of the Conceptual Framework is to assist the IASB in developing standards, to help preparers develop consistent accounting policies where there is no applicable standard in place and to assist all parties to understand and interpret the standards.

The Conceptual Framework sets out a comprehensive set of concepts for financial reporting, standard setting, guidance for preparers in developing consistent accounting policies and assistance to others in their efforts to understand and interpret the standards. For Financial Reporting (the Conceptual Framework) is not a standard, and none of the concepts contained therein override the concepts or requirements in any standard. The revised Conceptual Framework includes some new concepts, updated definitions and recognition criteria for assets and liabilities and clarifies some important concepts. These amendments had no impact on the consolidated financial statements.

IFRS 16 Leases-Amendment to IFRS 16 - Covid-19 Related Rent Concessions (effective 1 June 2020)

On 28 May 2020, the IASB amended IFRS 16 Leases to provide relief to lessees from applying IFRS 16 guidance on lease modification to rent concessions arising as a direct consequence of the Covid-19 pandemic. The amendment does not apply to lessors.

As a practical expedient, a lessee may elect not to assess whether a Covid-19 related rent concession from a lessor is a lease modification. A lessee that makes this election accounts for any change in lease payments resulting from the Covid-19 related rent concession the same way it would account for the change under IFRS 16, if the change were not a lease modification.

ANSA McAL LIMITED AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020
(Expressed in Thousands of Trinidad and Tobago dollars)
(Continued)

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

iii. Changes in accounting policies and disclosures (continued)

New and amended standards and interpretations (continued)

IFRS 16 Leases-Amendment to IFRS 16 - Covid-19 Related Rent Concessions (effective 1 June 2020) (continued)

The practical expedient applies only to rent concessions occurring as a direct consequence of the Covid-19 pandemic and only if all the following conditions are met:

- The change in lease payments results in revised consideration for the lease that is substantially the same as, or less than, the consideration for the lease immediately preceding the change
- Any reduction in lease payments affects only payments originally due on or before 30 June 2021 (for example, a rent concession would meet this condition if it results in reduced lease payments before 30 June 2021 and increased lease payments that extend beyond 30 June 2021)
- There is no substantive change to other terms and conditions of the lease.

Lessees will apply the practical expedient retrospectively, recognising the cumulative effect of initially applying the amendment as an adjustment to the opening balance of retained earnings (or other component of equity, as appropriate) at the beginning of the annual reporting period in which the amendment is first applied.

ANSA McAL LIMITED AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020
(Expressed in Thousands of Trinidad and Tobago dollars)
(Continued)

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

iii. Changes in accounting policies and disclosures (continued)

Standards issued but not yet effective

The standards and interpretations that are issued, but not yet effective, up to the date of issuance of the Group's consolidated financial statements are disclosed below.

The Group is currently assessing the potential impact of these new standards and interpretations and will adopt them when they become effective.

- IAS 1 Presentation of Financial Statements - Amendments to IAS 1 – effective 1 January 2023
- IFRS 3 Business Combinations - Amendments to IFRS 3- Reference to the Conceptual Framework – effective 1 January 2022
- IAS 16 Property, Plant and Equipment - Amendments to IAS 16 - effective 1 January 2022
- IAS 37 Provisions, Contingent Liabilities and Contingent Assets - Amendments to IAS 37- Onerous Contracts– effective 1 January 2022
- IFRS 17 Insurance Contracts – Effective 1 January 2023

Improvements to International Financial Reporting Standards

The annual improvement process of the International Accounting Standards Board deals with non-urgent, but necessary clarifications and amendments to IFRS. The following amendments are applicable to periods beginning on or after 1 January 2020, but have resulted in no material change to the consolidated financial statements.

IFRS Subject of Amendment

- | | |
|---------|--|
| IFRS 1- | IFRS 1 First-time Adoption of International Financial Reporting Standards – Subsidiary as a first-time adopter |
| IFRS 9- | IFRS 9 Financial Instruments – Fees in the '10 per cent' test for derecognition of financial liabilities |
| IAS 41- | IAS 41 Agriculture – Taxation in fair value measurements |

ANSA McAL LIMITED AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020
(Expressed in Thousands of Trinidad and Tobago dollars)
(Continued)

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

iv. Current versus non-current distinction

The Group presents assets and liabilities in the consolidated statement of financial position based on current/non-current classification. An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in a normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realised within twelve months after the reporting period; or
- Cash or cash equivalents unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period; or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Group classifies all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

v. Investment in associates and joint arrangements

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

The considerations made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries. The Group's investments in its associate and joint venture interests are accounted for using the equity method.

Under the equity method, the investment in an associate or a joint venture is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate or joint venture since the acquisition date. Goodwill relating to the associate or joint venture is included in the carrying amount of the investment and is neither amortised nor individually tested for impairment separately.

ANSA McAL LIMITED AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020
(Expressed in Thousands of Trinidad and Tobago dollars)
(Continued)

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

v. Investment in associates and joint arrangements (continued)

The consolidated statement of income reflects the Group's share of the results of operations of the associate or joint venture. Unrealised gains and losses resulting from transactions between the Group and the associate or joint venture are eliminated to the extent of the interest in the associate or joint venture.

The aggregate of the Group's share of profit or loss of an associate and a joint venture is shown on the face of the consolidated statement of income outside operating profit and represents profit or loss after tax and non-controlling interests in the subsidiaries of the associate or joint venture.

The financial statements of the joint venture and some associates are prepared for the same reporting period as that of the Group. For other associates with different reporting dates, these dates were established when those companies were incorporated and have not been changed. Where the reporting dates are within three months of the Group's year end, the associates' audited financial statements are utilised. Where the reporting dates differ from the Group's year end by more than three months or the audited financial statements are not yet available, management accounts are utilised. Further, the financial statements of these associates are adjusted for the effects of significant transactions or events that occurred between that date and the Group's year end. When necessary, adjustments are also made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its associate or joint venture. At each reporting date, the Group determines whether there is objective evidence that the investment in the associate or joint venture is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and its carrying value, and then recognises the loss within 'Share of profit of an associate and a joint venture' in the consolidated statement of income.

Upon loss of significant influence over the associate or joint control over the joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

ANSA McAL LIMITED AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020
(Expressed in Thousands of Trinidad and Tobago dollars)
(Continued)

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

vi. Business combinations and goodwill

Business combinations are accounted for using the acquisition method. Where business combinations under common control occur, the acquisition method is also used as permitted under the guidelines of IAS 8 'Accounting Policies, Changes in Accounting Estimates and Errors'. The cost of an acquisition is measured as the aggregate of the consideration transferred measured at acquisition-date fair value and the amount of any non-controlling interest in the acquiree. For each business combination, the acquirer measures the non-controlling interest in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs incurred are expensed and included in administrative expenses.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

If the business combination is achieved in stages, the fair value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date through profit or loss.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is deemed to be an asset or liability will be recognised either in profit or loss or as a change to other comprehensive income. If the contingent consideration is classified as equity, it should not be re-measured until it is finally settled within equity.

Goodwill is initially measured at cost being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interest over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the re-assessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in the profit or loss.

ANSA McAL LIMITED AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020
(Expressed in Thousands of Trinidad and Tobago dollars)
(Continued)

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

vi. Business combinations and goodwill (continued)

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill forms part of a cash-generating unit and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed in this circumstance is measured based on the relative values of the operation disposed and the portion of the cash-generating unit retained.

vii. Impairment of non-financial assets

Intangible assets that have an indefinite useful life or intangible assets not ready for use 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 of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are largely independent cash inflows (cash-generating units). Prior impairments of non-financial assets (other than goodwill) are reviewed for possible reversal at each reporting date.

viii. Impairment of financial assets

Further disclosures relating to impairment of financial assets are also provided in the following notes:

- Disclosures for significant assumptions (Note 3)
- Debt instruments at fair value through statement of income and OCI (Note 32)
- Trade receivables, including contract assets (Note 32)

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

viii. Impairment of financial assets (continued)

The Group recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted where applicable for forward-looking factors specific to the debtors and the economic environment.

The Group considers a financial asset in default when contractual payments are 90-180 days past due depending on the nature of the financial asset. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

ix. Intangible assets

Goodwill

Goodwill arises on the acquisition of subsidiaries and represents the excess of the consideration transferred over the Group's interest in net fair value of the net identifiable assets, liabilities and contingent liabilities of the acquiree and the fair value of the non-controlling interest in the acquiree.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

ix. Intangible assets (continued)

Goodwill (continued)

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the cash-generating units (CGUs), or groups of CGUs, that is expected to benefit from the synergies of the combination. Each unit or group of units to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes. Goodwill is monitored at the CGU level.

Goodwill impairment reviews are undertaken annually or more frequently if events or changes in circumstances indicate a potential impairment. The carrying value of goodwill is compared to the recoverable amount, which is the higher of value in use and the fair value less costs of disposal. Any impairment is recognised immediately as an expense and is not subsequently reversed.

Brands and licenses

Separately acquired brands and licenses are measured on initial recognition at historical cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation or impairment. Brands and licenses acquired in a business combination are recognised at fair value at the acquisition date. The Group's brands and licenses have been assessed to have an indefinite useful life and impairment tests are undertaken annually or more frequently if events or changes in circumstances indicate a potential impairment.

Computer software

Costs associated with maintaining computer software programs are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the Group are recognised as intangible assets when the following criteria are met:

- It is technically feasible to complete the software product so that it will be available for use;
- Management intends to complete the software product and use or sell it;
- There is an ability to use or sell the software product;
- It can be demonstrated how the software product will generate probable future economic benefits;
- Adequate technical, financial and other resources to complete the development and to use or sell the software product are available; and

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

ix. Intangible assets (continued)

Computer software (continued)

- The expenditure attributable to the software product during its development can be reliably measured.

Directly attributable costs capitalised as part of the software product include the software development employee costs and an appropriate portion of relevant overheads.

Other development expenditures that do not meet these criteria are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

Computer software development costs recognised as assets are amortised over their estimated useful lives, which do not exceed ten (10) years.

x. Cash and short term deposits

Cash and short term deposits in the consolidated statement of financial position comprise cash at banks and on hand and short term deposits with an original maturity of three months or less. For the purpose of the consolidated statement of cash flows, cash and cash equivalents consist of cash and short term deposits as defined above, net of fixed deposits and the Central Bank reserve (Note 15).

xi. Foreign currency translation

Foreign currency transactions

The Group's consolidated financial statements are presented in Trinidad and Tobago dollars (expressed in thousands), which is also the parent company's functional currency. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

Transactions in foreign currencies are initially recorded in the functional currency at the rate prevailing at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Trinidad and Tobago dollars at the rate of exchange ruling at the reporting date. Non-monetary assets and liabilities are translated using exchange rates that existed at the dates of the initial transactions. Exchange differences on foreign currency transactions are recognised in the consolidated statement of income.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xi. Foreign currency translation (continued)

Foreign entities

On consolidation, assets and liabilities of foreign entities are translated into Trinidad and Tobago dollars at the rate of exchange ruling at the reporting date and their statements of income are translated at the exchange rates prevailing at the date of the transactions. The exchange differences arising on re-translation are recognised in other comprehensive income and accumulated in equity. On disposal of a foreign operation, the deferred cumulative amount recognised in other comprehensive income relating to that particular foreign operation is recognised in the consolidated statement of income.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are translated at the rate of exchange prevailing at the end of the reporting period. Exchange differences arising are recognised in other comprehensive income.

xii. Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective assets. All other borrowing costs are expensed in the period they occur. Borrowing costs consist of interest and other costs incurred in connection with the borrowing of funds.

xiii. Property, plant and equipment

Capital work in progress is stated at cost, net of accumulated impairment losses, if any. Property, plant and equipment are stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. Such cost includes the cost of replacing part of the property, plant and equipment and borrowing costs for long-term construction projects if the recognition criteria are met. When significant parts of property, plant and equipment are required to be replaced at intervals, the Group recognises such parts as individual assets with specific useful lives and depreciates them accordingly. All other repairs and maintenance costs are charged to the consolidated statement of income when incurred.

The freehold buildings of non-manufacturing companies are depreciated on the straight line basis at 2% per annum. Depreciation on the freehold buildings of the major manufacturing subsidiaries is charged on the straight line basis at rates varying between 2% and 5%. Land and capital work in progress are not depreciated.

Depreciation is provided on plant and other assets, either on the straight line or reducing balance basis, at rates varying between 5% and 33 1/3% which are considered sufficient to write off the assets over their estimated useful lives.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xiii. Property, plant and equipment (continued)

The residual values, estimated useful lives and methods of depreciation of property, plant and equipment are reviewed annually and adjusted prospectively if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset is included in the consolidated statement of income.

xiv. Investment properties

Investment properties principally comprise office buildings and land not occupied by the Group, which are held for long term rental yields and capital appreciation. Investment properties are classified as non-current assets and carried at cost less accumulated depreciation and accumulated impairment losses.

Buildings are depreciated on a straight line basis at a rate of 2% per annum. Land is not depreciated.

Investment properties are derecognised either when they have been disposed of (i.e., at the date the recipient obtains control) or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period of derecognition. The amount of consideration to be included in the gain or loss arising from the derecognition of investment property is determined in accordance with the requirements for determining the transaction price in IFRS 15.

Transfers are made to or from investment property only when there is a change in use. If owner occupied property becomes investment property, the Group accounts for such property in accordance with the policy under property, plant and equipment up to the date of change in use.

xv. Financial instruments – initial recognition

Measurement categories of financial assets and liabilities

The Group classifies all of its financial assets based on the business model for managing the assets and the asset's contractual terms, measured at either:

- Amortised cost, as explained in Note 2 (xvi) below.
- FVOCI, as explained in Note 2 (xvi) below.
- FVSI.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xvi. Financial assets and liabilities

Financial assets

a) *Initial recognition and subsequent measurement*

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Amortised cost and effective interest method

Debt instruments that meet the following conditions are subsequently measured at amortised cost less impairment loss (except for debt instruments that are designated as at fair value through the statement of income on initial recognition):

- the asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding ("the SPPI test").

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the debt instrument, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

Income is recognised on an effective interest basis for debt instruments measured subsequently at amortised cost. Interest income is recognised in the consolidated statement of income and is included in Note 24.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xvi. Financial assets and liabilities (continued)

Financial assets (continued)

a) *Initial recognition and subsequent measurement* (continued)

Financial assets at fair value through other comprehensive income (FVOCI)

Equity instruments at fair value through other comprehensive income (FVOCI)

On initial recognition, the Group can make an irrevocable election (on an instrument-by-instrument basis) to designate investments in equity instruments as at FVOCI. Designation at FVOCI is not permitted if the equity investment is held for trading.

A financial asset is held for trading if:

- it has been acquired principally for the purpose of selling it in the near term; or
- on initial recognition it is part of a portfolio of identified financial instruments that the Group manages together and has evidence of a recent actual pattern of short-term profit-
- it is a derivative that is not designated and effective as a hedging instrument or a financial guarantee.

Investments in equity instruments at FVOCI are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in the investments revaluation reserve. The cumulative gain or loss will not be reclassified to the statement of income on disposal of the investments.

The Group does not have any equity instruments that are carried at FVOCI on initial application of IFRS 9, Financial Instruments.

Debt instruments at fair value through other comprehensive income (FVOCI)

The Group applied the FVOCI category under IFRS 9, for debt instruments measured at fair value through other comprehensive income when both of the following conditions are met:

- the instrument is held within a business model, the objective of which is achieved by both collecting contractual cash flows and selling financial assets,
- the contractual cash flows of an asset give rise to payments on specified dates that are solely payments of principal and interest ("SPPI") on the principal amount outstanding ("the SPPI test").

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xvi. Financial assets and liabilities (continued)

Financial assets (continued)

a) *Initial recognition and subsequent measurement* (continued)

Financial assets at fair value through other comprehensive income (FVOCI) (continued)

Debt instruments at fair value through other comprehensive income (FVOCI) (continued)

FVOCI debt instruments are subsequently measured at fair value with gains and losses arising due to changes in fair value recognised in other comprehensive income. Interest income is recognised in profit or loss in the same manner as for financial assets measured at amortised cost.

Financial assets at fair value through statement of income (FVSI)

Investments in equity instruments are classified as FVSI, unless the Group designates an investment that is not held for trading as fair value through other comprehensive income (FVOCI) on initial recognition. The Group has designated all investments in equity instruments that are held for trading as FVSI on initial application of IFRS 9.

Debt instruments that do not meet the amortised cost criteria are measured as FVSI. In addition, debt instruments that meet the amortised cost criteria but are designated as FVSI are measured at FVSI. A debt instrument may be designated as FVSI upon initial recognition if such designation eliminates or significantly reduces a measurement or recognition inconsistency that would arise from measuring assets or liabilities or recognising the gains and losses on them on different bases.

Debt instruments are reclassified from amortised cost to FVSI when the business model is changed such that the amortised cost criteria are no longer met. Reclassification of debt instruments that are designated as FVSI on initial recognition is not allowed. The Group has not designated any debt instrument as FVSI.

Financial assets at FVSI are measured at fair value at the end of each reporting period, with any gains or losses arising on remeasurement recognised in the statement of income. The net gain or loss recognised in the consolidated statement of income is included in Note 24. Fair value is determined in the manner described in Note 31.

Interest income on debt instruments designated at FVSI is included in the net gain or loss described above.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xvi. Financial assets and liabilities (continued)

Financial assets (continued)

a) *Initial recognition and subsequent measurement* (continued)

Financial assets at fair value through statement of income (FVSI) (continued)

Dividend income on investments in equity instruments at FVSI is recognised in the consolidated statement of income when the Group's right to receive the dividends is established in accordance with IFRS 15 Revenue and is included in the net gain or loss

Foreign exchange gains and losses

The fair value of financial assets denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of each reporting period. The foreign exchange component forms part of its fair value gain or loss.

Therefore:

- for financial assets that are classified as FVSI, the foreign exchange component is recognised in the consolidated statement of income;
- for equity instruments that are designated as FVOCI, any foreign exchange component is recognised in other comprehensive income;
- for debt instruments that are designated as FVOCI, any foreign exchange component is recognised in the consolidated statement of income; and
- for foreign currency denominated debt instruments measured at amortised cost at the end of each reporting period, the foreign exchange gains and losses are determined based on the amortised cost of the financial assets and are recognised in the 'investment income' line item in the consolidated statement of income.

b) *Impairment of financial assets*

Overview of the ECL principles

The Group records the allowance for expected credit losses for all loans and other debt, financial assets not held at FVPL, together with loan commitments and financial guarantee contracts, in this section all referred to as 'financial instruments'. Equity instruments are not subject to impairment under IFRS 9.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xvi. Financial assets and liabilities (continued)

Financial assets (continued)

b) *Impairment of financial assets* (continued)

Overview of the ECL principles (continued)

The Group uses the general probability of default approach when calculating ECLs. The ECL allowance is based on the credit losses expected to arise over the life of the asset (the lifetime expected credit loss or LTECL), unless there has been no significant increase in credit risk since origination, in which case, the allowance is based on the 12 months' expected credit loss (12mECL) as outlined in the sub-section below "The Calculation of ECLs". The Group's policies for determining if there has been a significant increase in credit risk are set out in Note 32.

The 12mECL is the portion of LTECLs that represent the ECLs that result from default events on a financial instrument that are possible within the 12 months after the reporting date.

Both LTECLs and 12mECLs are calculated on either an individual basis or a collective basis, depending on the nature of the underlying portfolio of financial instruments. The Group's policy for grouping financial assets measured on a collective basis is explained in Note 32.

The Group has established a policy to perform an assessment, at the end of each reporting period, of whether a financial instrument's credit risk has increased significantly since initial recognition, by considering the change in the risk of default occurring over the remaining life of the financial instrument. This is further explained in Note 32.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xvi. Financial assets and liabilities (continued)

Financial assets (continued)

b) *Impairment of financial assets* (continued)

Overview of the ECL principles (continued)

The calculation of ECLs

The mechanics of the ECL method are summarised below:

- Stage 1 The 12mECL is calculated as the portion of LTECLs that represent the ECLs that result from default events on a financial instrument that are possible within the 12 months after the reporting date. The Group calculates the 12mECL allowance based on the expectation of a default occurring in the 12 months following the reporting date. These expected 12-month default probabilities are applied to a forecast EAD and multiplied by the expected LGD and discounted by an approximation to the original EIR. This calculation is made for each of the three scenarios, as explained above.
- Stage 2 When a financial instrument has shown a significant increase in credit risk since origination, the Group records an allowance for the LTECLs. The mechanics are similar to those explained above, including the use of multiple scenarios, but PDs and LGDs are estimated over the lifetime of the instrument. The expected cash shortfalls are discounted by an approximation to the original EIR.
- Stage 3 For financial instruments considered credit-impaired (as defined in Note 32), the Group recognises the lifetime expected credit losses. The method is similar to that for Stage 2 assets, with the PD set at 100%.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xvi. Financial assets and liabilities (continued)

Financial assets (continued)

b) *Impairment of financial assets* (continued)

Forward looking information

In its ECL models, the Group relies on a broad range of forward looking information as economic inputs, such as GDP growth, unemployment rates and Central Bank rates.

The inputs and models used for calculating ECLs may not always capture all characteristics of the market at the reporting date. To reflect this, qualitative adjustments or overlays are occasionally made as temporary adjustments when such differences are significantly material. Detailed information about these inputs and sensitivity analysis are provided in Note 32.

Collateral valuation

To mitigate its credit risks on financial assets, the Group seeks to use collateral, where possible. The collateral comes in various forms, such as cash, securities, letters of credit/guarantees, real estate, receivables, inventories and other non-financial assets such as vehicles and equipment, in the case of the Group's asset financing portfolios. Collateral, unless repossessed, is not recorded on the Group's consolidated statement of financial position. However, the fair value of collateral affects the calculation of ECLs. It is generally assessed, at a minimum, at inception and re-assessed on an annual basis. Details of the impact of the Group's various credit enhancements are disclosed in Note 32.

To the extent possible, the Group uses active market data for valuing financial assets held as collateral. Other financial assets which do not have readily determinable market values are valued using models. Non-financial collateral, such as real estate, is valued based on independent valuation data provided by third parties such as mortgage brokers or independent valuers.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xvi. Financial assets and liabilities (continued)

Financial assets (continued)

b) *Impairment of financial assets* (continued)

Collateral repossessed

The Group's policy is to determine whether a repossessed asset can be best used for its internal operations or should be sold. Assets determined to be useful for the internal operations are transferred to their relevant asset category at the valuation cost of the asset.

In its normal course of business, the Group does not physically repossess properties or other assets in its retail portfolio, but it sometimes engages external agents to recover the asset, to settle outstanding. Any surplus funds are returned to the customers/obligors.

Write-offs

Financial assets are written off either partially or in their entirety only when the Group has stopped pursuing the recovery. If the amount to be written off is greater than the accumulated loss allowance, the difference is first treated as an addition to the allowance that is then applied against the gross carrying amount. Any subsequent recoveries are credited to credit loss expense.

c) **Derecognition of financial assets**

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xvi. Financial assets and liabilities (continued)

Financial assets (continued)

c) Derecognition of financial assets (continued)

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in the statement of income. On derecognition of an equity instrument that is classified as FVOCI, the cumulative gain or loss previously accumulated in the investment revaluation reserve is not reclassified to the statement of other comprehensive income, but is reclassified to retained earnings. On derecognition of debt instruments at FVOCI, cumulative gains or losses previously recognised in other comprehensive income are reclassified from other comprehensive income to profit and loss.

Financial liabilities

a) Initial recognition and subsequent measurement

Financial liabilities within the scope of IFRS 9 are classified as financial liabilities at fair value through the statement of income, loans and borrowings, or as derivatives designated as hedging instruments in an effective hedge as appropriate.

The Group determines the classification of its financial liabilities at initial recognition. All financial liabilities are recognised initially at fair value. The Group's financial liabilities include other payables, bank overdrafts, deposit liabilities and debt securities in issue. The Group has not designated any financial liabilities upon initial recognition as at fair value through statement of income.

b) Derecognition of financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or has expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognising of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the statement of income.

xvii. Fair value measurement

The Group measures certain financial instruments at fair value at each reporting date. Also, fair values of financial instruments measured at amortised cost are disclosed in Note 31. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xvii. Fair value measurement (continued)

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

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

The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

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

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

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

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

See Note 31 for further details on the valuation techniques and inputs used to account for financial instruments measured at fair value.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xvii. Fair value measurement (continued)

For assets and liabilities that are recognised in the consolidated financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period. For the purpose of fair value disclosures, the Group has determined classes of assets on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

xviii. Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets.

i) Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of the initial lease liabilities recognised, initial direct costs incurred, and lease payments made on or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- Land and building	2 to 30 years
- Plant and machinery	3 to 5 years

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xviii. Leases (continued)

Group as a lessee (continued)

i) Right-of-use assets (continued)

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. Refer to the accounting policies in Note 2 (vii).

ii) Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xviii. Leases (continued)

Group as a lessee (continued)

iii) Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of \$509 (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). The low value lease recognition exemption was not applied in 2020 as there were no leases that met that criteria in 2020. Lease payments on short-term leases and leases of low-value assets are recognised as an expense on a straight-line basis over the lease term.

Group as a lessor

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

xix. Inventories

Inventories and work in progress are valued at the lower of cost and net realisable value. Cost is arrived at on the first-in first-out or at the average method, including, in the case of manufacturing subsidiaries, a proportion of overheads. Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and estimated costs necessary to make the sale.

xx. Reinsurance assets

The Group cedes reinsurance in the normal course of business. Reinsurance assets primarily include balances due from reinsurance companies for ceded insurance liabilities. Premiums on reinsurance assumed are recognised as revenue in the same manner as they would be if the reinsurance were considered direct business, taking into account the product classification of the reinsured business. Amounts due from reinsurers are estimated in a manner consistent with the associated reinsured policies and in accordance with the reinsurance contract. Premiums ceded and claims reimbursed are presented on a gross basis.

The benefit to which the Group is entitled under its reinsurance contract held is recognised as reinsurance assets. These assets consist of short-term balances due from reinsurers, as well as longer term receivables that are dependent on the expected claims and benefits arising under the related reinsured insurance contract.

An impairment review is performed on all reinsurance assets when an indication of impairment occurs. Reinsurance assets are impaired only if there is objective evidence that the Group may not receive all amounts due to it under the terms of the contract and it can be measured reliably.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xxi. Income taxes

Current income tax

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date in the countries where the Group operates and generates taxable income.

Deferred income tax

Deferred income tax is provided using the liability method on all temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date. Deferred tax assets and liabilities are measured at the tax rate that is expected to apply to the period when the asset is realised or the liability is settled based on the enacted tax rate at the reporting date.

The carrying amount of deferred income tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilised. Unrecognised deferred income tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax to be

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity.

xxii. Employee benefits

The Group operates multiple pension plans with defined contribution, defined benefit or hybrid schemes for all eligible full time employees of the Group. The pension plans are governed by the relevant trustee rules and are generally funded by payments from employees and by the relevant Group companies, taking account of the rules of the pension plans and recommendations of independent qualified actuaries.

Defined contribution plans

A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. The Group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xxii. Employee benefits (continued)

Defined benefit plans

A defined benefit plan is a pension plan that is not a defined contribution plan. The pension accounting costs for the plans are assessed using the projected unit credit method. Re-measurements, comprising of actuarial gains and losses, the effect of the asset ceiling, excluding net interest (not applicable to the Group) and the return on plan assets (excluding net interest), are recognised immediately in the consolidated statement of financial position with a corresponding debit or credit to retained earnings through other comprehensive income in the period in which they occur. Re-measurements are not reclassified to profit or loss in subsequent periods. The maximum economic benefits available, as limited by the asset ceiling will crystallise in the form of reductions in future contributions.

Past service costs are recognised in profit or loss on the earlier of:

- The date of the plan amendment or curtailment, and
- The date that the Group recognises restructuring-related costs.

Net interest is calculated by applying the discount rate to the net defined benefit liability or asset. The Group recognises the following changes in the net defined benefit obligation within “administrative and distribution costs” (Note 24):

- Service costs comprising current service costs, past-service costs, gains and losses on curtailments and non-routine settlements; and
- Net interest expense or income.

Other post-employment benefit plans

The Group also provides other post-employment benefits to their retirees. These benefits are unfunded. The entitlement to these benefits is based on the employee remaining in service up to retirement age and the completion of a minimum service period. The expected costs of these benefits are accrued over the period of employment, using an accounting methodology similar to that for the defined benefit plans.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xxiii. Share based payment transactions

The Group operates an equity settled share based compensation plan whereby senior executives of the Group render services as consideration for stock options of the parent company. The cost of equity settled transactions is measured by reference to the fair value of the options at the date on which they were granted. The fair value is determined by an independent external valuer using the binomial model.

The cost of equity settled transactions is recognised, together with a corresponding increase in equity, over the period in which the performance and/or service conditions are fulfilled, ending on the date on which the relevant executive becomes fully entitled to the award (the vesting date). The cumulative expense recognised at each reporting date reflects the extent of which the vesting period has expired and the Group’s best estimate of the number of equity instruments that will ultimately vest. The expense or credit recognised in the consolidated statement of income for the period represents the movement in cumulative expense recognised as at the beginning and end of that period.

No expense is recognised for awards that do not ultimately vest, except for awards where vesting is conditional upon a market condition, which are treated as vesting irrespective of whether or not the market condition is satisfied, provided that all other performance and/or service conditions are satisfied.

The dilutive effect of outstanding options is reflected as an additional share dilution in the computation of earnings per share (See Note 27).

xxiv. Employee share ownership plan (“ESOP”)

As stated in Note 16, the Group operates an ESOP, whereby employees of the Group have the option to receive a percentage of their profit share bonuses in the form of ordinary shares of the parent company. The Group recognises an expense within staff costs when bonuses are awarded. Shares acquired by the ESOP are funded by parent company contributions and the cost of the unallocated ESOP shares is presented as a separate component within equity (treasury shares).

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xxv. Equity movements

Stated capital

Ordinary stated capital is classified within equity and is recognised at the fair value of the consideration received by the Group. Incremental costs directly attributable to the issue of new shares or options are shown as a reduction in equity, net of tax. As equity is repurchased, the amount of consideration paid is recognised as a charge to equity and reported in the consolidated statement of financial position as treasury shares.

Dividends

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

Treasury shares

Own equity instruments which are re-acquired ("treasury shares") are deducted from equity. No gain or loss is recognised in the consolidated statement of income on the purchase, sale, issue or cancellation of the Group's own equity instruments.

xxvi. Product classification

Insurance contracts

IFRS 4, 'Insurance Contracts' defines insurance contracts as those containing significant insurance risk at the inception of the contract. The significance of insurance risk is dependent on both the probability of an insured event and the magnitude of its potential effect. Long-term insurance contracts include those contracts with and without discretionary participation features ('DPF'). For insurance contracts with DPFs, the guaranteed element has not been recognised separately. Changes to the insurance contract liability are recognised in the consolidated statement of income as an item of expense.

Once a contract has been classified as an insurance contract, it remains an insurance contract for the remainder of its lifetime, even if the insurance risk reduces significantly during this period.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xxvii. Insurance contract liabilities

Investment contracts

Any insurance contracts not considered to be transferring significant risks are, under IFRS, classified as investment contracts. Deposits collected and benefit payments under investment contracts are not accounted for through the consolidated statement of income, but are accounted for directly through the consolidated statement of financial position as a movement in the investment contract liability. Changes in the fair value of financial assets backing investment contracts are recognised in the consolidated statement of income as investment income.

Life insurance contract liabilities

The provision for life insurance contracts is calculated on the basis of a cash flow matching method where the expected cash flows are based on prudent assumptions depending on the circumstances prevailing.

The liability is determined as the sum of the discounted value of the expected benefit payments and the future administration expenses that are directly related to the contract, less the expected discounted value of the actual gross premiums that would be paid over the expected future lifetime of the contract. The liability is based on best estimate assumptions as to mortality, persistency, investment income and maintenance expenses that are expected to prevail over the life time of the contract.

A margin for adverse developments is added to each best estimate assumption to provide a prudent estimate of possible future claims. Adjustments to the liabilities at each reporting date are recorded in the consolidated statement of income as an expense.

General insurance contract liabilities

General insurance contract liabilities are based on the estimated ultimate cost of all claims incurred but not settled at the reporting date, whether reported or not. Significant delays can be experienced in the notification and settlement of certain types of general insurance claims, particularly in respect of liability business, therefore the ultimate cost cannot be known with certainty at the reporting date.

Provision for unearned premiums

The proportion of written premiums attributable to subsequent periods is deferred as unearned premium. The change in the provision for unearned premium is taken to the consolidated statement of income in the order that revenue is recognised over the period of risk.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xxvii. Insurance contract liabilities (continued)

Provision for unexpired risk

Provision for unexpired risk is computed as a percentage of the provision for unearned premiums at the end of the year. At each reporting date, liability adequacy tests are performed to ensure the adequacy of the insurance liabilities. Any deficiency is charged to the consolidated statement of income by subsequently establishing a provision for losses arising from the liability adequacy tests (the unexpired risk provision).

Liability adequacy test

In accordance with IFRS 4, reserving for liabilities existing as at the reporting date from property and casualty lines of business has been tested for adequacy by independent actuarial consultants using the Bornhuetter-Fergusson model.

The Bornhuetter-Fergusson model can be summarised as follows:

- The valuation method makes an independent estimate of the gross ultimate claims to a corresponding premium for each underwriting year based on expectations of claims arising from the gross premiums written in that year.
- It estimates a claim run-off pattern of how claims emerge year by year until all is known about the total ultimate claim.
- From the independent estimate of gross ultimate claims, the portion that relates to past periods is removed and the resultant balance is the gross claims yet to emerge.

The independent actuaries concluded in their report dated 26 February 2021 that the carrying amounts of the insurance liabilities of the general insurance subsidiary as at 31 December 2020, in respect of incurred but not reported claims (IBNR) from unexpired contracts were adequate.

xxviii. Trade and other payables

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

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xxix. Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, where it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Group expects some or all of 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. The expense relating to a provision is presented in the consolidated statement of income, net of reimbursements.

When the Group can reliably measure the outflow of economic benefits in relation to a specific matter and considers such outflows to be probable, the Group records a provision against the matter. Given the subjectivity and uncertainty of determining the probability of losses, the Group takes into account a number of factors including legal advice, the stage of the matter and historical evidence from similar incidents.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

xxx. Revenue from contracts with customers

Revenue from contracts with customers is recognised when control of the goods or services is transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services. The Group has generally concluded that it is the principal in its revenue arrangements, except for the agency services below, because it typically controls the goods or services before transferring them to the customer.

The disclosures of significant accounting judgements, estimates and assumptions relating to revenue from contracts with customers are provided in Note 3.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xxx. Revenue from contracts with customers (continued)

Sales of products to third parties

Revenue from the sale of products to third parties is recognised at the point in time when control of the asset is transferred to the customer, generally on delivery of the items. The Group considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated (e.g. providing servicing). In determining the transaction price for sales, the Group considers the effects of variable consideration, the existence of significant financing components, non-cash consideration, and consideration payable to the customer (if any).

- Variable consideration

If the consideration in a contract includes a variable amount, the Group estimates the amount of consideration to which it will be entitled in exchange for transferring the goods to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved. Some contracts provide customers with a right of return and volume rebates. The rights of return and volume rebates give rise to variable consideration.

Rights of return

Certain contracts provide a customer with a right to return the goods within a specified period. The Group uses the expected value method to estimate the goods that will not be returned because this method best predicts the amount of variable consideration to which the Group will be entitled. The requirements in IFRS 15 on constraining estimates of variable consideration are also applied in order to determine the amount of variable consideration that can be included in the transaction price. For goods that are expected to be returned, instead of revenue, the Group recognises a refund liability. A right of return asset (and corresponding adjustment to cost of sales) is also recognised for the right to recover products from a customer.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xxx. Revenue from contracts with customers (continued)

Sale of products to third parties (continued)

- Variable consideration (continued)

Volume rebates

The Group provides retrospective volume rebates to certain customers once the quantity of products purchased during the period exceeds a threshold specified in the contract. Rebates are offset against amounts payable by the customer. To estimate the variable consideration for the expected future rebates, the Group applies the most likely amount method for contracts with a single-volume threshold and the expected value method for contracts with more than one volume threshold. The selected method that best predicts the amount of variable consideration is primarily driven by the number of volume thresholds contained in the contract. The Group then applies the requirements on constraining estimates of variable consideration and recognises a refund liability for the expected future rebates.

Warranty obligations

Some companies in the Group provide warranties for general repairs of defects that existed at the time of sale. These assurance-type warranties are accounted for under IAS 37 Provisions, Contingent Liabilities and Contingent Assets.

A company in the Group provides a warranty beyond fixing defects that existed at the time of sale. This service-type warranty is sold bundled together with the sale of the related items. Contracts for bundled sales of goods or services and a service-type warranty comprise two or more performance obligations because the promises to transfer the other goods or services and to provide the service-type warranty are capable of being distinct. Using the relative stand-alone selling price method, a portion of the transaction price is allocated to the service-type warranty and recognised as a contract liability. Revenue is recognised over the period in which the service-type warranty is provided based on the time elapsed.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xxx. Revenue from contracts with customers (continued)

Loyalty points programme

A company in the Group began to operate a loyalty points programme during the year. Under IFRS 15, the loyalty points give rise to a separate performance obligation because they provide a material right to the customer and a portion of the transaction price was allocated to the loyalty points awarded to customers.

Rendering of services

The Group provides services that are either sold separately or bundled with the sale of goods and/or other services. Bundled sales may comprise two or more performance obligations where the items being sold are capable of being distinct and separately identifiable. Accordingly, the Group allocates the transaction price based on the relative stand-alone selling prices.

The Group recognises revenue from certain services over time, using an input method to measure progress towards complete satisfaction of the service where the customer simultaneously receives and consumes the benefits provided by the Group.

Group as principal and agent

When another party is involved in providing goods or services to its customer, the Group determines whether it is a principal or an agent in these transactions by evaluating the nature of its promise to the customer. The Group is a principal and records revenue on a gross basis if it controls the promised goods or services before transferring them to the customer. However, if the Group's role is only to arrange for another entity to provide the goods or services, then the Group is an agent and will need to record revenue at the net amount that it retains for its agency services.

The Group has contracts with customers to acquire, on their behalf, shipping, procurement and travel services provided by shipping companies, airlines and other suppliers. The Group is acting as an agent in these arrangements.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xxx. Revenue from contracts with customers (continued)

Contract balances

Contract assets

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Group performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional.

Trade receivables

A receivable represents the Group's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due). Refer to accounting policies of financial assets in Note 2 (xv) Financial instruments – initial recognition and subsequent measurement.

Contract liabilities

A contract liability is the obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Group transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Group performs under the contract.

Assets and liabilities arising from rights to return

Right of return assets

Right of return asset represents the Group's right to recover the goods expected to be returned by customers. The asset is measured at the former carrying amount of the inventory, less any expected costs to recover the goods, including any potential decreases in the value of the returned goods. The Group updates the measurement of the asset recorded for any revisions to its expected level of returns, as well as any additional decreases in the value of the returned products.

Refund liabilities

A refund liability is the obligation to refund some or all of the consideration received (or receivable) from the customer and is measured at the amount the Group ultimately expects it will have to return to the customer. The Group updates its estimates of refund liabilities (and the corresponding change in the transaction price) at the end of each reporting period. Refer to above accounting policy on variable consideration.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xxxi. Recognition of interest income

The effective interest rate method

Interest income is recorded using the effective interest rate (EIR) method for all financial instruments measured at amortised cost and financial assets measured at FVOCI. The EIR is the rate that exactly discounts estimated future cash receipts through the expected life of the financial instrument or, when appropriate, a shorter period, to the net carrying amount of the financial asset.

The EIR (and therefore, the amortised cost of the asset) is calculated by taking into account any discount or premium on acquisition, fees and costs that are an integral part of the EIR. The Group recognises interest income using a rate of return that represents the best estimate of a constant rate of return over the expected life of the loan. Hence, it recognises the effect of potentially different interest rates charged at various stages, and other characteristics of the product life cycle (including prepayments, penalty interest and charges).

Interest income is accrued until the investment contractually becomes three months in arrears, at which time, the interest is suspended and then accounted for on a cash basis until the investment is brought up to date.

Interest and similar income

The Group calculates interest income by applying the EIR to the gross carrying amount of financial assets other than credit-impaired assets.

When a financial asset becomes credit-impaired and is, therefore, regarded as 'Stage 3', the Group calculates interest income by applying the effective interest rate to the net amortised cost of the financial asset. If the financial assets cures and is no longer credit-impaired, the Group reverts to calculating interest income on a gross basis.

For purchased or originated credit-impaired (POCI) financial assets, the Group calculates interest income by calculating the credit-adjusted EIR and applying that rate to the amortised cost of the asset. The credit-adjusted EIR is the interest rate that, at original recognition, discounts the estimated future cash flows (including credit losses) to the amortised cost of the POCI assets.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xxxi. Recognition of interest income (continued)

Interest and similar income (continued)

Income from loans, including origination fees, is recognised on an ongoing basis. Interest is accounted for on the accruals basis except where a loan contractually becomes three months in arrears, at which point, the accrued interest is suspended and subsequently accounted for on a cash basis until the arrears are cleared.

Interest income on all trading assets and financial assets mandatorily required to be measured at FVPL is recognised using the contractual interest rate in net trading income and Net gains/(losses) on financial assets at fair value through profit or loss, respectively.

xxxii. Other revenue

Premium income

Premiums from life insurance contracts are recognised as revenue when payable by the policyholders. For single premium business this is the date from which the policy is effective. For non-life business, premiums written are recognised on policy inception and earned on a pro-rated basis over the term of the related policy coverage.

Premiums written on general insurance policies are recognised on policy inception and earned on a pro-rata basis over the term of the related policy coverage. For single premium business this is the date from which the policy is effective.

Reinsurance premiums

Reinsurance premiums are recognised when the right to receive the gross premium is recognised in accordance with the relevant reinsurance contract.

Fees and commissions

Unless included in the EIR calculation, fees are recognised on an accrual basis as the service is provided. Fees and commissions not integral to the effective interest arising from negotiating or participating in the negotiation of a transaction from a third party are recognised on completion of the underlying transaction. Portfolio and other management advisory and service fees are recognised based on the applicable service contract.

Rental income

Rental income arising on investment properties under operating lease is recognised in the consolidated statement of income on a straight-line basis over the lease term.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xxxii. Other revenue (continued)

Dividend income

Dividend income is recognised when the Group's right to receive the payment is established.

xxxiii. Benefits and claims

Life insurance

Life insurance business claims reflect the cost of all claims incurred during the year. Death claims and surrenders are recorded on the basis of notifications received. Maturities and annuity payments are recorded when due.

General insurance

Reported outstanding general insurance claims comprise the estimated costs of all claims incurred but not settled at the end of the reporting period, less any reinsurance recoveries. In estimating the liability for the cost of reported claims not yet paid, the Group considers any information available from adjusters and information on the cost of settling claims with similar characteristics in previous periods. Provision is made for claims incurred but not reported (IBNR) until after the end of the reporting period. Differences between the provisions for outstanding claims and subsequent revisions and settlement are included in the consolidated statement of income in the year the claims are settled.

Reinsurance claims

Reinsurance claims are recognised when the related gross insurance claim is recognised according to the terms of the relevant reinsurance contract.

xxxiv. Lapses – life insurance

Life Insurance Policies will lapse and the Group's liability will cease:

- At the end of the grace period (30 days) for any unpaid premium unless the premium or part of it is advanced under the automatic premium loan provision or the policy is changed to paid up; or
- At the end of the pro-rated period for which insurance is provided if part of an unpaid premium was advanced under the automatic loan provision; or
- At the end of the 30 day period following the mailing of a lapse notice indicating that the indebtedness equals or exceeds the gross cash value.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xxxv. Deposit insurance contribution

The Central Bank and the Financial Institutions (Non-Banking) (Amendment) Act, of the relevant jurisdictions of the subsidiaries which are financial institutions, have established a Deposit Insurance Fund for the protection of depositors. An annual premium of 0.05% to 0.2% is levied on the average deposit liability outstanding at the end of each quarter of the preceding year.

xxxvi. Repurchase and reverse repurchase agreements

Securities sold subject to a linked repurchase agreement ('repo') are retained in the consolidated financial statements as trading securities and the counterparty liability is included in customers' deposits and other funding instruments, loans and advances. Securities purchased under an agreement to resell ('reverse repo') are recorded as loans and advances. The difference between the sale and repurchase price is treated as interest and accrued over the life of the repo agreement using the effective yield.

xxxvii. Statutory deposits with Central Bank

Pursuant to the provisions of the Central Bank Act 1964 and the Financial Institutions Act 2008, a financial services subsidiary within the Group is required to maintain with the Central Bank of Trinidad and Tobago statutory balances in relation to deposit liabilities and certain funding instruments of the institutions. Additionally, a financial services subsidiary in Barbados is also required to maintain with the Central Bank of Barbados, statutory deposit balances in relation to deposit liabilities. These funds are not available to finance the subsidiary's day-to-day operations.

xxxviii. Earnings per share

Earnings per share (EPS) have been calculated by dividing the profit for the year attributable to shareholders over the weighted average number of ordinary shares in issue during the year net of treasury shares. Diluted EPS is computed by adjusting the weighted average number of ordinary shares in issue (net of treasury shares) for the assumed conversion of potential dilutive ordinary shares.

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2. SIGNIFICANT ACCOUNTING POLICIES (continued)

xxxix. Segment information

For management purposes, the Group is organised into business units based on its products and services and has four (4) reportable segments as follows:

- The manufacturing, packaging and brewing segment;
- The automotive, trading and distribution segment;
- The insurance and financial services segment; and
- The media, retail, services and parent company segment.

xxxx. Comparative information

Changes in presentation were made to the comparative information of the previous year (2019) in these consolidated financial statements to allow consistent presentation with the current year. These changes were not material to the overall consolidated financial statements and had no impact on net assets, profit for the year or earnings per share as reported.

3. SIGNIFICANT ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets, liabilities, the accompanying disclosures and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

Judgements

In the process of applying the Group's accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognised in the consolidated financial statements:

Impairment of financial instruments

The measurement of impairment losses under IFRS 9 across all categories of financial instruments requires judgement, in particular, the estimation of the amount and timing of future cash flows and collateral values when determining impairment losses and the assessment of a significant increase in credit risk. These estimates are driven by a number of factors, changes in which can result in different levels of allowances.

The Group's ECL calculations are outputs of complex models with a number of underlying assumptions regarding the choice of variable inputs and their interdependencies. Elements of the ECL models that are considered accounting judgements and estimates include:

- The Group's internal credit grading model, which assigns PDs to the individual grades;
- The Group's criteria for assessing if there has been a significant increase in credit risk and if so, allowances for financial instruments should be measured on a LTECL basis and the qualitative assessment;

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3. SIGNIFICANT ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (continued)

Judgements (continued)

- The segmentation of financial instruments when their ECL is assessed on a collective basis;
- Development of ECL models, including the various formulas and the choice of inputs;
- Determination of associations between macroeconomic scenarios and economic inputs, such as unemployment levels and collateral values, and the effect on PDs, EADs and LGDs; and
- Selection of forward-looking macroeconomic scenarios and their probability weightings, to derive the economic inputs into the ECL models.

Provision for impairment of trade receivables

Management exercises judgement in determining the adequacy of provisions for trade accounts receivable balances for which collections are considered doubtful. Judgement is used in the assessment of the extent of the recoverability of long outstanding balances. Actual outcomes may be materially different from the provision established by management. The accounting policy related to impairment of trade receivables is disclosed in Note 2 (viii).

Property, plant and equipment

Management exercises judgement in determining whether costs incurred can accrue sufficient future economic benefits to the Group to enable the value to be treated as a capital expense. Further judgement is used upon annual review of the residual values and useful lives of all capital items to determine any necessary adjustments to carrying value. The accounting policy related to property, plant and equipment is disclosed in Note 2 (xiii).

Revenue from contracts with customers

The Group applied the following judgements that significantly affect the determination of the amount and timing of revenue from contracts with customers:

- *Identifying performance obligations in a bundled sale of equipment and installation services*

The Group provides installation services that are either sold separately or bundled together with the sale of items to a customer. The installation services are a promise to transfer services in the future and are part of the negotiated exchange between the Group and the customer.

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3. SIGNIFICANT ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (continued)

Judgements (continued)

Revenue from contracts with customers (continued)

The Group applied the following judgements that significantly affect the determination of the amount and timing of revenue from contracts with customers: (continued)

- *Identifying performance obligations in a bundled sale of equipment and installation services* (continued)

The Group determined that both the items and installation are capable of being distinct. The fact that the Group regularly sells both equipment and installation on a stand-alone basis indicates that the customer can benefit from both products on their own. The Group also determined that the promises to transfer the items and to provide installation are distinct within the context of the contract. The equipment and installation are not inputs to a combined item in the contract. The Group is not providing a significant integration service because the presence of the equipment and installation together in this contract do not result in any additional or combined functionality and neither the equipment nor the installation significantly modify or customise the other. In addition, the equipment and installation are not highly interdependent or highly interrelated, because the Group would be able to transfer the equipment even if the customer declined installation and would be able to provide installation in relation to products sold by other distributors. Consequently, the Group allocated a portion of the transaction price to the equipment and the installation services based on relative stand-alone selling prices.

- *Determining the timing of satisfaction of installation services*

The Group concluded that revenue for some installation services is to be recognised over time because the customer simultaneously receives and consumes the benefits provided by the Group. The fact that another entity would not need to re-perform the installation that the Group has provided to date demonstrates that the customer simultaneously receives and consumes the benefits of the Group's performance as it performs.

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3. SIGNIFICANT ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (continued)

Judgements (continued)

Revenue from contracts with customers (continued)

- *Determining the timing of satisfaction of installation services* (continued)

The Group applies either the input or output method of measuring progress of the installation services depending on how management measures progress towards completion for project management purposes. Where input methods are applied, the Group recognises revenue on the basis of the cost incurred relative to the total expected cost to complete the service. Where output methods are applied, the Group recognises revenue based on the progress towards completing pre-established milestones, given the revenue allocated to those milestones, relative to total revenue.

- *Principal versus agent considerations*

The Group enters into contracts with its customers to perform ship handling and processing duties on behalf of principals. The following factors indicate that the Group is acting in the capacity as an agent in these contracts:

- The Group is not primarily responsible for fulfilling the promise to provide the shipping services.
- The Group has no discretion in establishing the price for the shipping services. The Group's consideration in these contracts is only based on commissions that are a fixed fee or a percentage of the cost of shipping services.

In addition, the Group concluded that it transfers control over its services (i.e., arranging for the shipping services), at a point in time, upon completion of the shipping services, because this is when the customer benefits from the Group's agency service.

- *Determining method to estimate variable consideration and assessing the constraint*

Certain contracts for the sale of goods include a right of return and volume rebates that give rise to variable consideration. In estimating the variable consideration, the Group is required to use either the expected value method or the most likely amount method based on which method better predicts the amount of consideration to which it will be entitled.

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3. SIGNIFICANT ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (continued)

Judgements (continued)

Revenue from contracts with customers (continued)

- *Determining method to estimate variable consideration and assessing the constraint (continued)*

The Group determined that the expected value method is the appropriate method to use in estimating the variable consideration for the sale of products with rights of return, given the large number of customer contracts that have similar characteristics. In estimating the variable consideration for the sale of products with volume rebates, the Group determined that using a combination of the most likely amount method and expected value method is appropriate. The selected method that better predicts the amount of variable consideration was primarily driven by the number of volume thresholds contained in the contract. The most likely amount method is used for those contracts with a single volume threshold, while the expected value method is used for contracts with more than one volume threshold.

Before including any amount of variable consideration in the transaction price, the Group considers whether the amount of variable consideration is constrained. The Group determined that the estimates of variable consideration are not constrained based on its historical experience, business forecast and the current economic conditions. In addition, the uncertainty on the variable consideration will be resolved within a short time frame.

Determining whether the loyalty points provide material rights to customers

The Group operates a loyalty points programme which allows customers to accumulate points when they purchase certain Group products. The points can be redeemed for a discount, subject to a minimum number of points obtained. The Group assessed whether the loyalty points provide a material right to the customer that needs to be accounted for as a separate performance obligation.

The Group determined that the loyalty points provide a material right that the customer would not receive without entering into the contract. The discount the customer would receive by exercising the loyalty points do not reflect the stand-alone selling price that a customer without an existing relationship with the Group would pay for those products. The customers' right also accumulates as they purchase additional products.

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3. SIGNIFICANT ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (continued)

Judgements (continued)

Leases

- *Determining the lease term of contracts with renewal and termination options – Group as lessee*

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised. The Group has several lease contracts that include extension and termination options. The Group applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate (e.g., construction of significant leasehold improvements or significant customisation to the leased asset).

The Group included the renewal period as part of the lease term for leases of land and buildings and plant and machinery with shorter non-cancellable period. The Group typically exercises its option to renew for these leases because there will be a significant negative effect on production if a replacement asset is not readily available. The renewal periods for leases of land and buildings and plant and machinery with longer non-cancellable periods are not included as part of the lease term as these are not reasonably certain to be exercised. Furthermore, the periods covered by termination options are included as part of the lease term only when they are reasonably certain not to be exercised.

- *Estimating the incremental borrowing rate*

If the Group cannot readily determine the interest rate implicit in the lease, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group 'would have to pay', which requires estimation when no observable rates are available (such as for subsidiaries that do not enter into financing transactions) or when they need to be adjusted to reflect the terms and conditions of the lease (for example, when leases are not in the subsidiary's functional currency).

ANSA McAL LIMITED AND ITS SUBSIDIARIES

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3. SIGNIFICANT ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS

Judgements (continued)

Leases (continued)

- *Estimating the incremental borrowing rate (continued)*
The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates (such as the subsidiary's stand-alone credit rating).
- *Operating lease commitments – Group as lessor*
The Group has entered into vehicle, equipment and property leases. The Group has determined, based on an evaluation of the terms and conditions of the arrangements, such as the lease term not constituting a substantial portion of the economic life of the commercial assets, that it retains all the significant risks and rewards of ownership of these assets and accounts for the contracts as operating leases.
- *Finance lease commitments – Group as lessor*
Leases are classified as finance leases when the terms of the lease transfer substantially all of the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.
- *Estimates and assumptions*
The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Impairment of goodwill and other intangibles

The Group determines whether goodwill or other indefinite life intangibles are impaired at least on an annual basis. This requires an estimation of the 'value in use' or 'fair value less costs of disposal' of the cash-generating units to which the goodwill or other intangibles are allocated. Estimating a value in use amount requires management to make an estimate of the expected future cash flows from the cash-generating units and also to choose a suitable discount rate in order to calculate the present value of those cash flows. Further details are provided in Note 6 and accounting policy Note 2 (ix).

ANSA McAL LIMITED AND ITS SUBSIDIARIES

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3. SIGNIFICANT ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (continued)

Estimates and assumptions (continued)

Valuation of investments

Fair values are based on quoted market prices for the specific instrument, comparisons with other similar financial instruments, or the use of valuation models. Establishing valuations where there are no quoted market prices inherently involves the use of estimates and applying judgement in establishing reserves against indicated valuations for aged positions, deteriorating economic conditions (including country specific risks), concentrations in specific industries, types of instruments or currencies, market liquidity, model risk itself and other factors. Further details are provided in Note 31 and accounting policy Note 2 (xvii).

Taxes

Uncertainties exist with respect to the interpretation of complex tax regulations and the amount and timing of future taxable income. Given the existence of international business relationships and the long-term nature and complexity of existing contractual agreements, differences arising between the actual results and the assumptions made, or future changes to such assumptions, could necessitate future adjustments to tax income and expense already recorded. The Group establishes provisions, based on reasonable estimates, for possible consequences of audits by the tax authorities of the respective countries in which it operates. The amount of such provisions is based on various factors, such as experience of previous tax audits and differing interpretations of tax regulations by the taxable entity and the responsible tax authority. Such differences of interpretation may arise on a wide variety of issues depending on the conditions prevailing in the respective Group company's domicile.

Deferred tax assets are recognised for all unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the timing and the level of future taxable profits together with future tax planning strategies. Further details are provided in accounting policy Note 2 (xxi).

Pension and other post-employment benefits

The cost of defined benefit pension plans and other post-employment medical benefits is determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, expected rates of return on assets, future salary increases, mortality rates and future pension increases. Due to the long term nature of these plans, such estimates are subject to significant uncertainty. All assumptions are reviewed at each reporting date. Further details are provided in Note 12 and accounting policy Note 2 (xxii).

ANSA McAL LIMITED AND ITS SUBSIDIARIES

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3. SIGNIFICANT ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (continued)

Estimates and assumptions (continued)

Insurance contract liabilities

The estimation of the ultimate liability arising from claims made under life and general insurance contracts is an accounting estimate. There are several sources of uncertainty that need to be considered in the estimation of the liability that the Group ultimately pays for those claims.

For the life insurance contracts, estimates are made as to the expected number of deaths for each of the years in which the Group is exposed to risk. The Group based these estimates on standard industry mortality tables that reflect historical mortality experience, adjusted where appropriate to reflect the Group's unique risk exposure. The number of deaths determines the value of possible future benefits to be paid out which will be factored into ensuring sufficient cover reserves, which in return is monitored against current and future premiums. For those contracts that insure risk to longevity, prudent allowance is made for expected future mortality improvements, both epidemic, as well as wide ranging changes to lifestyle, could result in significant changes to the expected future mortality exposure. All of this results in even more uncertainty in estimating the ultimate liability.

Estimates are also made as to future investment income arising from the assets backing life insurance contracts. These estimates are based on current market returns as well as expectations about future economic and financial developments.

Estimates for future deaths, voluntary terminations, investment returns and administration expenses are determined at the inception of the contract and are used to calculate the liability over the term of the contract. At the end of each reporting period, these estimates are reassessed for adequacy and changes will be reflected in adjustments to the liability.

For general insurance contracts, estimates have to be made both for the expected ultimate cost of claims reported at the reporting date and for the expected ultimate cost of claims incurred but not yet reported (IBNR) at the reporting date. It can take a significant period of time before the ultimate claims costs can be established with certainty. The primary technique adopted by management in estimating the cost of notified and IBNR claims is that of using past claim settlement trends to predict future claims settlement estimates. At each reporting date, prior year claims estimates are reassessed for adequacy and changes are made to the provision. General insurance claims provisions are not discounted for the time value of money. Further details are provided in Note 19 and accounting policy Note 2 (xxvii).

ANSA McAL LIMITED AND ITS SUBSIDIARIES

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3. SIGNIFICANT ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (continued)

Estimates and assumptions (continued)

Estimating variable consideration for returns and volume rebates

The Group estimates variable considerations to be included in the transaction price for the sale of electronics equipment with rights of return and volume rebates.

The Group developed a statistical model for forecasting sales returns. The model used the historical return data of each product to come up with expected return percentages. These percentages are applied to determine the expected value of the variable consideration. Any significant changes in experience as compared to historical return pattern will impact the expected return percentages estimated by the Group.

The Group's expected volume rebates are analysed on a per customer basis for contracts that are subject to a single volume threshold. Determining whether a customer will be likely entitled to rebate will depend on the customer's historical rebates entitlement and accumulated purchases to date.

The Group applied a statistical model for estimating expected volume rebates for contracts with more than one volume threshold. The model uses the historical purchasing patterns and rebates entitlement of customers to determine the expected rebate percentages and the expected value of the variable consideration. Any significant changes in experience as compared to historical purchasing patterns and rebate entitlements of customers will impact the expected rebate percentages estimated by the Group.

The Group updates its assessment of expected returns and volume rebates quarterly and the refund liabilities are adjusted accordingly. Estimates of expected returns and volume rebates are sensitive to changes in circumstances and the Group's past experience regarding returns and rebate entitlements may not be representative of customers' actual returns and rebate entitlements in the future. As at 31 December 2020, the amount recognised as refund liabilities for the expected returns and volume rebates was \$1.2 million (31 December 2019: \$3.5 million).

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3. SIGNIFICANT ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (continued)

Impact of COVID-19

Background

COVID-19, which is a respiratory illness caused by a new virus, was declared a world-wide pandemic by the World Health Organisation on 11 March 2020. The Group has considered the impact of COVID-19 in preparing its consolidated financial statements.

Consideration of the consolidated statement of financial position and further disclosures

Key considerations of the impact of COVID-19 on the consolidated statement of financial position and related disclosures were as follows:

Expected Credit Losses

Trade, other receivables and contract assets:

For trade, other receivables and contract assets, the Group adopted the simplified approach for determining the provision for expected credit losses, as permitted by IFRS 9.

In response to the COVID-19 pandemic, the Group assessed the need to adjust the loss rates to incorporate forward-looking information, taking into account the expected recovery rate of receivables and various applicable macroeconomic factors. Based on the analysis performed as at 31 December 2020, no material overlay adjustments were considered.

ANSA McAL LIMITED AND ITS SUBSIDIARIES

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3. SIGNIFICANT ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (continued)

Impact of COVID-19 (continued)

Consideration of the consolidated statement of financial position and further disclosures (continued)

Investment securities, Loans, advances and other assets:

In response to COVID-19, the Group undertook a review of its loan portfolios, determining the high-risk sectors and the Expected Credit Losses for each. The review considered the macro-economic outlook, customer credit quality, type and value of collateral held, exposure at default and the effect of payment deferral options as at the reporting date. Based on the analysis performed as at 31 December 2020, an overlay adjustment specifically related to the COVID-19 pandemic was considered necessary and was applied.

To support our customers from the impact of the pandemic, the banking subsidiaries in the Group offered a moratorium to customers in good standing, which included a deferral of monthly instalments, including the principal and interest, for a period of one to six months beginning on the date of acceptance, with interest continuing to accrue during the period of the moratorium. These loans amounted to \$363 million as at 31 December 2020.

The financial impact of the moratorium was not material and these loans were not determined to be restructured.

Impairment of intangible assets

The effects of COVID-19 on future cashflows, were taken into account in the Group's assessment of the impairment of goodwill and other intangible assets.

One of the Group's CGUs has operations that were directly affected by the travel restrictions implemented due to the COVID-19 pandemic. Goodwill assigned to this CGU was tested for impairment and it was determined that the goodwill was not impaired. The future financial performance of this CGU is dependent on the reopening of the borders and the normalization of travel by consumers. The Group will continue to monitor the performance of this CGU in light of the current economic environment.

Going concern

In accordance with the requirements of IAS 1 'Presentation of Financial Statements', the Group has performed a going concern assessment as of the reporting date. While the COVID-19 pandemic has heightened the inherent uncertainty in the going concern assessment, the Group has concluded that there are no material uncertainties that may cast significant doubt on the ability of its subsidiaries to continue to operate as a going concern. The consolidated financial statements have therefore been prepared on the going concern basis.

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3. SIGNIFICANT ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (continued)

Impact of COVID-19 (continued)

Consideration of the consolidated statement of financial position and further disclosures (continued)

Leases

The Group elected to apply the practical expedient issued by the IASB in May 2020, whereby COVID-19 rent concessions offered to the Group (as the lessee) were not treated as lease modifications as defined in IFRS 16, but as an adjustment to the lease liability recorded through the consolidated statement of income. The lease arrangements impacted by this practical expedient related to property leases, and the changes/concessions offered by the lessors met one or all of the following criteria:

- The change in lease payments resulted in a revised consideration for the lease that was substantially the same as, or less than, the consideration for the lease immediately preceding the change.
- The reduction in lease payments impacted only payments originally due on or before 30 June 2021.
- There was no substantive change to other terms and conditions of the lease.

Refer to Note 7 for further disclosures.

ANSA McAL LIMITED AND ITS SUBSIDIARIES

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4. PROPERTY, PLANT AND EQUIPMENT

Year ended 31 December 2020	Land & building freehold	Land & building leasehold	Plant	Other assets	Capital W.I.P	Total
Gross carrying amounts, 1 January 2020	1,006,963	199,490	2,423,809	884,485	86,675	4,601,422
Additions	4,533	4,920	37,618	91,238	191,969	330,278
Transfers from work in progress, disposals, write downs and other movements	101,828	(31,423)	(120,140)	108,061	(205,260)	(146,933)
Gross carrying amounts, 31 December 2020	<u>1,113,324</u>	<u>172,987</u>	<u>2,341,287</u>	<u>1,083,784</u>	<u>73,384</u>	<u>4,784,766</u>
Accumulated depreciation, 1 January 2020	238,698	83,706	1,294,386	592,866	–	2,209,656
Depreciation	22,577	8,131	139,164	181,103	–	350,975
Disposals, write downs and other movements	17,712	(6,293)	(14,984)	(172,344)	–	(175,909)
Accumulated depreciation, 31 December 2020	<u>278,987</u>	<u>85,544</u>	<u>1,418,566</u>	<u>601,625</u>	<u>–</u>	<u>2,384,722</u>
Net carrying amounts, 31 December 2020	<u>834,337</u>	<u>87,443</u>	<u>922,721</u>	<u>482,159</u>	<u>73,384</u>	<u>2,400,044</u>

Other assets include furniture and fittings, motor vehicles, computer equipment and other tangible fixed assets.

ANSA McAL LIMITED AND ITS SUBSIDIARIES

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4. PROPERTY, PLANT AND EQUIPMENT (continued)

Year ended 31 December 2019	Land & building freehold	Land & building leasehold	Plant	Other assets	Capital W.I.P	Total
Gross carrying amounts, 1 January 2019	928,407	136,537	2,479,821	818,852	60,904	4,424,521
Additions	18,674	15,036	244,131	128,350	108,347	514,538
Acquisition of subsidiary	8,308	3,237	7,191	301	–	19,037
Transfers from investment properties	35,542	–	–	–	–	35,542
Transfers from work in progress, disposals, write downs and other movements	16,032	44,680	(307,334)	(63,018)	(82,576)	(392,216)
Gross carrying amounts, 31 December 2019	<u>1,006,963</u>	<u>199,490</u>	<u>2,423,809</u>	<u>884,485</u>	<u>86,675</u>	<u>4,601,422</u>
Accumulated depreciation, 1 January 2019	214,814	45,956	1,486,241	496,671	–	2,243,682
Depreciation	19,558	11,810	148,871	159,917	–	340,156
Disposals, write downs and other movements	4,326	25,940	(340,726)	(63,722)	–	(374,183)
Accumulated depreciation, 31 December 2019	<u>238,698</u>	<u>83,706</u>	<u>1,294,386</u>	<u>592,866</u>	<u>–</u>	<u>2,209,656</u>
Net carrying amounts, 31 December 2019	<u>768,265</u>	<u>115,784</u>	<u>1,129,423</u>	<u>291,619</u>	<u>86,675</u>	<u>2,391,766</u>

Other assets include furniture and fittings, motor vehicles, computer equipment and other tangible fixed assets.

ANSA McAL LIMITED AND ITS SUBSIDIARIES

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5. INVESTMENT PROPERTIES

	2020	2019
Balance 1 January	235,653	204,915
Transfers to property, plant and equipment (net)	(45,501)	(35,542)
Additions	132	74,309
Disposals	–	(5,000)
Foreign exchange differences and other movements	11,218	(1,936)
Depreciation for the year	<u>(965)</u>	<u>(1,093)</u>
Balance 31 December	<u>200,537</u>	<u>235,653</u>
Investment properties at cost	251,568	285,719
Accumulated depreciation	<u>(51,031)</u>	<u>(50,066)</u>
Net carrying amount	<u>200,537</u>	<u>235,653</u>

The Group has no restrictions on the realisability of its investment properties and no contractual obligations at year end to purchase, construct or develop investment properties or for repairs, maintenance and enhancements.

The property rental income earned by the Group from third parties during the year from its investment properties, amounted to \$24,640 (2019: \$23,542). Direct operating expenses arising on the investment properties amounted to \$13,245 (2019: \$10,897).

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6. INTANGIBLE ASSETS

	Goodwill	Brands, licenses and contracts	Computer software	Total
<i>Gross carrying amounts, 1 January 2020</i>	295,468	151,160	206,041	652,669
Computer software purchased	–	–	2,023	2,023
Foreign exchange differences	(7)	(7)	(157)	(171)
Transfers	–	–	15,419	15,419
Disposals and other adjustments	(9,400)	(685)	3,518	(6,567)
Gross carrying amounts, 31 December 2020	286,061	150,468	226,844	663,373
<i>Accumulated impairment and amortisation, 1 January 2020</i>	(26,296)	(4,156)	(79,220)	(109,672)
Amortisation	–	–	(19,879)	(19,879)
Impairments	–	(7,731)	–	(7,731)
Disposals and other adjustments	9,912	660	(506)	10,066
Accumulated impairment and amortisation, 31 December 2020	(16,384)	(11,227)	(99,605)	(127,216)
Net carrying amounts, 31 December 2020	269,677	139,241	127,239	536,157
<i>Gross carrying amounts, 1 January 2019</i>	232,729	180,571	176,537	589,837
Goodwill arising on the acquisition of subsidiaries	73,398	–	–	73,398
Computer software purchased	–	–	29,504	29,504
Foreign exchange differences	511	(676)	–	(165)
Transfers	28,735	(28,735)	–	–
Disposals and other adjustments	(39,905)	–	–	(39,905)
Gross carrying amounts, 31 December 2019	295,468	151,160	206,041	652,669
<i>Accumulated impairment and amortisation, 1 January 2019</i>	(66,201)	(4,156)	(62,161)	(132,518)
Amortisation	–	–	(16,055)	(16,055)
Disposals and other adjustments	39,905	–	(1,004)	38,901
Accumulated impairment and amortisation, 31 December 2019	(26,296)	(4,156)	(79,220)	(109,672)
Net carrying amounts, 31 December 2019	269,172	147,004	126,821	542,997

ANSA McAL LIMITED AND ITS SUBSIDIARIES

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6. INTANGIBLE ASSETS (continued)

Goodwill

In accordance with IFRS 3, 'Business Combinations', goodwill acquired through business combinations has been allocated to the Group's cash-generating units that are expected to benefit from the synergies of the combination. Impairment is determined by assessing the recoverable amount of the cash-generating units to which goodwill relates. The following table highlights the goodwill and impairment testing information for each cash-generating unit, as well as the assumptions to which the impairment testing were most sensitive:

Subsidiary	Cash generating unit	Carrying amount of goodwill	Discount rate	Growth rate (extrapolation period)	Year of acquisition
Grenada Breweries Limited	Manufacturing, packaging & brewing	1,134	14.90%	1.00%	2002
A.S. Bryden & Sons (Barbados) Limited	Automotive, trading & distribution	21,009	15.20%	1.00%	2004
Sissons Paints Limited	Manufacturing, packaging & brewing	6,167	15.50%	1.00%	2008
Standard Distributors Limited and Bell Furniture Industries Limited	Media, retail, services & parent company	45,165	15.70%	1.00%	2012
T/Wee Limited	Automotive, trading & distribution	11,795	14.60%	1.00%	2013
Indian River Beverage Corporation	Manufacturing, packaging & brewing	26,174	N/A	N/A	2016
Easi Industrial Supplies Limited	Manufacturing, packaging & brewing	60,233	14.30%	1.00%	2016
ANSA Coatings International Limited	Manufacturing, packaging & brewing	24,601	15.5% - 16.2%	1.00%	2017
Trinidad Aggregate Products Limited (TAP)	Manufacturing	57,885	15.70%	1.00%	2019
Trident Insurance Company Limited	Media, retail, services & parent company	15,514	17.30%	1.00%	2019
		<u>269,677</u>			

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6. INTANGIBLE ASSETS (continued)

Brands, licenses and contracts

Intangible assets also include the brands, licenses and contracts arising from the acquisition of Sissons Paints Limited, ANSA Coatings International Limited, Indian River Beverage Corporation, the Mackeson brand and various broadcast licenses and rights which were recognised at fair value at the acquisition dates.

Subsequent to initial recognition, brands, licenses and contracts were carried at cost and are expected to have an indefinite life due to the overall strength and longevity of the brands. Impairment tests were performed on the indefinite life brands and radio licenses at year end and there were no impairment arising other than for the Mackeson brand.

The Mackeson brand has been granted for a term of twenty-five (25) years with the option to renew at little or no cost to the Group, and is therefore treated as an indefinite life brand. Previous radio licenses acquired have been renewed and have allowed the Group to determine that this asset has an indefinite useful life. The Mackeson brand was impaired in 2020 by \$7,731 as shown in the movement table in the note above.

The following table highlights the impairment testing information for each brand, license and contract as well as the assumptions to which the impairment testing were most sensitive:

Brands, licenses and contracts	Cash generating unit	Carrying amount of brand and license	Discount rate	Growth rate (extrapolation period)
Berger brand	Manufacturing, packaging & brewing	46,039	15.5% - 16.2%	0.01
Indian River Beverage Corporation brands	Manufacturing, packaging & brewing	25,625	N/A	N/A
Mackeson brand	Manufacturing, packaging & brewing	36,965	12%	0.01
Broadcast licenses	Media, retail, services & parent company	11,223	14%	0.01
Sissons brand	Manufacturing, packaging & brewing	14,108	16%	0.01

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6. INTANGIBLE ASSETS (continued)

Brands, licenses and contracts (continued)

With the exception of Indian River Beverage Corporation, for all other impairment tests for goodwill, brands and licences, the recoverable amount of the relevant business units was determined based on value in use calculations using pre-tax cash flow projections over a five-year term. These projections are based on financial budgets approved by the Board of Directors of the respective companies. In assessing value in use, some budgets were adjusted to deliver an adequate balance between historic performance and likely future outcomes. Growth rates are based on published industry research where available or on the historic average of real gross domestic product (GDP) for the local economy.

The recoverable amount for the goodwill and brand of Indian River Beverage Corporation was determined based on the fair value less cost of disposal model. This was done using the market approach, which considers comparable trading multiples to estimate the fair value.

Intangible assets not subject to impairment testing

Contract manufacturing agreements	Manufacturing, packaging & brewing	5,281
		<u>139,241</u>

The useful life of the contract manufacturing agreements is 20 years.

Computer software

Intangible assets also include the internal development cost arising from the Enterprise Resource Planning (ERP) Project which was recognised at fair value at the capitalisation date. Subsequent to initial recognition, computer software was carried at cost, less amortisation and impairment losses where necessary, and is expected to have a finite life not exceeding ten (10) years.

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7. LEASES

Group as a lessee

The Group has lease contracts for various items of land, building and machinery used in its operations. Leases of land and building generally have lease terms between 2 and 30 years, while plant and machinery generally have lease terms between 3 and 5 years. There are several lease contracts that include extension and termination options and variable lease payments, which are further discussed below.

The Group also has certain leases of equipment and machinery with lease terms of 12 months or less and leases of plant and machinery with low value. The Group applies the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases. The Group recognised rent expense from short-term leases of \$509 (2019: \$861) and from low-value assets of \$0 (2019: \$730) for the year ended 31 December 2020. The Group also recognised rent expense relating to variable lease payments of \$232 (2019: \$1,583) for the year ended 31 December 2020.

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the year:

	Land and building	Plant and machinery	Motor Vehicles	Other equipment	Total
As at 1 January 2020	86,520	9,656	–	–	96,176
Additions	8,432	80	–	53	8,565
Depreciation and other movements	(32,667)	(3,580)	39	8	(36,200)
As at 31 December 2020	<u>62,285</u>	<u>6,156</u>	<u>39</u>	<u>61</u>	<u>68,541</u>
As at 1 January 2019	106,406	293	–	–	106,699
Additions	15,737	12,316	–	–	28,053
Depreciation and other movements	(35,623)	(2,953)	–	–	(38,576)
As at 31 December 2019	<u>86,520</u>	<u>9,656</u>	<u>–</u>	<u>–</u>	<u>96,176</u>

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7. LEASES (continued)

Set out below are the carrying amounts of lease liabilities and the movements during the year:

	2020	2019
As at 1 January	98,741	106,699
Additions	8,565	28,053
Principal payments	(26,347)	(36,011)
Interest payments	(4,473)	(5,065)
Accretion of interest (Note 25)	4,473	5,065
Modifications and other movements	(15,906)	–
Foreign exchange	(137)	–
As at 31 December	<u>64,916</u>	<u>98,741</u>
Current	30,894	32,192
Non-current	34,021	66,549

The maturity analysis of lease liabilities are disclosed in Note 32.

The Group has several lease contracts that include extension and termination options. These options are negotiated by management to provide flexibility in managing the leased asset portfolio and align with the Group's business needs. Management exercises significant judgement in determining whether these extension and termination options are reasonably certain to be exercised.

Set out below are the undiscounted potential future rental payments relating to periods following the exercise date of extension and termination options that are not included in the lease term:

	Within five years	More than five years	Total
Extension options expected not to be exercised	3,908	–	3,908
Termination options expected to be exercised	11,310	–	11,310

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7. LEASES (continued)

Group as lessor - Operating lease commitments

The Group is involved in leases on motor vehicles, computer equipment and investment properties. These non-cancellable leases have remaining terms of up to 6 years. All leases include a clause to enable upward revision of the rental charge on an annual basis according to prevailing market conditions.

Future minimum rentals receivable under non-cancellable operating leases as at 31 December are as follows:

	2020	2019
Within one year	10,223	41,614
After one year but not more than five years	4,702	4,646
After five years	—	1,156
	<u>14,925</u>	<u>47,416</u>

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8. INVESTMENT IN ASSOCIATES AND JOINT VENTURE INTERESTS

	2020	2019
Carrying value:		
Associates	165,918	135,115
Joint venture interests	<u>1</u>	<u>1</u>
	<u>165,919</u>	<u>135,116</u>
Share of results:		
Associates	14,261	27,141
Joint venture interests	<u>(1,066)</u>	<u>(13,632)</u>
	<u>13,195</u>	<u>13,509</u>

Associates

Significant associates interests at 31 December are as follows:

Company/Entity	Country of incorporation/ principal place of business	% Interest 2020	% Interest 2019
Trinidad Lands Limited	Republic of Trinidad and Tobago	40	40
Various interests held by ANSA McAL (Barbados) Limited	Various Caribbean islands and Barbados	23.5-49.5	23.5-49.5

The following table illustrates the summarised financial information of the Group's investment in associates:

	2020	2019
Assets:		
Non-current assets	245,396	287,037
Current assets	<u>357,530</u>	<u>367,553</u>
	<u>602,926</u>	<u>654,590</u>
Liabilities:		
Non-current liabilities	39,398	46,299
Current liabilities	<u>137,972</u>	<u>166,673</u>
	<u>177,370</u>	<u>212,972</u>
Net assets	<u>425,556</u>	<u>441,618</u>
Average proportion of the Group's ownership	39%	31%
Carrying amount of the investment	<u>165,918</u>	<u>135,115</u>

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8. INVESTMENT IN ASSOCIATES AND JOINT VENTURE INTERESTS (continued)

<i>Associates</i> (continued)	2020	2019
Revenue	865,877	937,453
Cost of sales	(608,841)	(659,147)
Administrative expenses	(213,290)	(202,978)
Profit before taxation	43,746	75,328
Taxation	(10,187)	(11,697)
Other comprehensive loss	(2,028)	(3,272)
Total comprehensive income	31,531	60,359
Group's share of total comprehensive income	14,261	27,141
Dividends received for the year	18,155	15,450

The associates had no contingent liabilities or capital commitments as at 31 December 2020 or 2019. Depreciation included in administrative expenses and cost of sales is \$16,630 (2019: \$11,755).

Joint venture interest

The Group's investment consists of a joint venture arrangement with MPC Caribbean Clean Energy Fund for a 50% interest in a joint venture company, CCEF ANSA Renewable Energies Holdings Limited (CARE), a company incorporated in Barbados. CARE is the 100% owner of a 21MW wind farm, Tilawind S.A. which is located in Costa Rica. This joint venture represents the Group's entry into the renewable energy power sector.

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8. INVESTMENT IN ASSOCIATES AND JOINT VENTURE INTERESTS (continued)

Joint venture interests (continued)

The Group's joint venture interest is accounted for using the equity method in the consolidated financial statements. Summarised financial information of the joint venture, based on the IFRS financial statements, and reconciliation with the carrying amount of the investment in the consolidated financial statements are set out below:

	2020	2019
Assets:		
Non-current assets	249,030	265,199
Current assets	25,025	19,851
	274,055	285,050
Liabilities:		
Non-current liabilities	294,438	302,318
Current liabilities	9,991	10,891
	304,429	313,209
Net liabilities	(30,374)	(28,159)
Proportion of the Group's ownership	50%	50%
Carrying amount of the investment	1	1

Summarised statement of comprehensive income for the joint venture interest:

	2020	2019
Revenue	44,413	13,403
Cost of sales	—	—
Administrative expenses	(45,925)	(38,108)
Loss before tax	(1,512)	(24,705)
Taxation	(620)	(2,559)
Total comprehensive loss for the year	(2,132)	(27,264)
Group's share of loss for the year	(1,066)	(13,632)

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8. INVESTMENT IN ASSOCIATES AND JOINT VENTURE INTERESTS (continued)

Joint venture interests (continued)

No dividends were received from joint venture interests during 2020 or 2019. Depreciation included in administrative expenses is \$11,576 (2019: \$11,576). The joint venture entities had no contingent liabilities or capital commitments as at 31 December 2020 and 2019 and cannot distribute its profits until it obtains the consent from the two venture partners.

9. INVESTMENT SECURITIES	2020	2019
Investment securities designated as at fair value through statement of income	722,668	709,840
Investment securities measured at amortised cost	3,333,599	3,762,305
Investment securities measured at fair value through other comprehensive income	72,424	137,138
Total investment securities	4,128,691	4,609,283
Non-current portion		
Investments at amortised cost maturing in more than one year	2,852,562	3,352,029
Current portion		
Investments at amortised cost maturing in less than one year	481,037	410,276
Investments at fair value through statement of income	722,668	709,840
Investments at fair value through other comprehensive income	72,424	137,138
	1,276,129	1,257,254

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9. INVESTMENT SECURITIES (continued)

	2020	2019
Investment securities designated as at fair value through statement of income		
Equities	519,527	536,561
Government bonds	69,950	10,712
State-owned company securities	66,377	79,053
Corporate bonds	66,814	83,514
	722,668	709,840
Investment securities measured at amortised cost		
Government bonds	659,659	863,686
State-owned company securities	878,246	930,332
Corporate bonds	1,795,694	1,968,287
	3,333,599	3,762,305
Investment securities measured at fair value through other comprehensive income		
Government bonds	28,777	26,767
State-owned company securities	–	5,833
Corporate bonds	43,647	104,538
	72,424	137,138
Total investment securities	4,128,691	4,609,283

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9. INVESTMENT SECURITIES (continued)

The table below shows the credit quality and the maximum exposure to credit risk based on the Group's credit rating system, aging and year-end stage classification.

Investments at amortised cost	Stage 1	Stage 2	Stage 3	Total
Gross carrying amount at 31 December 2020	3,027,760	270,897	84,355	3,383,012
ECL allowance	(12,060)	(11,697)	(25,656)	(49,413)
Net exposure at 31 December 2020	3,015,700	259,200	58,699	3,333,599
Investments at amortised cost				
Gross carrying amount at 31 December 2019	3,477,603	246,066	94,697	3,818,366
ECL allowance	(5,980)	(9,359)	(40,723)	(56,062)
Net exposure at 31 December 2019	3,471,623	236,707	53,974	3,762,304
Impairment on investments at amortised cost				
ECL allowance as at 1 January 2020	(5,980)	(9,359)	(40,723)	(56,062)
Translation adjustments	(9)	(1)	(1)	(11)
ECL on new instruments and other adjustments	(1,951)	(3,053)	3,175	(1,828)
Other credit loss movements, repayments etc.	826	—	—	826
Charge-offs and write-offs	(4,946)	716	11,892	7,663
ECL allowance at 31 December 2020	(12,060)	(11,697)	(25,656)	(49,413)
Impairment on investments at amortised cost				
ECL allowance as at 1 January 2019	(5,554)	(12,549)	(32,674)	(50,777)
Translation adjustments	—	26	—	26
ECL on new instruments and other adjustments	(1,428)	(1,228)	(396)	(3,052)
Other credit loss movements, repayments etc.	1,002	4,392	(7,653)	(2,259)
Charge-offs and write-offs	—	—	—	—
ECL allowance at 31 December 2019	(5,980)	(9,359)	(40,723)	(56,062)
Investments at fair value through other comprehensive income				
Gross carrying amount at 31 December 2020	73,242	—	—	73,242
ECL allowance	(818)	—	—	(818)
Net exposure at 31 December 2020	72,424	—	—	72,424

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9. INVESTMENT SECURITIES (continued)

The table below shows the credit quality and the maximum exposure to credit risk based on the Group's credit rating system, aging and year-end stage classification. (continued)

	Stage 1	Stage 2	Stage 3	Total
Investments at fair value through other comprehensive income				
Gross carrying amount at 31 December 2019	138,781	—	—	138,781
ECL allowance	(1,643)	—	—	(1,643)
Net exposure at 31 December 2019	137,138	—	—	137,138
Impairment on investments at fair value through other comprehensive income				
ECL allowance as at 1 January 2020	(1,643)	—	—	(1,643)
ECL on new instruments and other adjustments	825	—	—	825
ECL allowance at 31 December 2020	(818)	—	—	(818)
Impairment at fair value through other comprehensive income				
ECL allowance as at 1 January 2019	(1,199)	—	—	(1,199)
ECL on new instruments and other adjustments	(444)	—	—	(444)
ECL allowance at 31 December 2019	(1,643)	—	—	(1,643)

10. LOANS, ADVANCES AND OTHER ASSETS

Included herein are amounts receivable under hire purchase and finance lease agreements in the financial statements of various subsidiary companies in the financial services and retail sectors. Also included, are other interest bearing loans and advances of the Group which are stated at amortised cost.

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10. LOANS, ADVANCES AND OTHER ASSETS (continued)

	2020	2019
Hire purchase and finance leases	1,406,183	1,450,514
Mortgages, policy loans and other loans and advances	<u>512,599</u>	<u>403,596</u>
Total loans and advances	1,918,782	1,854,110
Other assets – reinsurance assets (Note 19)	<u>231,013</u>	<u>172,565</u>
Total loans, advances and other assets	2,149,795	2,026,675
Current portion	<u>(525,170)</u>	<u>(532,149)</u>
Non-current portion	<u>1,624,625</u>	<u>1,494,526</u>
Hire purchase and finance leases is analysed as follows:		
Hire purchase	1,578,446	1,558,881
Finance leases	<u>150,808</u>	<u>175,079</u>
	1,729,254	1,733,960
Less: Unearned finance charges	<u>(208,004)</u>	<u>(213,587)</u>
	1,521,250	1,520,373
Less: Provisions	<u>(115,067)</u>	<u>(69,859)</u>
Net hire purchase and finance leases	<u>1,406,183</u>	<u>1,450,514</u>
Mortgages, policy loans and other loans and advances is analysed as follows:		
Mortgages and policy loans	207,686	205,014
Other loans and advances	<u>316,498</u>	<u>216,858</u>
	524,184	421,872
Less: Provisions	<u>(11,585)</u>	<u>(18,276)</u>
Net mortgages, policy loans and other loans and advances	<u>512,599</u>	<u>403,596</u>

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10. LOANS, ADVANCES AND OTHER ASSETS (continued)

	2020	2019
Minimum lease payments of hire purchase and finance leases:		
Amounts due:		
Within one year	187,732	159,796
After one year but less than five years	924,421	1,051,510
More than five years	<u>617,101</u>	<u>522,654</u>
	<u>1,729,254</u>	<u>1,733,960</u>
Present value of minimum lease payments of hire purchase and finance leases:		
Amounts due:		
Within one year	290,656	184,456
After one year but less than five years	893,299	1,042,094
More than five years	<u>337,295</u>	<u>293,823</u>
	<u>1,521,250</u>	<u>1,520,373</u>
Sectorial analysis of total loans, advances and other assets:		
Personal	1,110,201	1,103,522
Commercial	966,940	477,547
Professional and other services	<u>72,655</u>	<u>445,606</u>
	<u>2,149,795</u>	<u>2,026,675</u>

As at 31 December 2020, the Group has repossessed vehicles with a fair value of \$5.9 million (2019: \$0.8 million). Repossessed vehicles are sold as soon as practical, with the proceeds used to reduce the outstanding indebtedness.

An analysis of changes in the gross carrying amount and the corresponding ECL allowances is, as follows:

	Stage 1	Stage 2	Stage 3	Total
Gross carrying amount at 31 December 2020	1,537,312	349,641	158,481	2,045,434
ECL allowance	<u>(11,843)</u>	<u>(17,447)</u>	<u>(97,362)</u>	<u>(126,652)</u>
Net exposure at 31 December 2020	<u>1,525,469</u>	<u>332,194</u>	<u>61,119</u>	1,918,782
Other assets - reinsurance assets				<u>231,013</u>
Loans, advances and other assets				<u>2,149,795</u>

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10. LOANS, ADVANCES AND OTHER ASSETS (continued)

An analysis of changes in the gross carrying amount and the corresponding ECL allowances is, as follows: (continued)

	Stage 1	Stage 2	Stage 3	Total
Gross carrying amount at 31 December 2019	1,680,738	104,485	157,022	1,942,245
ECL allowance	(9,625)	(5,785)	(72,725)	(88,135)
Net exposure at 31 December 2019	1,671,113	98,700	84,297	1,854,110
Other assets – reinsurance assets				172,565
Loans, advances and other assets				2,026,675
	Stage 1	Stage 2	Stage 3	Total
ECL allowance as at 1 January 2020	(9,625)	(5,785)	(72,725)	(88,135)
Translation adjustments	–	–	–	–
ECL on new instruments issued during the year	2,726	716	(4,461)	(1,019)
Other credit loss movements, repayments etc.	(4,782)	(12,378)	(35,855)	(53,015)
Charge-offs and write-offs	(163)	–	13,979	13,816
Recoveries	–	–	1,700	1,700
ECL allowance at 31 December 2020	(11,843)	(17,447)	(97,362)	(126,652)
	Stage 1	Stage 2	Stage 3	Total
ECL allowance as at 1 January 2019	(15,541)	(6,017)	(63,651)	(85,209)
Translation adjustments	–	–	–	–
ECL on new instruments issued during the year	(2,797)	(1,939)	(10,563)	(15,299)
Other credit loss movements, repayments etc.	8,600	7,208	(16,663)	(855)
Charge-offs and write-offs	113	(5,037)	(1,684)	(6,608)
Recoveries	–	–	19,836	19,836
ECL allowance at 31 December 2019	(9,625)	(5,785)	(72,725)	(88,135)

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11. DEFERRED TAXATION

	(Credit) / charge to				
	2019	Consolidated statement of income (Note 26)	Life reserve and other movement	OCI (Note 26)	2020
Deferred tax assets					
Unutilised tax losses	(185,209)	9,141	17,496	–	(158,572)
Employee benefit liability, leases and other	(52,628)	(2,165)	(16,374)	(39)	(71,206)
	(237,837)	6,976	1,122	(39)	(229,778)
Deferred tax liabilities					
Property, plant and equipment	297,340	(15,493)	11,188	76	293,111
Employee benefit asset	284,078	11,900	(4,380)	(29,526)	262,072
Life insurance reserves	59,512	–	5,974	–	65,486
Unrealised investment gains	50,286	(11,944)	(3,114)	(2,920)	32,308
Other	39,261	(384)	(17,416)	7	21,469
	730,477	(15,921)	(7,747)	(32,363)	674,446
Net deferred tax income		(8,945)	(6,625)	(32,402)	
	(Credit) / charge to				
	2018	Consolidated statement of income (Note 26)	Life reserve and other movement	OCI (Note 26)	2019
Deferred tax assets					
Unutilised tax losses	(137,227)	(47,668)	–	(314)	(185,209)
Employee benefit liability, finance leases and other	(73,990)	18,561	172	2,629	(52,628)
	(211,217)	(29,107)	172	2,315	(237,837)
Deferred tax liabilities					
Property, plant and equipment	256,081	41,259	–	–	297,340
Employee benefit asset	252,481	5,257	–	26,340	284,078
Life insurance reserves	55,586	–	3,926	–	59,512
Unrealised investment gains	38,294	7,077	4,915	–	50,286
Other	27,309	9,118	–	2,834	39,261
	629,751	62,711	8,841	29,174	730,477
Net deferred tax charge		33,604	9,013	31,489	

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11. DEFERRED TAXATION (continued)

On 20 November 2018, the Government of Barbados announced a change in the corporate tax rate effective 1 January 2019. This changed the tax rate from 30% to a sliding scale where:

- Taxable profit less than or equal to BB\$1.0 million will be taxed at 5.5%;
- Taxable profit more than \$1.0 million but less than or equal to \$20.0 million will be taxed at 3.0%;
- Taxable profit over BB\$20.0 million but less than or equal to BB\$30.0 million will be taxed at 2.5%; and
- Taxable profit over BB\$30.0 million will be taxed at 1%.

The Group has unutilised tax losses of \$483,134 (2019: \$493,174) available to be carried forward and applied against future taxable income of the Group. These losses have not yet been verified by the relevant Revenue authorities.

Some subsidiaries have incurred tax losses either in the current or prior year, yet recognised deferred tax assets of \$126,495 (2019: \$52,250) on some or all of their total taxation losses. The recoverability of these deferred tax assets depends on these subsidiaries' ability to generate future taxable profits. The Group believes that these deferred tax assets are recoverable because these losses are expected to shelter taxable profits in the foreseeable future.

The Group has \$68,513 (2019: \$106,986) of tax losses, representing the sum of tax losses for several years carried forward and related to subsidiaries that have a history of losses. The losses for each tax year expire after nine years and may not be used to offset taxable income elsewhere in the Group. The subsidiaries have no opportunities that could partly support the recognition of these losses as deferred tax assets. On this basis, the Group has determined that it cannot recognise deferred tax assets on these tax losses carried forward. If the Group was able to recognise all unrecognised deferred tax assets, net income and equity would have increased by \$1,065 (2019: \$28,168).

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12. EMPLOYEE BENEFITS

The Group has defined benefit, defined contribution and hybrid pension plan schemes in Trinidad & Tobago, Barbados, Jamaica and Guyana. The Group also provides certain post-retirement healthcare benefits to employees. These plans are governed by the deeds and rules of the specific plan and the employment laws relevant to the jurisdictions in which they operate.

Contributions recognised in the consolidated statement of income with respect to defined contribution plans are as follows:

	2020	2019
Contribution expense – Trinidad & Tobago plans	9,883	9,028
Contribution expense – Overseas plans	<u>1,620</u>	<u>880</u>
	<u>11,503</u>	<u>9,908</u>

The level of pension benefits provided under the defined benefit plans depends on the member's length of service and salary at retirement age. The defined benefit pension plan requires contributions to be made to a separately administered fund. The fund has a separate legal form and is governed by the Board of Trustees. The Board of Trustees is responsible for the administration of the plan assets and for the definition of the investment strategy.

The Board of Trustees periodically reviews the level of funding in the pension plan. Such a review includes the asset-liability matching strategy and investment risk management policy which considers the term of the pension obligation while simultaneously remaining compliant with the requirements of the Pension Act. The pension plans are exposed to inflation, interest rate risks and changes in the life expectancy for pensioners in the relevant jurisdictions. As the plan assets include significant investments in quoted equity shares, the Group is also exposed to equity market risk.

	2020	2019
Employee benefits asset		
Trinidad & Tobago plans (See Note 12 (a))	867,549	947,626
Overseas plans (See Note 12 (b))	<u>38,734</u>	<u>51,429</u>
	<u>906,283</u>	<u>999,055</u>
Employee benefits liability		
Trinidad & Tobago plans (See Note 12 (a))	63,995	69,702
Overseas plans (See Note 12 (b))	<u>34,935</u>	<u>28,172</u>
	<u>98,930</u>	<u>97,874</u>

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12. EMPLOYEE BENEFITS (continued)

(a) Trinidad and Tobago plans

The amounts recognised in the consolidated statement of financial position are as follows:

Defined benefit pension plans			Other post - employment benefits	
2019	2020		2020	2019
1,125,025	1,170,484	Present value of obligations	63,995	69,702
(2,090,189)	(2,056,520)	Fair value of plan assets	—	—
(965,164)	(886,036)	Benefit (surplus)/deficit	63,995	69,702
17,538	18,487	Unrecognised portion	—	—
<u>(947,626)</u>	<u>(867,549)</u>		<u>63,995</u>	<u>69,702</u>

Based on the report of the Pension Plans' actuary, the present value of any economic benefits available in the form of reductions in future contributions to the defined benefit plans has been limited in accordance with IAS 19, 'Employee Benefits'.

Return on plan assets:

2019	2020	2020	2019
<u>179,698</u>	<u>(12,831)</u>	<u>—</u>	<u>—</u>

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12. EMPLOYEE BENEFITS (continued)

(a) Trinidad and Tobago plans (continued)

Movements in the net (asset)/liability recognised in the consolidated statement of financial position are as follows:

Defined benefit pension plans			Other post - employment benefits	
2019	2020		2020	2019
(822,224)	(947,626)	Net (asset)/liability at 1 January	69,702	68,346
—	—	Acquired in business combination	—	—
(11,279)	(19,507)	Net (income)/expense recognised in the consolidated statement of income	62	6,107
(97,803)	115,639	Net (income)/expense recognised in the consolidated statement of comprehensive income	(793)	(836)
<u>(16,320)</u>	<u>(16,055)</u>	Contributions/benefits paid	<u>(4,976)</u>	<u>(3,915)</u>
<u>(947,626)</u>	<u>(867,549)</u>		<u>63,995</u>	<u>69,702</u>

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12. EMPLOYEE BENEFITS (continued)

(a) Trinidad and Tobago plans (continued)

Changes in the defined benefit obligation, fair value of plan assets and movements in other post-employment benefit plans:

	Defined benefit obligation	Fair value of plan assets	Un-recognised portion	Defined benefit pension plans	Other post-employment benefits
Balance at 1 January 2020	<u>1,125,025</u>	<u>(2,090,189)</u>	<u>17,538</u>	<u>(947,626)</u>	<u>69,702</u>
<i>Pension cost charged to profit or loss</i>					
Current service cost	31,019	–	–	31,019	2,746
Past service cost	–	–	–	–	(5,523)
Administrative expenses	–	1,834	–	1,834	–
Curtailment gain	(5,177)	–	–	(5,177)	167
Net interest loss/(gain)	55,831	(103,014)	–	(47,183)	2,672
Sub-total included in profit or loss	<u>81,673</u>	<u>(101,180)</u>	<u>–</u>	<u>(19,507)</u>	<u>62</u>
<i>Re-measurement (gains)/losses in OCI</i>					
Experience losses - demographic	(1,155)	–	–	(1,155)	(793)
Experience losses - financial	–	115,845	–	115,845	–
Remeasurement gains/(losses) - Financial	–	–	949	949	–
Sub-total included in OCI	<u>(1,155)</u>	<u>115,845</u>	<u>949</u>	<u>115,639</u>	<u>(793)</u>
<i>Other movements</i>					
Contributions by employee	15,933	(15,933)	–	–	–
Contributions by employer	–	(16,055)	–	(16,055)	–
Benefits paid	(50,992)	50,992	–	–	(4,976)
Transfers	–	–	–	–	–
Sub-total - other movements	<u>(35,059)</u>	<u>19,004</u>	<u>–</u>	<u>(16,055)</u>	<u>(4,976)</u>
Balance at 31 December 2020	<u>1,170,484</u>	<u>(2,056,520)</u>	<u>18,487</u>	<u>(867,549)</u>	<u>63,995</u>

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12. EMPLOYEE BENEFITS (continued)

(a) Trinidad and Tobago plans (continued)

Changes in the defined benefit obligation, fair value of plan assets and movements in other post-employment benefit plans: (continued)

	Defined benefit obligation	Fair value of plan assets	Un-recognised portion	Defined benefit pension plans	Other post-employment benefits
Balance at 1 January 2019	<u>1,085,133</u>	<u>(1,925,623)</u>	<u>18,266</u>	<u>(822,224)</u>	<u>68,346</u>
<i>Pension cost charged to profit or loss</i>					
Current service cost	31,773	–	–	31,773	2,760
Past service cost	–	–	–	–	100
Administrative expenses	–	1,648	–	1,648	–
Curtailment gain	(3,933)	–	–	(3,933)	517
Net interest loss/(gain)	54,286	(95,259)	206	(40,767)	2,730
Sub-total included in profit or loss	<u>82,126</u>	<u>(93,611)</u>	<u>206</u>	<u>(11,279)</u>	<u>6,107</u>
<i>Re-measurement (gains)/losses in OCI</i>					
Experience losses - demographic	(11,377)	–	–	(11,377)	(836)
Experience losses - financial	–	(84,645)	–	(84,645)	–
Remeasurement gains/(losses) - Financial	–	–	(1,781)	(1,781)	–
Sub-total included in OCI	<u>(11,377)</u>	<u>(84,645)</u>	<u>(1,781)</u>	<u>(97,803)</u>	<u>(836)</u>
<i>Other movements</i>					
Contributions by employee	15,881	(15,993)	–	(112)	–
Contributions by employer	–	(16,208)	–	(16,208)	–
Benefits paid	(46,738)	45,891	–	(847)	(3,915)
Transfers	–	–	847	847	–
Sub-total - other movements	<u>(30,857)</u>	<u>13,690</u>	<u>847</u>	<u>(16,320)</u>	<u>(3,915)</u>
Balance at 31 December 2019	<u>1,125,025</u>	<u>(2,090,189)</u>	<u>17,538</u>	<u>(947,626)</u>	<u>69,702</u>

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12. EMPLOYEE BENEFITS (continued)

(a) Trinidad and Tobago plans (continued)

The major categories of plan assets as a percentage of total plan assets are as follows:

	2020	2019
Local equities – quoted	28%	30%
Local bonds	36%	38%
Foreign investments	24%	23%
Real estate/mortgages	2%	2%
Short-term securities	10%	7%

Principal actuarial assumptions at the reporting date:

Discount rate at 31 December	5%	5%
Future salary increases	3%	3%
Future medical claims inflation	3%	3%

Shown below is a quantitative sensitivity analysis for the impact of significant assumptions on the defined benefit obligation:

Assumptions	Discount rate		Future salary increases		Future medical claims inflation	
Sensitivity level	+1%	-1%	+1%	-1%	+1%	-1%
At 31 December 2020	(132,906)	166,548	38,890	(34,476)	5,783	(4,607)
At 31 December 2019	(132,408)	166,611	40,545	(35,967)	5,611	(4,513)

The sensitivity analyses above have been determined based on a method that extrapolates the impact on net defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

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12. EMPLOYEE BENEFITS (continued)

(a) Trinidad and Tobago plans (continued)

The pension plan is maintained at a significant surplus. The Group has chosen not to take any contribution holidays to ensure the continued health of the plan in changing economic circumstances. The Group's contribution rate of 4% to 6% of pensionable salaries will continue into the foreseeable future.

The Group is expected to contribute \$16,227 to its defined benefit plans and \$6,096 to its post-employment Trinidad and Tobago benefit plans in 2021.

The weighted average duration of the defined benefit obligation at the end of the reporting period is 14 years (2019: 15 years) for the defined benefit pension plan and 7 years (2019: 10 years) for other post-employment benefit plans.

(b) Overseas plans

The amounts recognised in the consolidated statement of financial position are as follows:

Defined benefit pension plans			Other post - employment benefits	
2019	2020		2020	2019
205,960	214,385	Present value of obligations	34,935	28,172
(281,671)	(268,566)	Fair value of plan assets	—	—
(75,711)	(54,180)	Benefit (surplus)/deficit	34,935	28,172
24,282	15,447	Unrecognised portion	—	—
(51,429)	(38,734)		34,935	28,172

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12. EMPLOYEE BENEFITS (continued)

(b) Overseas plans (continued)

Based on the report of the Pension Plans' actuary, the present value of any economic benefits available in the form of reductions in future contributions to the defined benefit plans has been limited in accordance with IAS 19, 'Employee Benefits'.

Return on plan assets:

2019	2020		2020	2019
22,758	(4,984)	Actual return on plan assets	—	—

Movements in the net (asset)/liability recognised in the consolidated statement of financial position are as follows:

Defined benefit pension plans			Other post - employment benefits	
2019	2020		2020	2019
(43,995)	(51,429)	Net (asset)/liability at 1 January	28,172	26,801
—	—	Acquired in business combination	—	—
		Net expense recognised in the consolidated statement of		
494	3,317	income	10,339	3,502
		Net (income)/expense recognised in the consolidated statement of		
(5,206)	11,571	comprehensive income	(2,164)	(1,214)
(2,722)	(2,193)	Contributions/benefits paid	(1,412)	(917)
(51,429)	(38,734)		34,935	28,172

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12. EMPLOYEE BENEFITS (continued)

(b) Overseas plans (continued)

Changes in the defined benefit obligation, fair value of plan assets and movements in other post-employment benefit plans:

	Defined benefit obligation	Fair value of plan assets	Un-recognised portion	Defined benefit pension plans	Other post-employment benefits
Balance at 1 January 2020	205,960	(281,671)	24,282	(51,429)	28,172
Pension cost charged to profit or loss					
Current service cost	2,892	—	—	2,892	1,602
Past service cost	3,973	—	—	3,973	6,573
Administrative expenses	—	27	—	27	—
Net interest loss/(gain)	15,168	(18,743)	—	(3,575)	2,164
Net exchange loss/(gain)	—	—	—	—	—
Sub-total included in profit or loss	22,033	(18,716)	—	3,317	10,339
Re-measurement (gain)/loss in OCI					
Experience (gains)/losses - demographic	(3,302)	—	—	(3,302)	(1,269)
Experience losses - financial	—	23,723	—	23,723	—
Re-measurement loss - financial	—	—	(8,850)	(8,850)	(895)
Changes in asset ceiling	—	—	—	—	—
Sub-total included in OCI	(3,302)	23,723	(8,850)	11,571	(2,164)
Other movements					
Contributions by employee	2,009	(2,183)	—	(174)	—
Contributions by employer	179	(2,213)	—	(2,034)	—
Other movements	—	—	15	15	—
Benefits paid	(12,494)	12,494	—	—	(1,412)
Sub-total - other movements	(10,306)	8,098	15	(2,193)	(1,412)
Balance at 31 December 2020	214,385	(268,566)	15,447	(38,734)	34,935

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12. EMPLOYEE BENEFITS (continued)

(b) Overseas plans (continued)

Changes in the defined benefit obligation, fair value of plan assets and movements in other post-employment benefit plans: (continued)

	Defined benefit obligation	Fair value of plan assets	Unrecognised portion	Defined benefit pension plans	Other post-employment benefits
Balance at 1 January 2019	<u>210,350</u>	<u>(269,379)</u>	<u>15,034</u>	<u>(43,995)</u>	<u>26,801</u>
Pension cost charged to profit or loss					
Current service cost	2,867	—	—	2,867	1,516
Past service cost	—	—	—	—	85
Net interest loss/(gain)	15,280	(18,106)	453	(2,373)	1,973
Net exchange loss/(gain)	(12)	12	—	—	(72)
Sub-total included in profit or loss	<u>18,135</u>	<u>(18,094)</u>	<u>453</u>	<u>494</u>	<u>3,502</u>
Re-measurement (gain)/loss in OCI					
Experience (gains)/losses					
- demographic	(12,307)	—	—	(12,307)	(1,234)
Experience losses - financial	—	(2,181)	9,282	7,101	—
Re-measurement loss - financial	—	—	—	—	20
Changes in asset ceiling	—	—	—	—	—
Sub-total included in OCI	<u>(12,307)</u>	<u>(2,181)</u>	<u>9,282</u>	<u>(5,206)</u>	<u>(1,214)</u>
Other movements					
Contributions by employee	1,981	(1,981)	—	—	—
Contributions by employer	—	(2,235)	—	(2,235)	—
Other movements	—	—	(487)	(487)	—
Benefits paid	(12,199)	12,199	—	—	(917)
Sub-total - other movements	<u>(10,218)</u>	<u>7,983</u>	<u>(487)</u>	<u>(2,722)</u>	<u>(917)</u>
Balance at 31 December 2019	<u>205,960</u>	<u>(281,671)</u>	<u>24,282</u>	<u>(51,429)</u>	<u>28,172</u>

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12. EMPLOYEE BENEFITS (continued)

(b) Overseas plans (continued)

The major categories of plan assets as a percentage of the fair value of total plan assets are as follows:

	2020	2019
Fixed deposits	16%	10%
Local equities - quoted, mortgage and real estate	39%	52%
Foreign investments	35%	38%
Bonds	10%	38%

Principal actuarial assumptions at the reporting date:

Discount rate at 31 December	7.5%	7.5%
Future salary increases	5.5%	5.5%
Future medical claims inflation	4.75% - 5.5%	4.75%

Shown below is a quantitative sensitivity analysis for the impact of significant assumptions on the defined benefit obligation:

Assumptions	Discount rate		Future salary increases		Future medical claims inflation	
Sensitivity level	+1%	-1%	+1%	-1%	+1%	-1%
At 31 December 2020	(30,070)	38,366	20,175	(17,940)	3,045	(2,107)
At 31 December 2019	(21,077)	26,144	7,980	(6,675)	4,832	(3,860)

The sensitivity analyses above have been determined based on a method that extrapolates the impact on net defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

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12. EMPLOYEE BENEFITS (continued)

(b) Overseas plans (continued)

The pension plan is maintained at a significant surplus. The Group has chosen not to take any contribution holidays to ensure the continued health of the plan in changing economic circumstances. The Group's contribution rate of up to 5% of pensionable salaries will continue into the foreseeable future.

The Group is expected to contribute \$2,286 to its defined benefit plans and \$1,005 to its post-employment Trinidad and Tobago benefit plans in 2021.

The average duration of the defined benefit obligation at the end of the reporting period is 13 years (2019: 17 years) for the defined benefit plan and 16 years (2019: 24 years) for the other post-employment benefits.

13. INVENTORIES	2020	2019
Finished goods	681,263	789,865
Raw materials and work in progress	150,774	189,120
Goods in transit	124,164	133,134
Consumables and spares	<u>54,083</u>	<u>62,694</u>
	<u>1,010,284</u>	<u>1,174,813</u>

The amount of inventories written back to cost of sales for the year amounted to \$3,419 (2019: \$17,968).

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14. TRADE, OTHER RECEIVABLES AND CONTRACT ASSETS

	2020	2019
Trade (net of provision)	595,602	730,465
Due from associates and joint venture interests (Note 35)	1,968	30,195
Due from other related parties (Note 35)	9,456	4,123
Right of return assets (Note 22)	757	1,111
Contract assets (Note 22)	9,775	16,206
Prepayments	61,488	87,243
Interest receivable	38,571	40,534
Insurance receivable	108,848	51,522
VAT recoverable	68,582	72,451
Taxation recoverable	31,277	24,272
Other receivables	<u>49,023</u>	<u>196,320</u>
	<u>975,347</u>	<u>1,254,442</u>

Contract assets

As at 31 December 2020, the Group has contract assets of \$9,775 (2019: \$16,206).

Set out below is the movement in the allowance for expected credit losses of trade and other receivables:

	2020		2019	
	Trade	Other	Trade	Other
Balance at 1 January	104,609	9,780	90,082	23,655
Charge for the year (Note 24)	44,748	8,880	18,818	1,310
Recoveries, reversals and other	<u>(25,691)</u>	<u>806</u>	<u>(4,291)</u>	<u>(15,185)</u>
Balance at 31 December	<u>123,666</u>	<u>19,466</u>	<u>104,609</u>	<u>9,780</u>

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14. TRADE, OTHER RECEIVABLES AND CONTRACT ASSETS (continued)

As at 31 December, the ageing analysis of trade receivables is as follows:

		Neither past due nor impaired	Past due but not impaired 1 to 60 days	Over 60 days
	Total			
2020	595,602	209,763	289,035	96,804
2019	730,465	254,270	325,198	150,997

The significant changes in the balances of trade receivables and contract assets are disclosed in Note 22 (b) while the information about the credit exposures are disclosed in Note 32.

15. CASH AND SHORT TERM DEPOSITS

	2020	2019
Cash and bank balances	2,591,431	1,553,194
Short term deposits	332,725	391,595
Fixed deposits	<u>9,061</u>	<u>119,169</u>
	<u>2,933,217</u>	<u>2,063,958</u>

Cash at bank earns interest at floating rates based on daily bank deposit rates. Short term deposits are made for varying periods of between one day and three months and earns interest at the respective short-term deposit rates. Fixed deposits carry maturity periods in excess of three months but within twelve months.

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15. CASH AND SHORT TERM DEPOSITS (continued)

For the purpose of the consolidated statement of cash flows, cash and cash equivalents are derived as follows:

	2020	2019
Cash and short term deposits	2,933,217	2,063,958
Less: Central Bank reserve	(104,190)	(178,802)
Fixed deposits	<u>(9,060)</u>	<u>(119,169)</u>
	<u>2,819,967</u>	<u>1,765,987</u>

Central Bank reserve:

The Central Bank Reserve balance represents the amounts held at the Central Bank of Trinidad and Tobago and the Central Bank of Barbados as required under the respective regulatory pronouncements. The Central Bank of Trinidad and Tobago reserve account represents 9% of average liabilities and is non-interest bearing. The Central Bank of Barbados reserve account represents 5% of average deposit liabilities and earned interest of 0.10% (2019: 0.10%). These funds are not available to finance day to day operations and as such are excluded from the cash reserves to arrive at cash and cash equivalents.

16. STATED CAPITAL AND OTHER RESERVES

	2020	2019
Authorised		
Unlimited cumulative preference shares of no par value		
Unlimited ordinary shares of no par value		
Issued and fully paid		
1,630 6% cumulative preference shares of no par value	163	163
176,197,617 (2019: 176,197,617) ordinary shares of no par value converted into ordinary stock transferable in units of no par value	<u>175,403</u>	<u>175,403</u>
	<u>175,566</u>	<u>175,566</u>

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16. STATED CAPITAL AND OTHER RESERVES (continued)

	# of units Thousands	\$
At 1 January 2019	176,193	175,172
Stock options exercised during the year	5	231
At 31 December 2019	176,198	175,403
Stock options exercised during the year	—	—
At 31 December 2020	<u>176,198</u>	<u>175,403</u>

Treasury shares

The number and value of own equity shares (treasury shares) held by the Group is:

	2020	2019
Treasury shares		
Number of shares (000's)	4,342	3,993
Value of shares (cost - \$000's)	38,674	19,756

As detailed in Note 2 (xxiv), the Group operates an Employee Share Ownership Plan (ESOP) in which shares purchased by the Plan are vested in the name of the Trustee. The cost of these unallocated ESOP shares are accounted for and disclosed within equity as treasury shares.

Participation in the Plan is entirely voluntary and details are as follows:

	2020	2019
Number of members	472	428
Number of allocated shares (000's)	1,774	1,419
Market value of allocated shares held at 31 December (\$000's)	94,928	78,307

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16. STATED CAPITAL AND OTHER RESERVES (continued)

Other reserves

	Attributable to equity holders of the Parent				Total
	Statutory reserve fund	Statutory surplus reserve	General loan loss reserve	Foreign currency & other	
Balance, 1 January 2019	240,134	66,539	14,856	51,345	372,874
Total other comprehensive income for the year	—	—	—	(8,315)	(8,315)
Transfers and other movements	15,890	—	590	(2,516)	13,964
Balance, 31 December 2019	256,024	66,539	15,446	40,514	378,523
Total other comprehensive income for the year	—	—	—	8,825	8,825
Transfers and other movements	12,594	6,531	521	3,296	22,942
Balance, 31 December 2020	<u>268,618</u>	<u>73,070</u>	<u>15,967</u>	<u>52,635</u>	<u>410,290</u>

Nature and purpose of other reserves

Statutory reserve fund

The Financial Institutions Act in the respective jurisdiction of the Group's Merchant Banking subsidiaries, requires that not less than 10% of the net profit of the Bank after deduction of taxes in each year be transferred to a statutory reserve fund until the balance standing to the credit of this reserve is equal to the paid up capital of the Merchant Bank.

Statutory surplus reserve

As required by Section 171 of the Insurance Act 1980 of Trinidad and Tobago at least 25% of the Insurance subsidiary's profit from general insurance business, for the preceding year is to be appropriated towards a statutory surplus reserve until such surplus equals or exceeds the reserves in respect of its outstanding unexpired policies. This reserve is not distributable.

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16. STATED CAPITAL AND OTHER RESERVES (continued)

Other reserves (continued)

Nature and purpose of other reserves (continued)

General loan loss reserve

The Group's Merchant Banking subsidiary has established a general reserve for loan losses in accordance with the guidelines issued by the Central Bank of Trinidad and Tobago. The reserve has been calculated at 0.5% of the loan balance at the year end and encompasses hire purchase loans, finance leases and premium financing loans after deducting unearned finance charges. This reserve has been accounted for as an appropriation of retained earnings and is included in other reserves in the consolidated statement of changes in equity.

Foreign currency reserve

The foreign currency reserve is used to record exchange differences arising from the translation of the financial statements of foreign subsidiaries into Trinidad and Tobago dollars (the Group's presentation currency).

17. CUSTOMERS' DEPOSITS AND OTHER FUNDING INSTRUMENTS

This balance represents deposit liabilities and other funding instruments included in the financial statements of the various subsidiary companies that are financial institutions.

	2020	2019
Amounts due:		
Within 1 year	1,938,348	2,196,709
Over 1 year	<u>278,175</u>	<u>323,154</u>
	<u>2,216,523</u>	<u>2,519,863</u>
Sectoral analysis is as follows:		
Individuals	906,376	1,085,377
Pension funds/Credit unions/Trustees	753,268	725,304
Private companies/estates/financial institutions	<u>556,879</u>	<u>709,182</u>
	<u>2,216,523</u>	<u>2,519,863</u>

Customers' deposits and other funding instruments include investment contract liabilities of \$265,923 (2019: \$269,060). These investment contract liabilities have neither reinsurance arrangements nor discretionary participation features.

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18. MEDIUM AND LONG TERM NOTES AND OTHER BORROWINGS

	2020	2019
Amounts due:		
Within 1 year	244,907	8,017
Over 1 year	<u>638,087</u>	<u>878,434</u>
	<u>882,994</u>	<u>886,451</u>

Medium and long term notes

Notes issued by the Group's Merchant Banking Subsidiary

On 2 August 2011, the Group's Merchant Banking Subsidiary ("the Bank") issued US\$50 million medium-term notes in three tranches, two of which matured in 2014 and in 2016. US\$15 million, representing the third and last tranche which carried interest at 5.20%, matured in 2018. In September 2015, the Bank issued an additional US\$30 million medium-term note maturing on 17 September 2021. Interest was set at a fixed rate of 4% per annum.

In November 2014, the Bank issued a TT\$250 million medium-term note maturing on 28 November 2022. Interest was set at a fixed rate of 3.35% per annum. An additional TT\$350 million medium-term note was issued on 5 June 2015, with the interest set at a fixed rate of 3.75% per annum, matured 28 November 2018. On 3 October 2016, the Bank issued TT\$100.8 million promissory notes in three tranches of TT\$33.6 million each which were repaid on 23 June 2017.

Loan to finance acquisition

The purpose of this loan was to finance the acquisition of Lewis Berger Overseas Holdings Limited and the Berger brands. This loan was issued for a face value of US\$40 million on 26 April 2017 and matures on 26 April 2024. Interest is fixed at 4.62%. This loan is repayable via 14 semi-annual instalments of principal and interest. The current portion of this amounting to TT\$38.6 million is included in the current portion of medium and long term notes.

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18. MEDIUM AND LONG TERM NOTES AND OTHER BORROWINGS (continued)

Short term borrowings

This relates to bank overdrafts and short term debt included in other borrowings.

Other interest bearing debt

This relates to lease financing acquired from third parties in Jamaica.

19. INSURANCE CONTRACT LIABILITIES	2020	2019
Due within one year:		
General insurance contracts	407,177	329,930
Life insurance contracts – outstanding claims	<u>57,022</u>	<u>33,249</u>
	464,199	363,179
Due over one year:		
Life insurance contracts	<u>1,237,526</u>	<u>1,169,537</u>
	<u>1,701,725</u>	<u>1,532,716</u>

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19. INSURANCE CONTRACT LIABILITIES (continued)

		2020			2019		
	Notes	Insurance contract liabilities	Reinsurers' share of liabilities (Note 10)	Net	Insurance contract liabilities	Reinsurers' share of liabilities (Note 10)	Net
Life insurance contracts	19 (a)	1,294,548	(15,549)	1,278,999	1,202,786	(13,776)	1,189,010
General insurance contracts	19 (b)	<u>407,177</u>	<u>(215,464)</u>	<u>191,712</u>	<u>329,930</u>	<u>(158,789)</u>	<u>171,141</u>
Total insurance contract liabilities		<u>1,701,724</u>	<u>(231,013)</u>	<u>1,470,711</u>	<u>1,532,716</u>	<u>(172,565)</u>	<u>1,360,151</u>

a) Life insurance contract liabilities may be analysed as follows:

	2020			2019		
	Insurance contract liabilities	Reinsurers' share of liabilities	Net	Insurance contract liabilities	Reinsurers' share of liabilities	Net
With DPF	194,432	–	194,432	213,693	–	213,693
Without DPF	<u>1,043,094</u>	<u>(15,549)</u>	<u>1,027,545</u>	<u>955,844</u>	<u>(13,776)</u>	<u>942,068</u>
	1,237,526	(15,549)	1,221,977	1,169,537	(13,776)	1,155,761
Outstanding claims	<u>57,022</u>	<u>–</u>	<u>57,022</u>	<u>33,249</u>	<u>–</u>	<u>33,249</u>
Total life insurance contract liabilities	<u>1,294,548</u>	<u>(15,549)</u>	<u>1,278,999</u>	<u>1,202,786</u>	<u>(13,776)</u>	<u>1,189,010</u>

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19. INSURANCE CONTRACT LIABILITIES (continued)

a) Life insurance contract liabilities may be analysed as follows: (continued)

	2020			2019		
	Insurance contract liabilities	Reinsurers' share of liabilities	Net	Insurance contract liabilities	Reinsurers' share of liabilities	Net
At 1 January	1,202,787	(13,776)	1,189,011	1,139,128	(11,213)	1,127,915
Premiums received	204,567	(14,481)	190,086	183,413	(14,863)	168,550
Liabilities realised for payment on death, surrender and other terminations in the year	(112,806)	12,708	(100,098)	(119,755)	12,300	(107,455)
At 31 December	<u>1,294,548</u>	<u>(15,549)</u>	<u>1,278,999</u>	<u>1,202,786</u>	<u>(13,776)</u>	<u>1,189,010</u>

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19. INSURANCE CONTRACT LIABILITIES (continued)

b) General insurance contract liabilities may be analysed as follows:

	2020			2019		
	Insurance contract liabilities	Reinsurers' share of liabilities	Net	Insurance contract liabilities	Reinsurers' share of liabilities	Net
<i>i) Claims reported and IBNR</i>						
Claims reported and IBNR	183,016	(96,685)	86,332	153,348	(78,499)	74,849
Provisions for unearned premiums and unexpired notes	224,161	(118,779)	105,382	176,582	(80,290)	96,292
Total at end of year	<u>407,177</u>	<u>(215,464)</u>	<u>191,713</u>	<u>329,930</u>	<u>(158,789)</u>	<u>171,141</u>
Provisions for claims reported by policy	160,401	(86,714)	73,687	152,652	(81,151)	71,501
Provisions for claims incurred but not reported	42,649	(21,785)	20,864	36,979	(20,246)	16,733
	203,050	(108,499)	94,551	189,631	(101,397)	88,234
Cash paid for claims settled in the year	(187,424)	55,603	(131,821)	(168,159)	18,081	(150,078)
Increase in liabilities	<u>167,390</u>	<u>(43,789)</u>	<u>123,602</u>	<u>131,876</u>	<u>4,817</u>	<u>136,693</u>
Total at end of year	<u>183,016</u>	<u>(96,685)</u>	<u>86,332</u>	<u>153,348</u>	<u>(78,499)</u>	<u>74,849</u>

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19. INSURANCE CONTRACT LIABILITIES (continued)

(b) General insurance contract liabilities may be analysed as follows (continued):

i) Claims reported and IBNR (continued)

	2020			2019		
	Insurance contract liabilities	Reinsurers' share of liabilities	Net	Insurance contract liabilities	Reinsurers' share of liabilities	Net
Provision for claims reported by policy	143,484	(72,124)	71,360	122,591	(62,799)	59,792
Provisions for claims incurred but not reported	39,532	(24,560)	14,972	30,757	(15,700)	15,057
	<u>183,016</u>	<u>(96,684)</u>	<u>86,332</u>	<u>153,348</u>	<u>(78,499)</u>	<u>74,849</u>

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19. INSURANCE CONTRACT LIABILITIES (continued)

(b) General insurance contract liabilities may be analysed as follows (continued):

ii) Provisions for unearned premiums and unexpired risk

	2020			2019		
	Insurance contract liabilities	Reinsurers' share of liabilities	Net	Insurance contract liabilities	Reinsurers' share of liabilities	Net
Provisions for unearned premiums	198,911	(99,084)	99,827	139,836	(48,623)	91,213
Provision for unexpired risk	19,620	(8,921)	10,699	17,479	(6,078)	11,401
	218,531	(108,005)	110,526	157,315	(54,701)	102,614
Increase/(decrease) in the period	534,793	(312,013)	222,780	516,902	(280,638)	236,264
Release in the period	(529,163)	301,238	(227,924)	(497,634)	255,048	(242,586)
Total at end of year	<u>224,161</u>	<u>(118,780)</u>	<u>105,381</u>	<u>176,582</u>	<u>(80,290)</u>	<u>96,292</u>
Provision for unearned premiums	204,380	(108,886)	95,494	159,962	(71,369)	88,593
Provision for unexpired risk	19,781	(9,893)	9,888	19,620	(8,921)	10,699
	<u>224,161</u>	<u>(118,779)</u>	<u>105,381</u>	<u>179,582</u>	<u>(80,290)</u>	<u>99,292</u>

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19. INSURANCE CONTRACT LIABILITIES (continued)

Claims development table

The risks associated with these insurance contracts and in particular, casualty insurance contracts, are complex and subject to a number of variables that complicate quantitative sensitivity analysis. The Group has no known or reported latent claims such as disease or asbestosis and therefore no actuarial analysis is made. The development of insurance liabilities provides a measure of the Group's ability to estimate the ultimate value of claims. The table below illustrates how the Group's estimate of total claims outstanding for each accident has changed at successive year ends.

Accident year - Gross	2015	2016	2017	2018	2019	2020	Total
Estimate of outstanding claims costs (gross):							
- at end of accident year	170,207	130,018	130,705	167,363	171,263	158,058	927,614
- one year later	182,573	136,771	135,476	170,480	177,729	–	803,028
- two years later	177,390	133,504	132,018	171,702	–	–	614,614
- three years later	174,353	131,953	133,242	–	–	–	439,548
- four years later	158,429	135,166	–	–	–	–	293,595
- five years later	181,157	–	–	–	–	–	181,157
Current estimate of cumulative claims	181,157	135,166	133,242	171,702	177,729	158,058	957,053
Cumulative payments to date	(150,381)	(127,561)	(125,360)	(157,246)	(160,833)	(110,772)	(832,153)
Liability recognised in the consolidated statement of financial position	30,776	7,605	7,882	14,456	16,896	47,286	124,901
Total liability in respect of prior years							58,115
Total liability included in the consolidated statement of financial position							183,016

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19. INSURANCE CONTRACT LIABILITIES (continued)

Claims development table (continued)

The risks associated with these insurance contracts and in particular, casualty insurance contracts, are complex and subject to a number of variables that complicate quantitative sensitivity analysis. The Group has no known or reported latent claims such as disease or asbestosis and therefore no actuarial analysis is made. The development of insurance liabilities provides a measure of the Group's ability to estimate the ultimate value of claims. The table below illustrates how the Group's estimate of total claims outstanding for each accident year has changed at successive year ends.

Accident year - Net	2015	2016	2017	2018	2019	2020	Total
Estimate of outstanding claims costs (net):							
- at end of accident year	84,454	95,724	94,656	137,342	151,216	115,999	679,392
- one year later	90,344	103,218	103,054	138,801	156,068	–	591,485
- two years later	89,519	100,726	101,094	138,933	–	–	430,273
- three years later	87,930	99,844	101,887	–	–	–	289,661
- four years later	85,789	102,438	–	–	–	–	188,228
- five years later	97,039	–	–	–	–	–	97,039
Current estimate of cumulative claims	97,039	102,438	101,887	138,933	156,068	115,999	712,364
Cumulative payments to date	(86,555)	(97,063)	(96,143)	(130,609)	(143,392)	(96,890)	(650,653)
Liability recognised in the consolidated statement of financial position	10,484	5,375	5,744	8,324	12,676	19,109	61,712
Total liability in respect of prior years							24,620
Total liability included in the consolidated statement of financial position							86,332

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20. INSURANCE CONTRACTS, INVESTMENT CONTRACTS AND REINSURANCE ASSETS - TERMS, ASSUMPTIONS AND SENSITIVITIES

(a) Life insurance contracts and investment contracts

Terms and conditions

Insurance subsidiaries in the Group offer a combination of individual life, pension, annuity and group life contracts with and without discretionary participation features. These contracts are determined by actuaries and all subsequent valuation assumptions are determined by independent consulting actuaries.

Key assumptions

Material judgement is required in determining the liabilities and in the choice of assumptions relating to both life insurance contracts and investment contracts. Assumptions in use are based on past experience, current internal data and conditions and external market indices and benchmarks, which reflect current observable market prices and other published information. Assumptions are determined as appropriate and prudent estimates are made at the date of valuation. Assumptions are further evaluated on a continuous basis in order to ensure realistic and reasonable valuations.

For insurance contracts, estimates are made in two stages. Firstly, at inception of the contract, the Group determines the assumptions in relation to future deaths, voluntary terminations, investment returns and administration expenses. Secondly, at the end of each reporting period, new estimates are developed to determine whether the liabilities are appropriate in light of the latest current estimates.

For investment contracts, assumptions used to determine the liabilities are also updated at the end of each reporting period to reflect latest estimates.

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20. INSURANCE CONTRACTS, INVESTMENT CONTRACTS AND REINSURANCE ASSETS - TERMS, ASSUMPTIONS AND SENSITIVITIES (continued)

(a) Life insurance contracts and investment contracts (continued)

Key assumptions (continued)

The key assumptions to which the estimation of liabilities is particularly sensitive are as follows:

Mortality and morbidity rates

Assumptions are based on underlying experience as well as standard industry mortality tables, according to the type of contract written. For contracts that insure the risk of longevity, appropriate but not excessively prudent allowance is made for expected future mortality improvements. Assumptions are differentiated by sex, underwriting class and contract type.

Mortality rates higher than expected will lead to a larger number of insurance claims and claims will occur sooner than anticipated, which will increase the expenditure and reduce profits for the shareholders.

Investment return

The weighted average rate of return is derived from a model portfolio that is assumed to back liabilities, consistent with the long-term asset allocation strategy. These estimates are based on current market returns as well as expectations about future economic and financial developments. An increase in investment return would lead to an increase in profits for the shareholders.

Expenses

Operating expense assumptions reflect the projected costs of maintaining and servicing in-force policies and associated overhead expenses. An increase in the level of expenses would result in an increase in expenditure thereby reducing profits for the shareholders.

Lapse and surrender rates

Lapses relate to the termination of policies due to non-payment of premiums. Surrenders relate to the voluntary termination of policies by policyholders. Policy termination assumptions are determined using statistical measures based on the Group's experience and vary by product type, policy duration and changes in policyholders' circumstances.

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20. INSURANCE CONTRACTS, INVESTMENT CONTRACTS AND REINSURANCE ASSETS - TERMS, ASSUMPTIONS AND SENSITIVITIES (continued)

(a) Life insurance contracts and investment contracts (continued)

Key assumptions (continued)

Lapse and surrender rates (continued)

The impact of a decrease in lapse rates at early duration of the policy would tend to reduce profits for the shareholders but lapse rates at later policy durations is broadly neutral in effect.

Sensitivities

The table below illustrates the impact of various changes in assumptions which are within a reasonable range of possible outcomes given the uncertainties involved in the estimation process. It demonstrates the effect of changes in key assumptions whilst other assumptions remain unchanged, if these assumptions were changed in a single calendar year. The correlation of assumptions will have a significant effect in determining the ultimate claims liabilities, but to demonstrate the impact on the claims liabilities due to changes in assumptions, these assumption changes had to be done on an individual basis. It should also be stressed that these assumptions are nonlinear and larger or smaller impacts cannot easily be gleaned from these results.

Assumption change	Required increase in insurance contract liabilities	
	2020	2019
2% Increase in mortality	9,800	9,100
5% Increase in expenses	10,000	9,900
10% Change in lapse rates	8,900	9,000
1% Decrease in investment earnings	140,900	138,600

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20. INSURANCE CONTRACTS, INVESTMENT CONTRACTS AND REINSURANCE ASSETS - TERMS, ASSUMPTIONS AND SENSITIVITIES (continued)

(b) General insurance contracts

Terms and conditions

The major classes of general insurance written by insurance subsidiaries in the Group include motor, property, casualty, marine, general accident and other miscellaneous types of general insurance. Risks under these policies usually cover a 12 month duration.

For general insurance contracts, claims provisions (comprising provisions for claims reported by policyholders and claims incurred but not yet reported) are established to cover the ultimate cost of settling the liabilities in respect of claims that have occurred and are estimated based on known facts at the end of reporting period.

The provisions are refined as part of a regular ongoing process as claims experience develops, certain claims are settled and further claims are reported. Outstanding claims provisions are not discounted for the time value of money.

Assumptions

The principal assumption underlying the estimates is the Group's past claims development experience. This includes assumptions in respect of average costs and claim numbers for each accident year. Claims provisions are separately analysed by geographical area and class of business. In addition, larger claims are usually separately assessed by loss adjusters. Judgement is used to assess the extent to which external factors such as judicial decisions and government legislation affect the estimates, as well as testing reported claims subsequent to the end of reporting period.

The general insurance claims provision is sensitive to the above key assumptions. The sensitivity of certain assumptions like legislative change, uncertainty in the estimation process and other factors is not possible to quantify. Furthermore, because of delays that arise between the occurrence of a claim and its subsequent notification and eventual settlement, the outstanding claims provisions are not known with certainty at the end of the reporting period.

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20. INSURANCE CONTRACTS, INVESTMENT CONTRACTS AND REINSURANCE ASSETS - TERMS, ASSUMPTIONS AND SENSITIVITIES (continued)

(b) General insurance contracts (continued)

Assumptions (continued)

Sensitivities

Consequently, the ultimate liabilities will vary as a result of subsequent developments.
Differences resulting from reassessment of the ultimate liabilities are recognised in subsequent consolidated financial statements.

21. TRADE AND OTHER PAYABLES	2020	2019
Trade	432,383	538,941
Due to associates and joint venture interests (Note 35)	1,191	61
Due to other related parties (Note 35)	236	1,084
Due to statutory authorities	84,216	84,758
Client funds	42,204	21,569
Accruals	238,787	222,970
Refund liabilities (Note 22)	1,204	3,536
Contract liabilities (Note 22)	15,526	12,051
Other payables	265,224	416,165
	<u>1,080,971</u>	<u>1,301,134</u>

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22. REVENUE FROM CONTRACTS WITH CUSTOMERS

a) Disaggregated revenue information

For the year ended 31 December 2020					
Segments	Manufacturing, packaging and brewing	Automotive, trading & distribution	Insurance & financial services	Media, retail services & parent company	Total
Type of good or service					
Agency services	—	7,518	—	3,703	11,221
Construction products	580,280	6,143	—	—	586,423
Construction services	17,052	18,032	—	—	35,084
Consumer, retail and IT products	—	2,019,866	—	233,674	2,253,540
Consumer, retail and IT services	1,765	55,107	—	—	56,872
Sale of beverages and bottles	1,616,253	—	—	—	1,616,253
Media sales	—	—	—	15,071	15,071
Media services	—	—	—	92,009	92,009
Manufactured products	199,686	—	—	—	199,686
Financial services	—	—	416,509	—	416,509
Total revenue from contracts with customers	<u>2,415,036</u>	<u>2,106,666</u>	<u>416,509</u>	<u>344,457</u>	<u>5,282,668</u>
For the year ended 31 December 2019					
Segments	Manufacturing, packaging and brewing	Automotive, trading & distribution	Insurance & financial services	Media, retail services & parent company	Total
Type of good or service					
Agency services	—	8,260	—	6,180	14,440
Construction products	604,923	24,202	—	—	629,125
Construction services	—	28,753	—	—	28,753
Consumer, retail and IT products	55,866	2,381,733	—	274,331	2,711,930
Consumer, retail and IT services	1,604	60,344	—	—	61,948
Sale of beverages and bottles	1,837,222	—	—	—	1,837,222
Media sales	—	—	—	15,211	15,211
Media services	—	—	—	101,892	101,892
Manufactured products	188,423	—	—	—	188,423
Financial services	—	—	416,627	—	416,627
Total revenue from contracts with customers	<u>2,688,038</u>	<u>2,503,292</u>	<u>416,627</u>	<u>397,614</u>	<u>6,005,571</u>

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22. REVENUE FROM CONTRACTS WITH CUSTOMERS (continued)

b) Contract balances	2020	2019
Trade receivables (Note 14)	595,602	730,465
Contract assets (Note 14)	9,775	16,206
Contract liabilities (Note 21)	15,526	12,051

Trade receivables are non-interest bearing and are generally on terms of 30 to 90 days. In 2020, \$123,666 (2019: \$104,609) was recognised as provision for expected credit losses on trade receivables. There were no major changes to the trade receivables balance from the beginning to the end of the year.

Contract assets are initially recognised for revenue earned from installation services as receipt of consideration is conditional on successful completion of specific milestones or of the entire installation process. Upon acceptance by the customer, the amounts recognised as contract assets are reclassified to trade receivables. In 2020 and 2019, no provision was recognised for expected credit losses on contract assets.

Contract liabilities relate to billings made to customers for which no revenue was recognised. These billings may have been based on milestones being met that are not reflective of meaningful progress towards the satisfaction of performance obligations. Billings may also be based on advances required prior to or on commencement of work.

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22. REVENUE FROM CONTRACTS WITH CUSTOMERS (continued)

c) Right of return assets and liabilities	2020	2019
Right of return assets (Note 14)	<u>757</u>	<u>1,111</u>
Refund liabilities (Note 21)		
- Arising from rights of return	<u>1,204</u>	<u>3,536</u>

d) Performance obligations

Automotive sector

For the sale of motor vehicles and vehicle parts, the performance obligation is satisfied upon delivery of the vehicle or the vehicle parts to the customer. Payment is due upon delivery and is sometimes completed through a financial institution via a vehicular loan in the case of motor vehicle sales. In the case of credit customers, payment is due within 30 days of delivery. Customers are granted assurance-type warranties that cover manufacturer defects only. Partial refunds are provided to customers who return vehicle parts within the stipulated return period.

For vehicle repairs or as-required servicing, the performance obligation is satisfied upon the completion of repairs or servicing, which is usually completed within one day. Payment is due upon delivery of the repaired or serviced vehicle, or within 30 days, in the case of credit customers.

Vehicle servicing packages are also sold to customers. These performance obligations are satisfied over time, with payment being required at the inception of the contract.

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22. REVENUE FROM CONTRACTS WITH CUSTOMERS (continued)

d) Performance obligations (continued)

Beverage sector

The performance obligation is satisfied upon delivery of the beverages and/or bottles. The terms of payment are determined by prior approval and can be cash, cash on delivery, or credit for a period of 7, 21 or 30 days. Returns due to damaged or expired products or sales errors are entitled to full refunds. Such returns usually occur within one month of delivery. Empty bottles and crates in good condition can be returned at any time in exchange for a partial refund. A deposit liability has been created based on the historic trends of such returns. Companies in this sector have no warranties.

Distribution sector

The performance obligation is satisfied upon delivery of various consumer products. The terms of payment are determined by prior approval and can be cash, cash on delivery, or credit for a period of 7, 21 or 30 days. Returns due to damaged or expired products or sales errors are entitled to full or partial refunds. Such returns usually occur within one month of delivery, but may occasionally occur outside of this period. Companies in this sector have no warranties.

Financial services sector

Revenue from contracts with customers in this sector relates to investment management and arrangement fees and spread income. The performance obligation for:

- Investment management fees is satisfied over time and payment is due quarterly in arrears.
- Arrangement fees is satisfied upon disbursement of the relevant loan and payment is due at that time.
- Spread income is satisfied upon the disbursement of the interest payment to investors and payment is due at that time.

Manufacturing sector

The performance obligation is satisfied upon delivery of manufactured products or of equipment purchased for resale. The terms of payment are determined by prior approval and can be cash, cash on delivery, or credit for a period of 7, 21 or 30 days. Returns due to damaged or faulty products or sales errors are entitled to full or partial refunds. Such returns usually occur within one month of delivery but may occasionally occur outside of this period. Warranties for equipment purchased for resale are provided for manufacturers' defects only.

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22. REVENUE FROM CONTRACTS WITH CUSTOMERS (continued)

d) Performance obligations (continued)

Manufacturing sector (continued)

The performance obligation for the servicing of equipment as-and-when required is performed when the servicing is completed. The terms of payment are determined by prior approval and can be cash, cash on delivery, or credit for a period of 7, 21 or 30 days.

Equipment servicing packages are also sold to customers. These performance obligations are satisfied over time, with payment being required at the inception of the contract.

In some cases, installation services are provided to customers who purchase manufactured products or equipment purchased for resale. This performance obligation is separate from that for the supply of the relevant item and is satisfied over-time. Payment terms vary depending on the contract terms. In the case of short-term contracts, payment is generally due within 30 days of the completion of the installation. In the case of long-term contracts, payment is due according to a schedule of specific milestones.

Services sector

Performance obligations in this sector are generally satisfied over time, however in many cases, these performance obligations are typically completed within a day or a few days and therefore are recognised as if they are satisfied at a point in time for simplicity. These performance obligations include the supervision of loading or unloading of containers on a vessel, the facilitation of payments to principals by the ultimate customer, the co-ordination of all activities relating to the processing of voyages through various ports and the monitoring of the movement of containers. Payment is due within 30 days of completion of the relevant service.

The supply and installation of office equipment, including information technology solutions are considered separate performance obligations, satisfied upon delivery of the equipment or solution and over the period of installation, respectively. For supply only contracts, payment is required within 30 days of delivery. For supply and installation contracts, payment is often based on a schedule of milestones. No returns or refunds are allowed as customers must sign a completion certificate confirming successful installation. An assurance-type warranty of one to two years is provided, which covers manufacturers' defects only.

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22. REVENUE FROM CONTRACTS WITH CUSTOMERS (continued)

d) Performance obligations (continued)

Media sector

Performance obligations in this sector are satisfied upon the appearance of the advertisement, the delivery of newspapers and the printing of third-party publications. Payment is due within 30 days of the completion of the relevant performance obligations. Refunds are granted only if the relevant performance obligation was not completed to the satisfaction of the customer. There are no warranties.

Where customers are granted access to the online newspaper or advertisements are placed for a period of time on a billboard, the performance obligation is satisfied over the subscription period. Payment is due at inception of the contract. Refunds are granted only if the relevant performance obligation was not completed to the satisfaction of the customer. There are no warranties.

Retail sector

The performance obligation is completed upon delivery of the relevant retail products. Payment is generally due within 30 days of delivery. Partial or full refunds are provided for returns within the stipulated return period, which varies from company to company. For some retail products, an assurance-type warranty of one to two years is provided, which covers manufacturers' defects only.

An extended or service-type warranty is provided for some retail products. This performance obligation is completed over the period of the extended warranty. Payment is due at inception of the contract. No refunds are allowed.

The transaction price allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) as at 31 December are, as follows:

	2020	2019
Within one year	45,810	37,897
More than one year	<u>3,650</u>	<u>7,584</u>
	<u>49,460</u>	<u>45,481</u>

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22. REVENUE FROM CONTRACTS WITH CUSTOMERS (continued)

d) Performance obligations (continued)

The remaining performance obligations expected to be recognised in more than one year relate to installation services on various long-term contracts. All the other remaining performance obligations are expected to be recognised within one year.

23. SEGMENT INFORMATION

For management purposes, the Group's operating segments are organised and managed separately according to the nature of products and services provided, with each segment representing a strategic business unit that offers different products.

The manufacturing, packaging and brewing segment is a diversified supplier of beverage, glass, chemicals and paint products. The automotive, trading and distribution segment provides services in passenger vehicles, spare parts and household/consumer products. The insurance and financial services segment provides services relating to life and general insurance, asset financing and merchant banking. The media, retail, services and parent company segment includes print, radio, television, retail, shipping and corporate services. Transfer prices amongst operating segments are set on an arm's length basis under normal commercial terms and conditions, similar to transactions with unrelated third parties. Segment revenue, expenses and results include transfers amongst operating segments. Those transfers are eliminated upon consolidation.

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23. SEGMENT INFORMATION (continued)

	Manufacturing, packaging and brewing		Automotive, trading & distribution		Insurance & financial services		Media, retail, services & parent company		Total	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Revenue										
Total gross revenue	2,708,281	3,033,550	2,163,968	2,694,915	1,065,194	1,066,875	943,104	1,121,448	6,880,547	7,916,788
Inter-segment	(293,245)	(345,512)	(57,304)	(191,623)	(95,125)	(62,384)	(515,694)	(723,834)	(961,368)	(1,323,353)
Third party revenue	2,415,036	2,688,038	2,106,664	2,503,292	970,069	1,004,491	427,410	397,614	5,919,179	6,593,435
Results										
Finance costs	1,655	1,931	557	614	29,618	29,735	9,779	11,596	41,609	43,876
Depreciation and amortisation	273,874	274,859	38,819	37,055	41,023	41,385	55,956	42,590	409,672	395,889
Impairments	7,731	—	—	—	—	—	—	—	7,731	—
Reportable segment profit before taxation	364,590	431,403	125,526	141,126	208,686	357,419	24,515	105,855	723,317	1,035,803
Taxation expense	120,640	125,609	42,018	48,524	42,739	79,677	14,102	5,648	219,499	259,458
Share of results of associates and joint venture interests	—	—	—	—	—	—	13,195	13,509	13,195	13,509
Assets										
Reportable segment assets	3,180,217	3,345,045	1,454,135	1,652,200	7,724,075	7,780,559	3,346,166	2,989,968	15,704,593	15,767,772
Investment in associates and joint venture interests	—	—	—	—	—	—	165,919	135,116	165,919	135,116
Capital expenditure	238,651	367,582	26,931	55,800	44,500	68,465	21,673	101,540	331,755	593,387
Liabilities										
Reportable segment liabilities	430,113	705,233	458,982	691,616	5,126,051	5,322,889	722,695	470,631	6,737,842	7,190,369

In 2019, \$51,065 related to Interest on customer deposits was included in finance costs. This has been reclassified to operating expenses. The 2019 operating profit and finance costs has therefore been adjusted to reflect this reclassification.

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23. SEGMENT INFORMATION (continued)

No revenue from transactions with a single external customer or counterparty amounted to 10% or more of the Group's total revenue in 2020 or 2019.

Geographical information

	Trinidad & Tobago		Barbados		Other countries		Total	
	2020	2019	2020	2019	2020	2019	2020	2019
Third party revenue	4,353,531	4,920,189	877,034	920,024	688,614	753,222	5,919,179	6,593,435
Non-current assets	2,465,666	2,509,300	372,782	365,589	464,209	430,643	3,302,657	3,305,532

Other countries include Grenada, Guyana, St. Lucia, St. Kitts and Nevis, Jamaica and the USA. The revenue information is based on the relevant subsidiaries' principal place of business.

Non-current assets include property, plant and equipment, investment properties, intangible assets and investment in associates and joint venture interests.

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24. OPERATING PROFIT	2020	2019
Revenue		
Revenue from contracts with customers		
- Sale of goods	4,690,784	5,347,232
- Rendering of services	591,884	658,339
Total revenue from contracts with customers	5,282,668	6,005,571
Other revenue		
Net insurance revenue	405,028	392,281
Finance charges, loan fees and other interest income	231,483	195,583
Total other revenue	636,511	587,864
Total revenue	5,919,179	6,593,435
Cost of sales	(3,513,062)	(3,954,079)
Gross profit	2,406,117	2,639,356
Other income (see below)	355,300	355,526
Net (loss)/gain on disposal of property, plant and equipment and investment securities	(43,024)	86,399
Interest on customer deposits	(39,509)	(51,065)
Staff costs	(694,883)	(699,652)
Credit loss expense on financial assets (see below)	(75,161)	(52,231)
(Impairment)/ reversal of impairment on property, plant and equipment, brands and licenses and associates	(9,013)	—
Depreciation and amortisation	(121,576)	(109,611)
Depreciation on right-of-use-assets	(34,187)	(34,524)
Administrative and distribution costs	(652,946)	(748,272)
Other general costs	(339,387)	(319,758)
Operating profit	751,731	1,066,168

Depreciation and amortisation included in cost of sales above amounts to \$253,909 (2019: \$251,469).

Employee benefits expenses included in administrative and distribution costs above amounts to \$5,713 (2019: \$8,731).

In 2019, \$51,065 related to Interest on customer deposits was included in finance costs. This has been reclassified to operating expenses. The 2019 operating profit and finance costs has therefore been adjusted to reflect this reclassification.

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24. OPERATING PROFIT (continued)	2020	2019
The components of other income are as follows:		
Interest and investment income	148,882	193,840
Net exchange gains	50,813	32,689
Miscellaneous income	92,329	78,501
Rental income	24,640	23,542
Dividend income	12,885	17,037
Management and service fees	7,628	6,735
Commission income	18,005	1,901
Promotional income	118	1,281
	355,300	355,526
Credit loss on financial assets are as follows:		
Credit loss on investments	1,831	6,928
Credit loss on loans, advances and other assets	28,583	26,485
Credit loss on trade receivables (Note 14)	44,748	18,818
	75,161	52,231
25. FINANCE COSTS		
Interest on lease liabilities (Note 7)	4,473	5,065
Interest on medium and long term notes and other borrowings	37,136	38,247
Interest on overdrafts and other finance costs	—	564
	41,609	43,876

In 2019, \$51,065 related to Interest on customer deposits was included in finance costs. This has been reclassified to operating expenses. The 2019 operating profit and finance costs has therefore been adjusted to reflect this reclassification.

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26. TAXATION EXPENSE

	2020	2019
Consolidated statement of income		
Current year provision	209,429	233,044
Green fund levy	18,704	22,078
Adjustments to prior year tax provisions	311	(29,268)
Deferred tax (income)/expense (Note 11)	(8,945)	33,604
Income tax expense reported in the consolidated statement of income	219,499	259,458
Consolidated statement of comprehensive income		
Deferred tax relating to items recognised in OCI during the year:		
Income tax effect of re-measurement (gains)/losses on defined benefit plans (Note 11)	(32,402)	31,489
Income tax credit on mark to market losses on investments at fair value through other comprehensive income	(618)	5,562
The provision for income tax is as follows:		
Current year provision and green fund levy:		
Trinidad and Tobago	208,995	254,899
Other countries	19,138	223
	228,133	255,122
Adjustments to prior year tax provisions:		
Trinidad and Tobago	441	(5,150)
Other countries	(130)	(24,118)
	311	(29,268)
Deferred taxes:		
Trinidad and Tobago	(2,945)	34,031
Other countries	(6,000)	(426)
	(8,945)	33,604

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26. TAXATION EXPENSE (continued)

The following items represent the principal differences between income taxes computed at the aggregate statutory tax rates of all jurisdictions and the tax reported in the consolidated statement of income:

	2020	2019
Taxes at aggregate statutory tax rates of all jurisdictions		
Trinidad and Tobago	180,605	242,382
Other countries	20,074	32,665
	200,679	275,047
Differences resulting from:		
Exempt income	(28,160)	(31,186)
Allowances	(32,952)	(16,867)
Adjustments to prior year tax provisions	311	(29,268)
Adjustment to statutory tax rate	—	(3,759)
Tax losses utilised	(6,655)	(789)
Non-allowable expenses	47,996	22,094
Green fund and business levy	24,578	28,360
Other permanent differences	13,702	15,827
	219,499	259,458

27. EARNINGS PER SHARE

Basic earnings per share is computed by relating profit attributable to ordinary shareholders of the Parent (net of preference dividends) to the weighted average number of ordinary share units outstanding during the year. The weighted average number of shares has been adjusted for the removal of treasury shares.

Diluted earnings per share is computed by relating profit attributable to ordinary shareholders of the Parent to the weighted average number of shares outstanding during the year plus the weighted average number of ordinary shares that would be issued on the conversion of all potential dilutive ordinary shares into issued ordinary shares.

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27. EARNINGS PER SHARE (continued)	2020	2019
Profit attributable to ordinary shareholders of the Parent (net of preference dividend)	<u>423,236</u>	<u>644,836</u>
	Thousands of units	Thousands of units
Weighted average number of ordinary shares in issue (000's) –	171,856	172,204
Effect of dilution of share options	–	–
Weighted average number of ordinary shares in issue (000's) –	<u>171,856</u>	<u>172,204</u>
Basic earnings per share (\$ per share)	\$2.46	\$3.74
Diluted earnings per share (\$ per share)	\$2.46	\$3.74
28. DIVIDENDS	2020	2019
6% Cumulative preference	10	10
2020: 15c Interim ordinary – paid (2019: 30c)	26,430	51,661
2019: Nil Final ordinary – paid (2018: 150c)	–	<u>258,648</u>
	<u>26,440</u>	<u>310,319</u>

During the year ended 31 December 2020, an interim dividend of 15 cents per ordinary share (amounting to \$26,430) was declared and paid. No 2019 final ordinary dividend was declared or paid.

In addition, a final dividend of 150 cents (2019: nil) per ordinary share in respect of 2020 has been declared by the Directors subsequent to year end. This 2020 final dividend amounting to \$257,784 is not recorded as a liability as at 31 December 2020.

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29. SHARE BASED TRANSACTIONS

In accordance with the Ordinary Resolution approved by members in the General Meeting dated 19 May 1988, 6,000,000 share units were allocated for share options under the control of the Board of Directors. Of that number, none were granted and exercised and 1,397 (2019: 9,285) have been granted but not yet exercised. In 2020, no options were exercised (2019: nil). The following table summarises the number and weighted average price of and movements in share options during the period:

	2020		2019	
	No. of options	Weighted average exercise price per share \$	No. of options	Weighted average exercise price per share \$
At 1 January	9,285	65.49	24,322	66.06
Granted	—		—	
Expired	(7,888)	65.52	(15,037)	66.42
Exercised	<u>—</u>		<u>—</u>	
At 31 December	1,397	65.33	9,285	65.49

Share options are granted to senior executives of the Group, and are settled by cash consideration. The exercise price of the granted options is equal to the market price of the shares at the grant date. Options are conditional on the Executives remaining in the Company's employ for periods ranging from a minimum of ten months to seven years after the date of issue. Thereafter, eligible executives have one year within which to exercise the option.

The table below summarises the share options that have been granted to Executives but have not been exercised at year end:

Grant date	No. of options granted	Exercise price (\$)	Fair value	Maturity date
9-May-18	<u>1,397</u>	65.33	26	8-May-21
	<u>1,397</u>			

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29. SHARE BASED TRANSACTIONS (continued)

The expense for share options charged within administrative expenses for the year was Nil (2019: 231).

The fair value of the equity settled share options granted was estimated using the binomial model. The following summarises the key inputs to the model:

	2020	2019
Risk free rate	3.2% p.a.	3.2% p.a.
Dividend growth rate	0% p.a.	0% p.a.
Volatility	12% p.a., 10%	12% p.a., 10%

Expected volatility was based on the amount by which the share price was expected to fluctuate during the period and has not changed from year.

30. CONTINGENT LIABILITIES AND CAPITAL COMMITMENTS

	2020	2019
(i) Guarantees, bills discounted, performance and customs bonds, acceptances and other contingencies	<u>246,034</u>	<u>222,135</u>

(ii) Litigation

In the ordinary course of business, certain subsidiaries became defendants in various legal claims and proceedings. Provisions have been established where necessary based on the professional advice received.

	2020	2019
(iii) Capital commitments		
Contracts for capital expenditure and other commitments not accounted for in these consolidated financial statements	<u>76,614</u>	<u>33,800</u>

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31. FAIR VALUES

With the exception of insurance contracts which are specifically excluded under IFRS 13, the estimated fair values of certain financial instruments have been determined using available market information or other appropriate valuation methodologies that require judgment in interpreting market data and developing estimates. Consequently, the estimates made do not necessarily reflect the amounts that the Group could realise in a current market exchange. The use of different assumptions and/or different methodologies may have a material effect on the fair values estimated.

The fair value information is based on information available to management as at the dates presented. Although management is not aware of any factors that would significantly affect the fair value amounts, such amounts have not been comprehensively revalued for the purposes of these consolidated financial statements and, therefore the current estimates of the fair value may be significantly different from the amounts presented herein.

(i) Short-term financial assets and liabilities

The carrying amounts of short-term financial assets and liabilities comprising the Group's cash and short-term deposits, fixed deposits, short-term borrowings, the current portion of customers' deposits and other funding instruments, current portion of medium and long term notes, trade and other receivables and trade and other payables are a reasonable estimate of their fair values because of the short maturity of these instruments.

(ii) Investment securities

The fair value of trading investments is based on market quotations, when available. When market quotations are not readily available, fair values are based on discounted cash flows or estimated using quoted market prices of similar investments. In the absence of a market value, discounted cash flows will approximate fair value. This process relies on available market data to generate a yield curve for each country in which valuations were undertaken, using interpolated results where there were no market observable rates.

In pricing callable bonds, where information is available, the price of a callable bond is determined as at the call date using the Yield to Worst. For bonds with irregular cash flows (sinking funds, capitalisation of interest, moratoria, amortisations or balloon payments), a process of iteration using the Internal Rate of Return is used to arrive at bond values. Yields on all tax-free bonds are grossed-up to correspond to similar taxable bonds at the prevailing rate of corporation tax.

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31. FAIR VALUES (continued)

(iii) Loans and advances

The estimated fair value for performing loans is computed as the future cash flows discounted at the yield to maturity based on the carrying values at the inherent rates of interest in the portfolio as those rates approximate market conditions. When discounted, the cash flow values are substantially equal to the carrying value.

(iv) Medium and long term notes

The Group values the debt and asset backed securities using valuation models which use discounted cash flow analysis which incorporates either only observable data or both observable and non-observable data. Observable inputs include assumptions regarding current rates of interest and real estate prices; unobservable inputs include assumptions regarding expected future default rates, prepayment rates and liquidity discounts.

(v) Carrying amounts and fair values

The following table summarises the carrying amounts and the fair values of the Group's financial assets and liabilities:

Financial assets/liabilities	Carrying amount 2020	Fair value 2020	Carrying amount 2019	Fair value 2019
Investment securities	4,128,691	4,318,982	4,609,283	4,712,369
Medium and long term notes	638,087	641,555	878,434	895,977

For all other financial assets and liabilities, the carrying value is considered a reasonable approximation of fair value.

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31. FAIR VALUES (continued)

(vi) Determination of fair value and fair value hierarchies

The Group uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation techniques. Refer also to Note 2 (xvii).

Level 1

Included in the Level 1 category are financial assets and liabilities that are measured in whole or in part by reference to published quotes in an active market. A financial instrument is regarded as quoted in an active market if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency and those prices represent actual and regularly occurring market transactions on an arm's length basis.

Level 2

Included in the Level 2 category are financial assets and liabilities that are measured using a valuation technique based on assumptions that are supported by prices from observable current market transactions and for which pricing is obtained via pricing services, but where prices have not been determined in an active market. This includes financial assets with fair values based on broker quotes, investments in private equity funds with fair values obtained via fund managers and assets that are valued using the Group's own models whereby the majority of assumptions are market observable.

Level 3

Included in the Level 3 category are financial assets and liabilities that are not quoted as there are no active markets to determine a price. These financial instruments are held at cost, being the fair value of the consideration paid for the acquisition of the investment, and are regularly assessed for impairment.

Quantitative disclosures fair value measurement hierarchy for assets as at 31 December 2020:

	Level 1	Level 2	Level 3	Total
Investment securities designated at FVSI				
Equities	498,524	15,773	5,230	519,527
Government bonds	63,375	6,575	–	69,950
State owned company securities	10,032	56,345	–	66,377
Corporate bonds and debentures	42,975	23,839	–	66,814
	<u>614,906</u>	<u>102,532</u>	<u>5,230</u>	<u>722,668</u>

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31. FAIR VALUES (continued)

(vi) Determination of fair value and fair value hierarchies (continued)

Quantitative disclosures fair value measurement hierarchy for assets as at 31 December 2020: (continued)

	Level 1	Level 2	Level 3	Total
Investment securities designated at amortised cost for which fair values are disclosed				
Government bonds	44,722	594,132	34,385	673,239
State owned company securities	145,259	794,681	–	939,940
Corporate bonds and debentures	641,428	1,241,929	27,354	1,910,711
	<u>831,409</u>	<u>2,630,742</u>	<u>61,739</u>	<u>3,523,890</u>
Investment securities measured at Fair Value through OCI				
Government bonds	28,777	–	–	28,777
State owned company securities	–	–	–	–
Corporate bonds and debentures	43,647	–	–	43,647
	<u>72,424</u>	<u>–</u>	<u>–</u>	<u>72,424</u>

All other financial instruments are classified as Level 2.

Description of significant unobservable inputs to valuation:

	Significant unobservable inputs	Range (weighted average)	Sensitivity of the input to fair value
			2% increase/(decrease) in the rate of return would result in decrease/(increase) in fair value by \$17,410/(\$7,159)
Unquoted securities	Rate of return	0.54% to 12.00%	

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31. FAIR VALUES (continued)

(vi) Determination of fair value and fair value hierarchies (continued)

Transfers between Level 1 and Level 2

At each reporting date the Group assesses the fair value hierarchy of its financial instruments. A transfer between levels will occur when a financial instrument no longer meets the criteria in which the financial instrument is classified. There were no transfers between Level 1 and Level 2 in 2020 or 2019.

Quantitative disclosures fair value measurement hierarchy for assets as at 31 December 2019:

	Level 1	Level 2	Level 3	Total
Investment securities designated at FVSI				
Equities	535,503	–	1,058	536,561
Government bonds	4,171	6,541	–	10,712
State owned company securities	14,893	64,160	–	79,053
Corporate bonds and debentures	46,396	37,118	–	83,514
	<u>600,963</u>	<u>107,819</u>	<u>1,058</u>	<u>709,840</u>
Investment securities at amortised cost for which fair values are disclosed				
Government bonds	54,789	574,104	47,133	676,026
State owned company securities	176,530	848,261	–	1,024,791
Corporate bonds and debentures	1,052,425	1,071,210	40,939	2,164,574
	<u>1,283,744</u>	<u>2,493,575</u>	<u>88,072</u>	<u>3,865,391</u>

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31. FAIR VALUES (continued)

(vi) Determination of fair value and fair value hierarchies (continued)

Quantitative disclosures fair value measurement hierarchy for assets as at 31 December 2019: (continued)

	Level 1	Level 2	Level 3	Total
Investment securities measured at Fair Value through OCI				
Government bonds	26,767	—	—	26,767
State owned company securities	5,833	—	—	5,833
Corporate bonds and debentures	104,538	—	—	104,538
	<u>137,138</u>	<u>—</u>	<u>—</u>	<u>137,138</u>

All other financial instruments are classified as Level 2.

Description of significant unobservable inputs to valuation:

	Valuation technique	Significant unobservable inputs	Range (weighted average)	Sensitivity of the input to fair value
				2% increase/(decrease) in the rate of return would result in decrease/(increase) in fair value by \$15,632/(\$5,065)
Unquoted securities	Discounted cash flows	Rate of return	0.54% to 12.00%	

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31. FAIR VALUES (continued)

(vi) Determination of fair value and fair value hierarchies (continued)

Movements in Level 3 financial instruments measured at fair value

	2020	2019
Assets		
Balance at 1 January	89,130	73,192
Gains recognised	(4,125)	(363)
Purchases	1,687	—
Transfers into/(out of) Level 3	(6,331)	16,301
Disposals	<u>(13,392)</u>	<u>—</u>
	<u>66,969</u>	<u>89,130</u>

32. RISK MANAGEMENT

Introduction

Risk is inherent in the Group's activities but it is managed through a process of ongoing identification, measurement and monitoring, subject to risk limits and other controls. This process of risk management is critical to the Group's continuing profitability and each individual within the Group is accountable for the risk exposures relating to their responsibilities. The Group is exposed to credit risk, liquidity risk and market risk.

Board of Directors

The Board of Directors of the Group is responsible for the overall risk management approach and for approving the risk strategies, principles, policies and procedures. Day to day adherence to risk principles is carried out by the executive management of the Group in compliance with the policies approved by the Board of Directors.

Treasury management

The Group's Head Office employs a Treasury function which is responsible for managing the assets, liabilities and the overall financial structure of the Group. The Treasury function is also primarily responsible for the funding and liquidity risks of the Group.

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32. RISK MANAGEMENT (continued)

Concentrations of risk

Concentrations arise when a number of counterparties are engaged in similar business activities, or activities in the same geographical region, or have economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentrations indicate the relative sensitivity of the Group's results to developments affecting a particular industry. In order to avoid excessive concentrations of risk, the Group's procedures include specific monitoring controls to focus on the maintenance of a diversified portfolio.

Interest rate risk

Interest rate risk arises from the possibility that changes in interest rates will affect future cash flows or the fair values of financial instruments. The Group manages its interest rate exposure by offering fixed rates on its deposits over the respective term. The Group's long-term debt and borrowings consist primarily of fixed interest rate loans. On the lending side hire purchase loans are granted at fixed rates over specified periods. As the interest rates on both deposits and loans remain fixed over their lives, the risk of fluctuations in market conditions is mitigated.

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fair value interest rate risk is the risk that the value of a financial instrument will fluctuate because of changes in market interest rates. The Group takes on exposure to the effects of fluctuations in the prevailing levels of market interest rates on both its fair value and cash flow risks. Interest margins may increase as a result of such changes but may reduce losses in the event that unexpected movements arise. The Board sets limits on the level of mismatch of interest rate re-pricing that may be undertaken, which is monitored daily by the Group Treasury Department. The Group has assessed its financial assets and liabilities to determine the impact of a change in interest rates by 100 basis points, and has concluded that this change will not be material to the consolidated statement of income or consolidated statement of changes in equity of the Group.

Currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates. Such exposure arises from sales or purchases by an operating unit in currencies other than the unit's functional currency. Management monitors its exposure to foreign currency fluctuations and employs appropriate strategies to mitigate any potential losses. The aggregate value of financial assets and liabilities by reporting currency are as follows:

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32. RISK MANAGEMENT (continued)

Currency risk (continued)

Year ended 31 December 2020	TTD	USD	ECD	BDS	EURO	OTHER	TOTAL
ASSETS							
Cash and short term deposits	1,849,895	754,299	67,372	200,443	41,489	19,719	2,933,217
Investment securities	1,986,624	2,027,083	163	96,268	—	18,553	4,128,691
Loans, advances and other assets	1,404,687	257,021	—	487,968	—	119	2,149,795
Trade and other receivables	430,797	106,206	20,358	257,645	4,953	62,623	882,582
Total financial assets	5,672,003	3,144,609	87,893	1,042,324	46,442	101,014	10,094,285
LIABILITIES							
Short term borrowings	240,636	4,235	—	36	—	—	244,907
Customers' deposits and other funding instruments	1,249,040	565,660	—	401,823	—	—	2,216,523
Lease liabilities	50,053	55	—	5,323	—	9,484	64,915
Medium and long term notes and other borrowings	305,408	325,509	—	7,170	—	—	638,087
Trade and other payables	528,012	298,351	49,074	177,071	12,711	15,752	1,080,971
Total financial liabilities	2,373,148	1,193,811	49,074	591,423	12,711	25,236	4,245,402
Net currency risk exposure	—	1,950,797	38,819	450,902	33,732	75,778	
Reasonably possible change in foreign exchange rate		5%	5%	5%	5%	5%	
Effect on profit before tax		97,540	1,941	22,545	1,687	3,789	127,502

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32. RISK MANAGEMENT (continued)

Currency risk (continued)

Year ended 31 December 2019	TTD	USD	ECD	BDS	EURO	OTHER	TOTAL
ASSETS							
Cash and short term deposits	1,154,002	543,623	46,787	254,258	38,431	26,857	2,063,958
Investment securities	2,396,126	2,138,000	163	70,924	—	4,070	4,609,283
Loans, advances and other assets	1,442,677	196,479	—	386,443	—	1,076	2,026,675
Trade and other receivables	<u>597,433</u>	<u>173,895</u>	<u>29,062</u>	<u>259,428</u>	<u>7,510</u>	<u>75,599</u>	<u>1,142,927</u>
Total financial assets	<u>5,590,238</u>	<u>3,051,997</u>	<u>76,012</u>	<u>971,053</u>	<u>45,941</u>	<u>107,602</u>	<u>9,842,843</u>
LIABILITIES							
Short term borrowings	1,092	6,925	—	—	—	—	8,017
Customers' deposits and other funding instruments	1,407,804	663,038	—	449,021	—	—	2,519,863
Lease liabilities	83,859	—	564	4,946	—	9,372	98,741
Medium and long term notes and other borrowings	544,965	333,469	—	—	—	—	878,434
Trade and other payables	<u>599,738</u>	<u>391,435</u>	<u>43,974</u>	<u>241,990</u>	<u>3,438</u>	<u>20,559</u>	<u>1,301,134</u>
Total financial liabilities	<u>2,637,458</u>	<u>1,394,867</u>	<u>44,538</u>	<u>695,957</u>	<u>3,438</u>	<u>29,931</u>	<u>4,806,189</u>
Net currency risk exposure	—	1,657,130	31,474	255,096	42,503	77,671	—
Reasonably possible change in foreign exchange rate	—	5%	5%	5%	5%	5%	—
Effect on profit before tax	—	82,857	1,574	12,755	2,125	3,884	103,195

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32. RISK MANAGEMENT (continued)

Credit risk management

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Group is exposed to credit risk from its operating activities (primarily trade receivables) and from its financing activities, including deposits with banks and financial institutions, foreign exchange transactions and other financial instruments.

Trade receivables and contract assets

Customer credit risk is managed by each business unit subject to the Group's established policy, procedures and control relating to customer credit risk management. Credit quality of a customer is assessed based on an extensive credit rating scorecard and individual credit limits are defined in accordance with this assessment. Outstanding customer receivables and contract assets are regularly monitored and any shipments to major customers are generally covered by letters of credit or other forms of credit insurance obtained from reputable banks and other financial institutions.

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e., by geographical region, product type, customer type and rating, and coverage by letters of credit or other forms of credit insurance). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade receivables are written-off if past due for more than six months although they continue to be subject to enforcement activity. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets disclosed below. The Group evaluates the concentration of risk with respect to trade receivables and contract assets as low, as its customers are located in several jurisdictions and industries.

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32. RISK MANAGEMENT (continued)

Credit risk management (continued)

Set out below is the information about the credit risk exposure on the Group's trade receivables and contract assets using a provision matrix:

	Trade Receivables - as at 31 December 2020		
	Up to 180	Over 180	Total
	days	days	
	\$000s	\$000s	
Expected credit loss rate	4.64%	64.34%	17.19%
Estimated total gross carrying amount at default	568,055	151,213	719,268
Expected	26,381	97,285	123,666
	Trade Receivables - as at 31 December 2019		
	Up to 180	Over 180	Total
	days	days	
	\$000s	\$000s	
Expected credit loss rate	4.86%	38.28%	12.53%
Estimated total gross carrying amount at default	643,465	191,609	835,074
Expected	31,265	73,344	104,609

Impairment assessment

The references below show where the Group's impairment assessment and measurement approach is set out in this report. It should be read in conjunction with the Summary of significant accounting policies.

Definition of default and cure

The Group considers a financial instrument defaulted and therefore Stage 3 (credit-impaired) for ECL calculations in all cases when the borrower becomes 90 days past due on its contractual payments.

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32. RISK MANAGEMENT (continued)

Credit risk management (continued)

Definition of default and cure (continued)

As a part of a qualitative assessment of whether a customer is in default, the Group also considers a variety of instances that may indicate unlikelihood to pay. When such events occur, the Group carefully considers whether the event should result in treating the customer as defaulted and therefore assessed as Stage 3 for ECL calculations or whether Stage 2 is appropriate. Such events include:

- Internal rating of the borrower indicating default or near-default
- The borrower requesting emergency funding from the Group
- The borrower having past due liabilities to public creditors or employees
- A material decrease in the underlying collateral value where the recovery of the loan is expected from the sale of the collateral
- A material decrease in the borrower's turnover or the loss of a major customer
- A covenant breach not waived by the Group
- The debtor (or any legal entity within the debtor's group) filing for bankruptcy application/protection
- Debtor's listed debt or equity suspended at the primary exchange because of rumours or facts about financial difficulties

It is the Group's policy to consider a financial instrument as 'cured' and therefore re-classified out of Stage 3 when none of the default criteria have been present for at least six consecutive months. The decision whether to classify an asset as Stage 2 or Stage 1 once cured depends on the updated credit grade, at the time of the cure, and whether this indicates there has been a significant increase in credit risk compared to initial recognition.

Probability of default (PD):

The PD is an estimate of the likelihood of default over a given time horizon. A default may only happen at a certain time over the assessed period, if the facility has not been previously derecognised and is still in the portfolio.

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32. RISK MANAGEMENT (continued)

Credit risk management (continued)

Exposure at default

The EAD is an estimate of the exposure at a future default date, taking into account expected changes in the exposure after the reporting date, including repayments of principal and interest, whether scheduled by contract or otherwise, expected drawdowns on committed facilities, and accrued interest from missed payments.

The EAD represents the gross carrying amount of the financial instruments subject to the impairment calculation, addressing both the client's ability to increase its exposure while approaching default and potential early repayments too.

Loss Given Default

The LGD is an estimate of the loss arising in the case where a default occurs at a given time. It is based on the difference between the contractual cash flows due and those that the lender would expect to receive, including from the realisation of any collateral. It is usually expressed as a percentage of the EAD.

Significant increase in credit risk

The Group continuously monitors all assets subject to ECLs. In order to determine whether an instrument or a portfolio of instruments is subject to 12mECL or LTECL, the Group assesses whether there has been a significant increase in credit risk since initial recognition.

The Group also applies a secondary qualitative method for triggering a significant increase in credit risk for an asset, such as moving a customer/facility/investment to the watch list to non-investment grade, or the account becoming forborne. Regardless of the change in credit grades, if contractual payments are more than 30 days past due, the credit risk is deemed to have increased significantly since initial recognition.

Other considerations

For investments, the Group primarily relies on international external credit rating agencies to provide data for PDs and LGDs. PDs and LGDs for other financial assets such as loans and advances were derived based on historical loss trends in the portfolios, recoveries, typical collateral and other borrower characteristics.

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32. RISK MANAGEMENT (continued)

Credit risk management (continued)

Gross maximum exposure to credit risk

The following table shows the maximum exposure to credit risk which represents a worst case scenario of credit risk exposure, without taking account of any collateral held or other credit enhancements attached. The amount and type of collateral required depends on an assessment of the credit risk of the counterparty. Guidelines are implemented regarding the acceptability of types of collateral and valuation parameters.

	2020	2019
Trade and other receivables	882,582	1,142,927
Cash and short term deposits (excluding Central Bank Reserve)	2,829,027	1,885,156
Loans, advances and other assets	2,149,795	2,026,675
Investment securities	<u>3,609,164</u>	<u>4,072,722</u>
Sub-total	9,470,568	9,127,480
Contingent liabilities	<u>246,034</u>	<u>222,135</u>
Total	<u>9,716,602</u>	<u>9,349,615</u>

The main types of collateral obtained are as follows:

- Hire purchase and leases – charges over auto vehicles, industrial, household and general equipment.
- Reverse repurchase transactions – cash and securities.
- Corporate loans – charges over real estate property, industrial equipment, inventory and trade receivables.
- Mortgage loans – mortgages over commercial and residential properties.

Cash and short-term deposits

These funds are placed with highly rated local banks and Central Banks within the Caribbean region where the Group operates. In addition cash is held by international financial institutions with which the Group has relationships as custodians or fund managers. All custodians and fund managers are highly rated by Moody's and have been classified with a 'stable' outlook. Management therefore considers the risk of default of these counterparties to be very low.

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32. RISK MANAGEMENT (continued)

Credit risk management (continued)

Loans and advances

For the merchant banking portfolio within loans and advances, given the limited historical data, the PD history of the leased assets portfolio was used as a starting point of the calculation. For certain Stage 2 loans, where management considered the entity's financial position or industry to present higher risks, the PDs were judgementally adjusted to reflect the increased risk. LGDs were assessed on an individual loan by loan basis due to the portfolio being non-homogeneous. This was based on the security held, factoring in the liquidity, current condition and estimated value of the collateral. EAD equals the loan balance outstanding plus accrued interest.

Other financial assets

For mortgage loans, policy loans, premium receivables and reinsurance receivables, a simplified ECL approach was applied. Historical losses on these respective portfolios were calculated and applied to the current positions, with management applying judgemental overlays based on expectations as required.

Investment securities

PDs and LGDs for traded instruments were based on the global credit ratings assigned to the instruments or the country for sovereign exposures. PDs and LGDs for non-traded instruments as well as local debt instruments were based on three notches below the credit rating of the sovereign in which the instrument is issued or on company ratings where they existed. EAD equals the amortised security balance plus accrued interest.

	2020	2019
Investment securities		
Stage 1	3,101,002	3,616,384
Stage 2	270,897	246,066
Stage 3	84,355	94,697
	<u>3,456,254</u>	<u>3,957,147</u>

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32. RISK MANAGEMENT (continued)

Credit risk management (continued)

	2020	2019
Loans, advances and other assets		
Stage 1	1,537,312	1,680,738
Stage 2	349,641	104,485
Stage 3	158,481	157,022
	<u>2,045,434</u>	<u>1,942,245</u>

Analysis of gross carrying amount and the corresponding ECLs are as follows:

Stage 1

	Investment securities	Loans, advances and other assets	Total
As at 31 December 2020			
Gross balance	3,101,002	1,537,312	4,638,313
ECL	(12,878)	(11,843)	(24,721)
	<u>3,088,124</u>	<u>1,525,468</u>	<u>4,613,593</u>
ECL as a % of Gross balance	0.42%	0.77%	0.53%

Stage 1

	Investment securities	Loans, advances and other assets	Total
As at 31 December 2019			
Gross balance	3,616,384	1,680,738	5,297,122
ECL	(7,623)	(9,625)	(17,248)
	<u>3,608,761</u>	<u>1,671,113</u>	<u>5,279,875</u>
ECL as a % of Gross balance	0.21%	0.57%	0.33%

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32. RISK MANAGEMENT (continued)

Credit risk management (continued)

Analysis of gross carrying amount and the corresponding ECLs are as follows: (continued)

Stage 2

	Investment securities	Loans, advances and other assets	Total
As at 31 December 2020			
Gross balance	270,897	349,641	620,538
ECL	(11,697)	(17,447)	(29,144)
	<u>259,200</u>	<u>332,194</u>	<u>591,394</u>
ECL as a % of Gross balance	4.32%	4.99%	4.70%

Stage 2

	Investment securities	Loans, advances and other assets	Total
As at 31 December 2019			
Gross balance	246,066	104,485	350,551
ECL	(9,359)	(5,785)	(15,144)
	<u>236,707</u>	<u>98,700</u>	<u>335,407</u>
ECL as a % of Gross balance	3.80%	5.54%	4.32%

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32. RISK MANAGEMENT (continued)

Credit risk management (continued)

Analysis of gross carrying amount and the corresponding ECLs are as follows: (continued)

Stage 3

	Investment securities	Loans, advances and other assets	Total
As at 31 December 2020			
Gross balance	84,355	158,481	242,836
ECL	(25,656)	(97,362)	(123,018)
	<u>58,699</u>	<u>61,119</u>	<u>119,818</u>
ECL as a % of Gross balance	30.41%	61.43%	50.66%

Stage 3

	Investment securities	Loans, advances and other assets	Total
As at 31 December 2019			
Gross balance	94,697	157,022	251,719
ECL	(40,723)	(72,725)	(113,448)
	<u>53,974</u>	<u>84,297</u>	<u>138,271</u>
ECL as a % of Gross balance	43.00%	46.32%	45.07%

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32. RISK MANAGEMENT (continued)

Liquidity risk

Liquidity risk is the risk that the Group will be unable to meet its payment obligations when they fall due under normal and stress circumstances. The Group monitors its liquidity risk by considering the maturity of both its financial investments and financial assets and projected cash flows from operations. Where possible the Group utilises surplus internal funds to a large extent to finance its operations and ongoing projects. However, the Group also utilises available credit facilities such as loans, overdrafts and other financing options where required.

The table below summarises the maturity profile of the Group's financial liabilities based on contractual payments.

Year ended 31 December 2020	Up to 1 year	1 to 5 years	>5 years	Total
Lease liabilities	30,894	26,402	7,619	64,915
Customers' deposits and other funding instruments	1,938,348	278,175	—	2,216,523
Medium and long term notes and other borrowings	244,907	638,087	—	882,994
Trade and other payables	818,519	22,446	1,218	842,183
Interest payable	35,267	52,542	—	87,809
	<u>3,067,935</u>	<u>1,017,652</u>	<u>8,837</u>	<u>4,094,424</u>
Year ended 31 December 2019	Up to 1 year	1 to 5 years	>5 years	Total
Lease liabilities	32,192	62,221	4,328	98,741
Customers' deposits and other funding instruments	2,196,709	323,154	—	2,519,863
Medium and long term notes and other borrowings	8,017	878,434	—	886,451
Trade and other payables	1,078,164	—	—	1,078,164
Interest payable	25,446	114,270	—	139,716
	<u>3,340,528</u>	<u>1,378,079</u>	<u>4,328</u>	<u>4,722,935</u>

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32. RISK MANAGEMENT (continued)

Equity price risk

Equity price risk is the risk that the fair values of equities will decrease as the result of decreases in equity indices and the value of individual stocks. The non-trading equity price risk exposure arises from the Group's investment portfolio.

The effect on income will arise as a result of the change in fair value of equity instruments categorised as fair value through the statement of income.

The effect on income at 31 December due to a reasonably possible change in equity indices, with all other variables held constant, is as follows:

Market indices	Change in equity price	Effect on income	
		2020	2019
TTSE	+/- 3	23,006	25,943
S&P 500	+/- 8	10,335	10,579

33. CAPITAL MANAGEMENT

The primary objectives of the Group's capital management policy are to ensure that the Group complies with externally imposed capital requirements and that the Group maintains strong credit ratings and healthy capital ratios in order to support its business and to maximise shareholder value.

When managing capital, which is a broader concept than the 'equity' in the consolidated statement of financial position, the objectives of the Group are:

- To comply with the capital requirements set by the regulators of the markets where the parent and its subsidiaries operate;
- To safeguard the Group's ability to continue as a going concern so that they can continue to provide returns for shareholders and benefits for other stakeholders; and
- To maintain a strong capital base to support the development of its business.

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33. CAPITAL MANAGEMENT (continued)

Capital adequacy and the use of regulatory capital are monitored monthly by Management, employing techniques based on the guidelines developed and implemented by the Central Bank of Trinidad & Tobago for supervisory purposes. The required information is filed with the Central Bank on a monthly basis.

The Central Bank of Trinidad and Tobago requires each bank or banking group to: (a) hold the minimum level of the regulatory capital of \$15 million, and (b) maintain a ratio of total regulatory capital to the risk-weighted asset (the 'Basel ratio') at or above the internationally agreed minimum of 8%.

In each country in which the Group's insurance subsidiaries operates, the local insurance regulator indicates the required minimum amount and type of capital that must be held by each of the subsidiaries in addition to their insurance liabilities. The Group is subject to the insurance solvency regulations in all the territories in which it issues insurance contracts. The minimum required capital must be maintained at all times throughout the year.

For 2020 and 2019, the Group complied with all of the externally imposed capital requirements to which they are subject at the date of this report.

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34. SUBSIDIARY COMPANIES

The consolidated financial statements include the financial statements of ANSA McAL Limited and the consolidated subsidiaries listed as follows:

Company/Entity	Country of incorporation/ principal place of business	% Interest 2020	% Interest 2019
Alstons Limited	Republic of Trinidad and Tobago	100	100
Alstons Marketing Company Limited	Republic of Trinidad and Tobago	100	100
Alstons Shipping Limited	Republic of Trinidad and Tobago	100	100
Alstons Travel Limited	Republic of Trinidad and Tobago	100	100
AMCL Holdings Limited	Republic of Trinidad and Tobago	100	100
ANSA Motors Limited	Republic of Trinidad and Tobago	100	100
ANSA Coatings Group	Republic of Trinidad and Tobago	100	100
ANSA Coatings International Group	St. Lucia	100	100
ANSA Global Brands Limited	St. Lucia	100	100
ANSA Merchant Bank Group	Republic of Trinidad and Tobago	82.48	82.48
ANSA McAL (US) Inc.	United States of America	100	100
ANSA McAL (Barbados) Group	Barbados	100	100
ANSA McAL Beverages (Barbados) Limited	St. Lucia	100	100
ANSA McAL Chemicals Limited	Republic of Trinidad and Tobago	100	100
ANSA McAL Enterprises Limited	Republic of Trinidad and Tobago	100	100
ANSA McAL Trading (Guyana) Limited	Guyana	100	100
Guardian Media Group	Republic of Trinidad and Tobago	51.03	51.03
ANSA Re Limited	St. Lucia	100	100
ANSA Technologies Limited	Republic of Trinidad and Tobago	100	100
Carib Brewery (St Kitts & Nevis) Limited	St. Kitts & Nevis	55.54	55.54
Carib Glassworks Limited	Republic of Trinidad and Tobago	100	100

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34. SUBSIDIARY COMPANIES (continued)

Company/Entity	Country of incorporation/ principal place of business	% Interest 2020	% Interest 2019
Caribbean Development Company	Republic of Trinidad and Tobago	80	80
Caribbean Roof Tile Company Limited	Republic of Trinidad and Tobago	100	100
DCI Miami Inc.	United States of America	100	100
Easi Industrial Supplies Limited	Republic of Trinidad and Tobago	100	100
Carib Brewery (Grenada) Limited	Grenada	55.54	55.54
Indian River Beverage Corporation	United States of America	100	100
McEneaney Business Machines Limited	Republic of Trinidad and Tobago	100	100
Promenade Development Limited	Republic of Trinidad and Tobago	100	100
Sissons Paints Limited	Republic of Trinidad and Tobago	100	100
Sissons Paints Grenada Limited	Grenada	100	100
Standard Distributors Limited	Republic of Trinidad and Tobago	100	100
Standard Distributors and Sales Barbados Limited	Barbados	100	100
Standard Equipment Limited	Republic of Trinidad and Tobago	100	100
Tobago Marketing Company Limited	Republic of Trinidad and Tobago	100	100
Trinidad Aggregate Products Limited	Republic of Trinidad and Tobago	97.14	97.14
Trinidad Match Limited	Republic of Trinidad and Tobago	100	100
T/Wee Limited	Republic of Trinidad and Tobago	100	100
Trident Insurance Company Limited	Barbados	100	100

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35. RELATED PARTY DISCLOSURES

Parties are considered to be related if one has the ability to control or exercise significant influence over the other party in making financial or operational decisions. The sales to and purchases from related parties are made at normal commercial terms and market rates. Outstanding balances at the year-end are unsecured, interest free and settlement occurs in cash. There have been no guarantees provided or received for any related party receivables or payables. For the year ended 31 December 2020, the Group has recorded an impairment charge in respect of receivables relating to amounts owed by related parties of \$nil (2019: \$nil).

The following summarises the value of outstanding balances/transactions between the Group and related parties for the relevant financial year:

	Year	Sales to/ other income from related parties	Purchases from/ expenses with related parties	Amounts owed by related parties (Note 14)	Amounts owed to related parties (Note 21)	Investments /loans and advances	Customer deposits and other funding instruments
Associates:	2020	58,615	3,106	1,968	1,191	—	—
	2019	29,756	24,402	16,116	61	—	—
Joint venture in which the Parent is a venturer	2020	—	—	—	—	15,187	—
	2019	192	—	14,079	—	—	—
Other related parties:	2020	17,431	12,886	9,456	236	43,724	55,000
	2019	—	11,997	4,123	1,084	—	55,000

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35. RELATED PARTY DISCLOSURES (continued)

Terms and conditions of transactions with related parties

Compensation of key management personnel of the Group

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Group.

	2020	2019
Salaries and other short-term employee benefits	<u>38,037</u>	<u>29,955</u>
Contributions to defined contribution plans	<u>657</u>	<u>579</u>
Post-employment benefits	<u>1,290</u>	<u>1,651</u>

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35. RELATED PARTY DISCLOSURES (continued)

Terms and conditions of transactions with related parties (continued)

Directors' interests in the Executive Share Option Plan

Outstanding share options held by executive members of the Group to purchase ordinary shares have the following maturity dates and exercise prices:

Financial years ended - year of issue	Maturity date	Exercise price	Number 2020	Number 2019
2016	2019	67.02	—	901
2018	2021	65.33	<u>1,397</u>	<u>8,384</u>
			<u>1,397</u>	<u>9,285</u>

36. ASSETS PLEDGED

	2020	2019
Cash and short term deposits	124,144	113,817
Loans and advances	194,148	194,708
Bonds and debentures	1,215,608	1,392,927
Equities	417,120	434,064
Real estate	<u>7,800</u>	<u>13,000</u>
	<u>1,958,820</u>	<u>2,148,516</u>

Under the provisions of the Insurance Act, 1980 the Group has established and maintains a statutory fund and a statutory deposit to which the assets are pledged and held to the order of the Inspector of Financial Institutions.

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37. MATERIAL PARTLY OWNED SUBSIDIARIES

Financial information of subsidiaries that have material non-controlling interests is provided below:

Proportion of equity interest held by non-controlling interests:

Company Name	Country of Incorporation and Operation	% Interest 2020	% Interest 2019
ANSA Merchant Bank Group	Republic of Trinidad and Tobago	17.52	17.52
Guardian Media Group	Republic of Trinidad and Tobago	48.97	48.97
Other	Several territories	20-48.82	20-48.82

Other includes Caribbean Development Company Limited, Carib Brewery Limited, entities owned by ANSA Coatings International Limited, Carib Brewery (St. Kitts & Nevis) Limited, Carib Brewery (Grenada) Limited, which operate in various territories including Trinidad & Tobago, Jamaica, Barbados, St. Kitts & Nevis and Grenada.

	2020	2019
Accumulated balances of material non-controlling interests:		
ANSA Merchant Bank Group	469,110	396,784
Guardian Media Group	120,457	120,008
Other	367,455	385,933

Profit allocated to material non-controlling interests:

ANSA Merchant Bank Group	24,723	50,820
Guardian Media Group	(3,161)	980
Other	39,346	87,946

The summarised financial information of these subsidiaries is provided below. This information is based on amounts before inter-company eliminations:

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37. MATERIAL PARTLY OWNED SUBSIDIARIES (continued)

The summarised financial information of these subsidiaries is provided below. This information is based on amounts before inter-company eliminations:

Summarised statement of income:

	ANSA Merchant Bank Group		Guardian Media Group		Other	
	2020	2019	2020	2019	2020	2019
Revenues	903,695	1,105,870	110,634	120,342	1,564,187	1,928,645
Cost of sales	—	—	(51,060)	(67,575)	(946,040)	(1,133,486)
Administrative expenses	(59,479)	(72,476)	(40,859)	(43,808)	(150,273)	(137,261)
Other expenses - net	(639,464)	(676,010)	(12,726)	(14,801)	(201,033)	(233,943)
Finance costs	—	—	1,010	(1,263)	(4,860)	(5,905)
Profit/(loss) before taxation	204,752	357,384	6,999	(7,105)	261,981	418,050
Taxation	(42,738)	(79,724)	(2,306)	1,465	(81,322)	(100,708)
Profit/(loss) after tax	162,014	277,660	4,693	(5,640)	180,658	317,342
Total comprehensive income/(loss)	141,113	285,236	(6,454)	2,001	168,423	329,204
Attributable to non-controlling interests	24,723	50,820	(3,161)	980	39,346	87,946
Dividends paid to non-controlling interests	—	23,696	—	—	29,372	34,673

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37. MATERIAL PARTLY OWNED SUBSIDIARIES (continued)

Summarised statement of financial position:

	ANSA Merchant Bank Group		Guardian Media Group		Other	
	2020	2019	2020	2019	2020	2019
Non-current assets	<u>(5,022,650)</u>	<u>(5,672,382)</u>	<u>(198,395)</u>	<u>(233,588)</u>	<u>(659,973)</u>	<u>(732,851)</u>
Current assets	<u>(2,938,085)</u>	<u>(2,409,554)</u>	<u>(121,115)</u>	<u>(106,027)</u>	<u>(1,302,783)</u>	<u>(1,363,302)</u>
Non-current liabilities	<u>2,194,083</u>	<u>2,475,364</u>	<u>48,666</u>	<u>58,374</u>	<u>135,910</u>	<u>165,733</u>
Current liabilities	<u>3,089,082</u>	<u>3,070,116</u>	<u>24,863</u>	<u>28,733</u>	<u>216,227</u>	<u>314,702</u>
Total equity						
Attributable to:						
Equity holders of parent	<u>2,208,459</u>	<u>2,139,673</u>	<u>125,524</u>	<u>132,500</u>	<u>1,243,164</u>	<u>1,229,787</u>
Non-controlling interests	<u>469,110</u>	<u>396,784</u>	<u>120,457</u>	<u>120,008</u>	<u>367,455</u>	<u>385,933</u>
Summarised cash flow information:						
Operating	43,508	516,156	20,693	10,075	299,226	455,335
Investing	463,776	(64,280)	(8,744)	(10,052)	(134,762)	(268,337)
Financing	<u>—</u>	<u>(102,726)</u>	<u>(3,408)</u>	<u>(3,635)</u>	<u>(149,215)</u>	<u>(154,918)</u>
Net (decrease)/ increase in cash and cash equivalents	<u>507,283</u>	<u>349,150</u>	<u>8,541</u>	<u>(3,612)</u>	<u>15,249</u>	<u>32,080</u>

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38. BUSINESS COMBINATIONS

Acquisition of Trident Insurance Company Limited

On 16 December 2019, the Group acquired 100% of the voting shares of Trident Insurance Company Limited, a non-listed company based in Barbados and specialising in general insurance. Provisional accounting was applied for the acquisition in 2019, and the final fair value of the acquired assets and liabilities were assessed in December 2020 with no consequent changes in the provisional accounting and resulting goodwill recorded of \$15,514.

39. EVENTS AFTER THE REPORTING PERIOD

Acquisition of Bank of Baroda

On 26 February 2021, ANSA Merchant Bank Limited completed the acquisition of 100 percent of the total issued and outstanding shares held in the Bank of Baroda Trinidad and Tobago Limited.

Forward looking COVID-19 related economic events and conditions

The duration and extent of the COVID-19 pandemic and related financial, social and public health impacts of the pandemic are uncertain. As such, the actual economic events and conditions in the future may be materially different from those estimated by the Group at the reporting date. No matters have arisen since the end of the financial year which have significantly affected or may significantly affect the operations of the Group. The Group, will continue to closely monitor the situation in order to plan its response, if necessary.



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GROUP OF COMPANIES

Together, we are

Family