

# Annual Report 2021









# Table of Contents

Chairman's Report	06
Board of Directors	08
Management Team	10
Community Outreach	25
Financial Statements	26
Operating Statistics	67
Financial Statistics	69





“

Looking forward, it is expected that there will be a heightened focus on exceeding customer's expectations in terms of service delivery. Our customers depend on us to meet their energy needs every moment of every day.”

# Chairman's Report

The Covid-19 Pandemic was the factor which had the greatest impact on the company's operations in 2021. The company was not immune to the increase in the number of Covid-19 cases in Dominica. While in 2020, no employee contracted Covid-19, in 2021 34 employees were infected by the virus. Staff availability was also affected due to persons having to isolate when having been in contact with a Covid-19 positive case. The Company continued to execute its Covid-19 specific Business Continuity



PADU - Extension of River Protection Wall

Plan and Pandemic Preparedness Plan. Through effective execution of these comprehensive plans, all essential services were continuously maintained.

In 2021 the Company's Customer Service delivery was measured by our

adherence to the Quality of Service Standards (QSS), as well as by the Service Quality Measurement Survey conducted during Q4 of 2021.

Our QSS scores continue to trend very positively as evidenced by the data in Table 1.

TABLE 1  
QSS SCORE FOR 2018 - 2021

QSS Score	2018	2019	2020	2021
	86.9%	94.7%	97.8%	99.9%

The Service Quality Measurement Survey also confirms that our service quality in 2021 has significantly improved over that of the previous survey years. Table 2 confirms this.

**TABLE 2  
SERVICE QUALITY MEASUREMENT SURVEY RESULTS**

Overall Performance	2012	2014	2016	2021
	75.66%	69.89%	81.18%	83.97%

In 2021 the Company inched closer to the pre-Hurricane Maria count of 36,499 customers, increasing by 2.2% over the 2020 figure. Table 3 highlights the gradual increases over the period 2017 – 2021.

**TABLE 3  
PERCENTAGE OF PRE-HURRICANE MARIA CUSTOMER COUNT**

Dec. 31, 2017	Dec. 31, 2018	Dec. 31, 2019	Dec. 31, 2020	Dec. 31, 2021
14.7%	77.7%	89.6%	94.6%	96.8%

Electricity sales increased by 4.4% over that of 2020. The commercial, domestic and hotel sectors grew by 4.9%, 3.5% and 17% respectively. However, the industrial sector declined by 0.6%.

The Company’s generating capacity remains below the pre-Hurricane Maria

level as the PADU Hydro Electric Power Plant has not yet been returned to service. It is expected to be commissioned by August 2022.

The Company remains committed to the strategic objective of 100% renewable energy generation by 2030. Activities in support of this

goal included continued collaboration with the Government of Dominica in the 10MW geothermal power plant project and the associated 33kV/69kV transmission line project.

Total revenue of EC\$92.05 million was realized in 2021. This figure exceeded the 2020 revenue amount by



14.52%. Total operating expenses was \$85.03 million, or 13.3% above the 2020 figure.

Net profit before tax for the year ended December 31, 2021 was EC\$5.08 million compared to EC \$2.42 million in 2020. Taxes recoverable for the year amounted to EC\$1.57 million resulting in net profit after tax of EC \$3.51 million compared to a net profit after tax of \$0.01 million in 2020.

The Company continued to perform well amidst the extremely challenging circumstances brought about by the Covid-19 pandemic. The application of sound governance strategies, effective management of operations, prudent financial management and a committed and competent team of employees all contributed to achievement of the Company's goals.



#### PADU – Construction of Steel Frame Building for the PADU Turbine House

Looking forward, it is expected that there will be a heightened focus on exceeding customers' expectations in terms of service delivery. Our customers depend on us to meet their energy needs every moment of every day. The Board, Management and staff will endeavor to meet this expectation.

The Company's Sustainable Energy Plan and the Geothermal Readiness Plan will continue to be executed with a view towards accelerating towards the 2030 goal of 100% renewable energy generation for the nation.

David Mc Gregor  
Chairman



# Board of Directors



**David Mc Gregor**  
Chairman



**Roger Blackman**  
Deputy Chairman





**Frederica James**

Chairman - HR &  
Compensation Committee



**Adler F. Hamlet**

Chairman - Audit  
Committee



**Cecil Joseph**

Director



**Ricaido Jennings**

Director



**Solange Payne**

Director



**Michael Pascal**

Director

# Management Team



**Bertilia  
McKenzie**  
General Manager



**Lemeul  
Lavinier**  
ET&D Manager  
(Up to October 31, 2021)

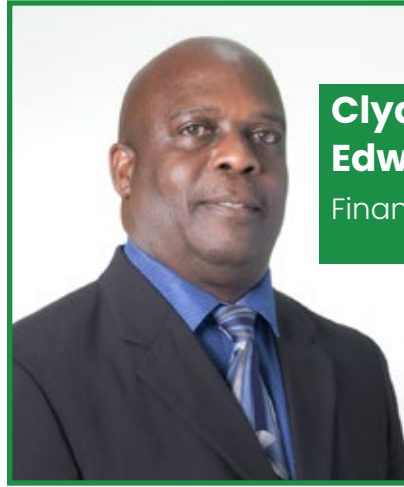


**Daryl  
Darymple**  
ET&D Manager  
(From November 1, 2021)





**Dave Stamp**  
Generation Manager



**Clyde Edwards**  
Financial Controller



**Ellise Darwton**  
Corporate Secretary/  
Legal Officer



**Carl Maynard**  
IT Manager



**Paul Moses**  
Commercial Manager



**Claudia Brumant**  
HR & Administration  
Manager





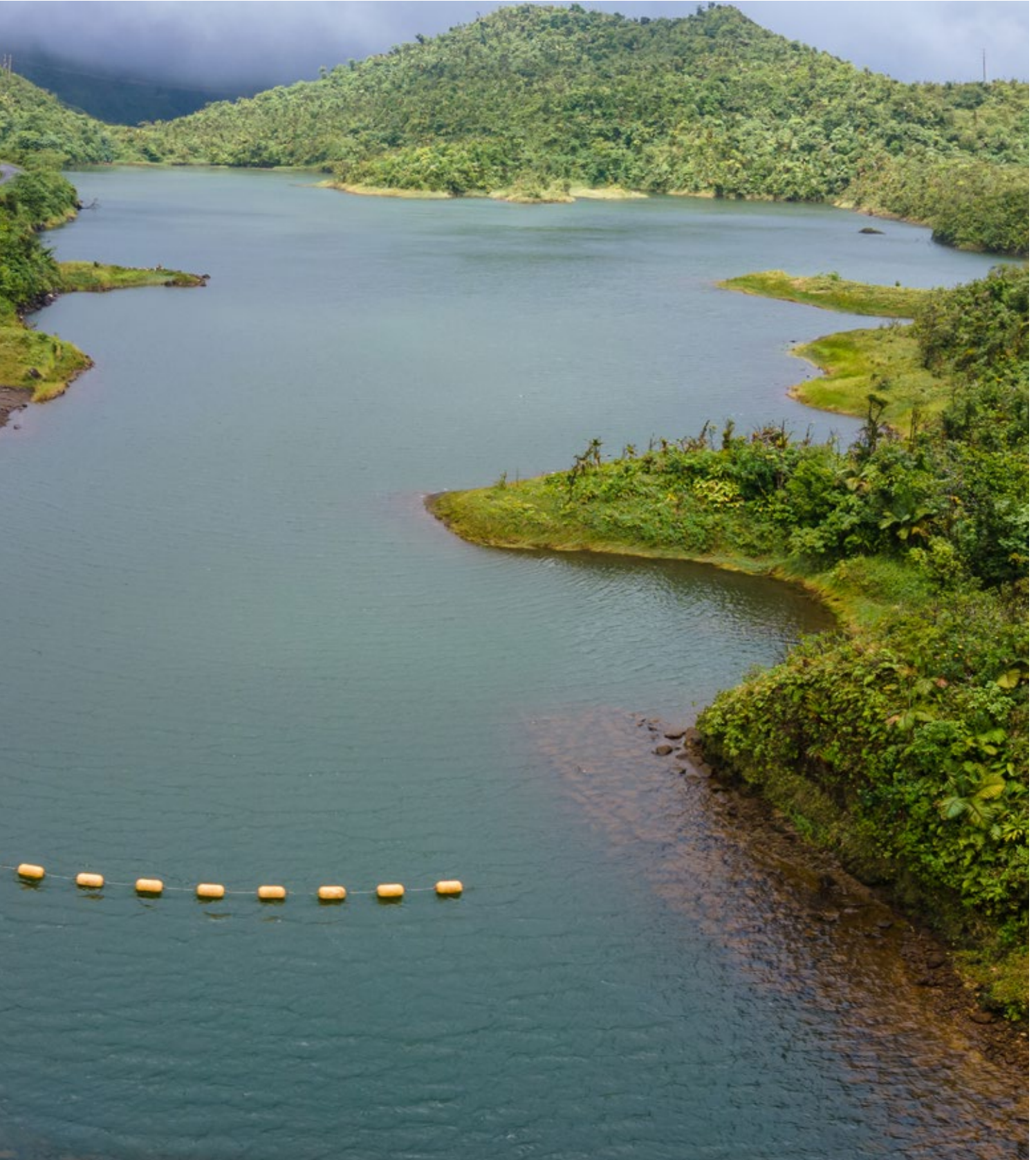
















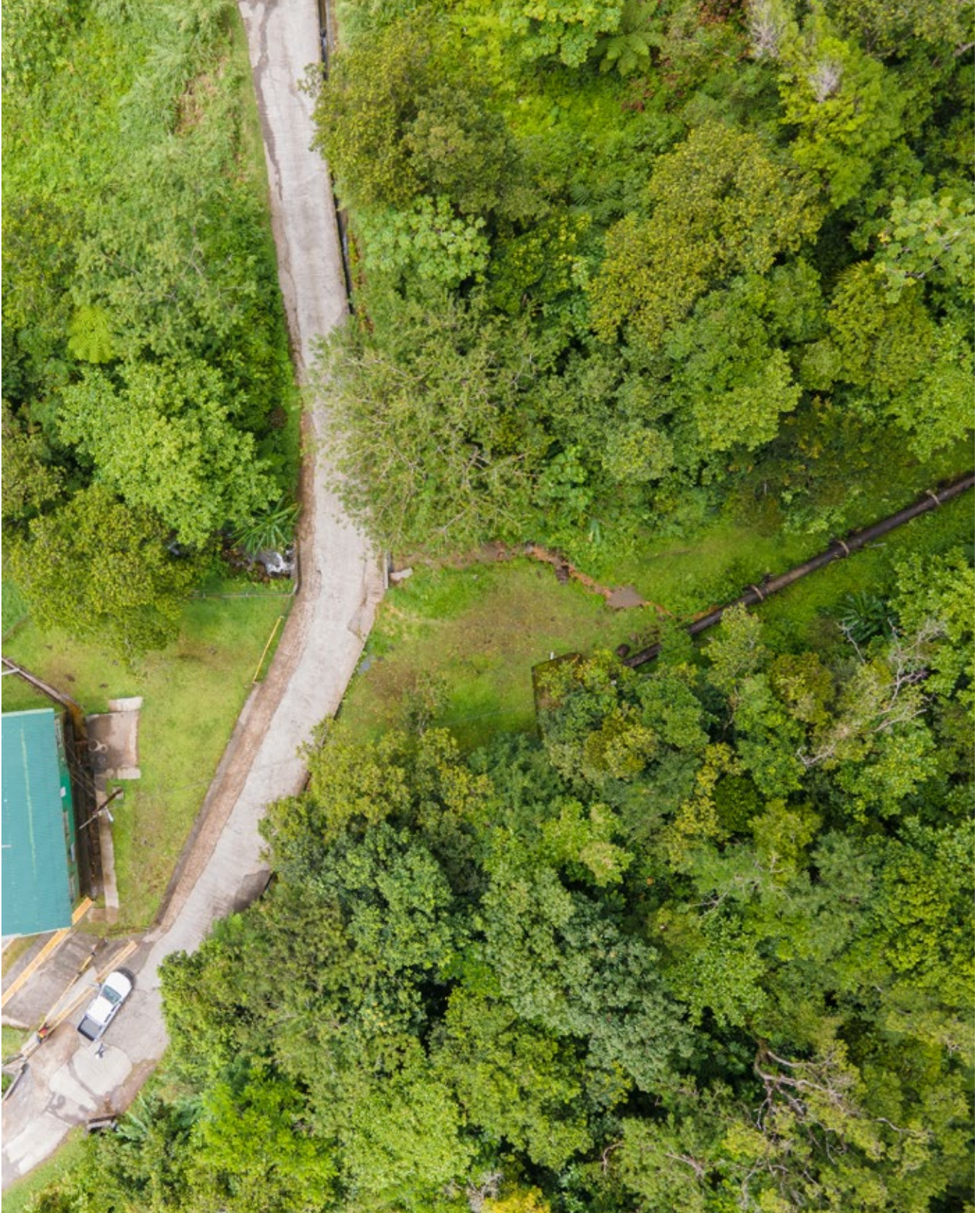


































# Community Outreach



Dame Eugenia Charles Boulevard Christmas Lighting



Dominica Association of Persons with Disabilities presentation 2021



Water to VINLEC after volcanic eruption



Annual Donation to President's Charities Foundation



Sponsorship of Rehabilitation of Fond Cole Basketball Court



# Financial Statements

Independent Auditor's Report	27
Statement of Financial Position	30
Statement of Changes in Equity	31
Statement of Comprehensive Income	32
Statement of Cash Flows	33
Notes to the Financial Statements	34





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## **INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDERS OF DOMINICA ELECTRICITY SERVICES LIMITED**

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

#### **Opinion**

We have audited the financial statements of Dominica Electricity Services Ltd (“the Company”), which comprise the statement of financial position as of 31 December 2021, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at 31 December 2021 and its financial performance and its 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 Financial Statements* section of our report. We are independent of the Company in accordance with the International Ethics Standards Board of 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 judgment, were of most significance in our audit of the financial statements of the current period. We have determined that there are no key audit matters to communicate in our report.

#### **Other information included in the Company’s 2021 Annual Report**

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

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

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



## **INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDERS OF DOMINICA ELECTRICITY SERVICES LIMITED (CONTINUED)**

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

#### **Responsibilities of Management and the Audit Committee for the Financial Statements**

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

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

The Audit Committee is responsible for overseeing the Company's financial reporting process.

#### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an 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 ISA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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



## **INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDERS OF DOMINICA ELECTRICITY SERVICES LIMITED (CONTINUED)**

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

#### **Auditor's Responsibilities for the Audit of the Financial Statements (continued)**

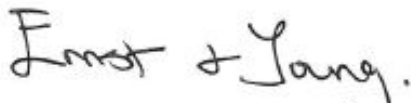
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with 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 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 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 Associate Partner in charge of the audit resulting in this independent auditor's report is Rishi Ramkissoon.



CHARTERED ACCOUNTANTS

St. Lucia

21 March 2022



## DOMINICA ELECTRICITY SERVICES LIMITED


### Statement of Financial Position As of 31 December 2021

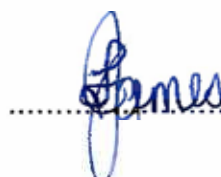
(expressed in Eastern Caribbean dollars)

Assets	Notes	2021 \$	2020 \$
<b>Non-current assets</b>			
Property, plant and equipment	5	179,794,030	180,346,203
Right of use asset	13	58,569	228,400
		179,852,599	180,574,603
<b>Current assets</b>			
Cash and cash equivalents	6	9,575,876	9,817,752
Trade and other receivables	7	15,672,034	12,969,781
Inventories	8	22,469,166	19,870,067
Corporation tax recoverable	14	1,177,549	1,233,057
		48,894,625	43,890,657
<b>Total assets</b>		228,747,224	224,465,260
<b>Equity</b>			
Share capital	9	10,417,328	10,417,328
Retained earnings		82,183,146	78,673,263
		92,600,474	89,090,591
<b>Non-current liabilities</b>			
Borrowings	10	64,795,772	68,775,881
Customers' deposits	11	3,584,946	3,761,442
Long-term lease liability	13	-	60,370
Deferred revenue	12	15,283,272	13,684,847
Deferred tax liability	14	20,004,712	18,430,388
		103,668,702	104,712,928
<b>Current liabilities</b>			
Trade and other payables	15	15,437,198	13,524,066
Due to related party	20	5,728,906	5,394,204
Short-term lease liability	13	60,370	172,231
Borrowings	10	11,251,574	11,571,240
		32,478,048	30,661,741
<b>Total equity and liabilities</b>		228,747,224	224,465,260

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

Approved by the Board of Directors on the 18<sup>th</sup> day of March 2022 and signed on its behalf by:

 Director

 Director



## DOMINICA ELECTRICITY SERVICES LIMITED

### Statement of Changes in Equity For the year ended 31 December 2021

(expressed in Eastern Caribbean dollars)

	<b>Common shares \$</b>	<b>Retained earnings \$</b>	<b>Total \$</b>
<b>Balance at 1 January 2020</b>	10,417,328	79,700,778	90,118,106
Total comprehensive income	-	14,218	14,218
Dividends paid (10 cents per share)	-	(1,041,733)	(1,041,733)
<b>Balance at 31 December 2020</b>	<u>10,417,328</u>	<u>78,673,263</u>	<u>89,090,591</u>
Total comprehensive income	-	3,509,883	3,509,883
<b>Balance at 31 December 2021</b>	<u>10,417,328</u>	<u>82,183,146</u>	<u>92,600,474</u>

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



## DOMINICA ELECTRICITY SERVICES LIMITED

Statement of Comprehensive Income  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)

	Notes	2021 \$	2020 \$
<b>Operating revenue</b>	19	92,049,593	80,381,656
<b>Operating expenses</b>			
Fuel		(38,352,369)	(28,442,229)
Generation		(7,069,692)	(8,595,421)
General		(12,843,679)	(12,179,531)
Engineering and distribution		(8,586,978)	(8,497,527)
Insurance		(4,983,335)	(4,459,674)
Depreciation	5,13	(13,190,898)	(12,884,971)
	16	(85,026,951)	(75,059,353)
<b>Operating income</b>		7,022,642	5,322,303
Other income	17	862,002	622,887
Finance and other costs	18	(2,800,437)	(3,522,558)
<b>Profit before taxation</b>		5,084,207	2,422,632
Taxation	14	(1,574,324)	(2,408,414)
<b>Net profit for the year</b>		3,509,883	14,218
<b>Basic and diluted earnings per share (cents)</b>	21	34	-

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



## DOMINICA ELECTRICITY SERVICES LIMITED

Statement of Cash Flows  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)

	Notes	2021 \$	2020 \$
<b>Cash flows from operating activities</b>			
Profit before taxation		5,084,207	2,422,632
Adjustments for non-cash items:			
Depreciation	5,13	13,190,898	12,884,971
Gain on foreign exchange	17	(16,175)	(17,485)
Loss on disposal of property, plant and equipment	17	96,569	254,601
Provision for inventory obsolescence	8	564,004	992,357
Finance costs	18	2,800,437	3,522,558
Amortization of deferred revenue	17	(942,396)	(860,003)
Net change in provision for other liabilities and charges		(614,331)	342,549
Operating income before working capital changes		20,163,213	19,542,180
(Increase)/decrease in trade and other receivables		(2,702,253)	2,683,723
Increase in inventories		(3,163,103)	(777,935)
Increase/(decrease) in trade and other payables		2,281,602	(4,697,216)
Increase in due to related parties		334,702	641,007
Cash generated from operations		16,914,161	17,391,759
Interest and finance charges paid		(2,538,400)	(3,214,147)
Tax adjustment	14	55,508	-
Net cash from operating activities		14,431,269	14,177,612
<b>Cash flows used in investing activities</b>			
Additions to property, plant and equipment	5	(12,628,670)	(14,468,510)
Proceeds on disposal of property, plant and equipment		63,207	47,841
Net cash used in investing activities		(12,565,463)	(14,420,669)
<b>Cash flows used in financing activities</b>			
Dividends paid		-	(1,041,733)
Repayment of borrowings		(8,126,683)	(7,726,715)
Customers' contributions	12	2,540,821	1,171,602
Payment of principal portion of lease liability	13	(172,231)	(158,057)
Customers' deposits (net)	11	(176,496)	99,348
Net cash (used in) financing activities		(5,934,589)	(7,655,555)
<b>Net decrease in cash and cash equivalents</b>		(4,068,783)	(7,898,612)
<b>Cash and cash equivalents - beginning of year</b>		6,448,638	14,347,250
<b>Cash and cash equivalents - end of year</b>	6	2,379,855	6,448,638

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



**DOMINICA ELECTRICITY SERVICES LIMITED**

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)

**1 General information**

Dominica Electricity Services Limited (the “Company”), was incorporated as a public limited liability company on 30 April 1975 and is domiciled in the Commonwealth of Dominica. The Company operates in a fully liberalised sector under the Electricity Supply Act of 2006. Under the Act, an Independent Regulatory Commission (the Commission) is vested with broad regulatory oversight over all aspects of the energy sector. The Company’s operations are regulated by the Commission. The principal activity of the Company includes the generation, distribution and transmission of electricity.

The Company is listed on the Eastern Caribbean Stock Exchange and falls under the jurisdiction of the Eastern Caribbean Regulatory Commission.

Dominica Power Holding Limited, a subsidiary of Emera (Caribbean) Incorporated, owns 52% of the ordinary share capital of the Company. The ultimate parent of the Company is Emera Inc, an energy and services company registered in Canada.

The Dominica Social Security owns 20% of the ordinary share capital, while 28% is held by the general public.

The registered office and principal place of business of the Company is located at 18 Castle Street, Roseau, Commonwealth of Dominica.

**2 Summary of significant accounting policies**

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

**2.1 Basis of preparation**

The financial statements of the Company have been prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB) and under the historical cost convention.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Company’s accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the Company’s financial statements are disclosed in Note 4.

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies were consistently applied to all years presented unless otherwise stated.



## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
 For the year ended 31 December 2021  
 (expressed in Eastern Caribbean dollars)  
 (continued)

### 2 Summary of significant accounting policies (continued)

#### 2.1 Basis of preparation (continued)

##### 2.1.1 Changes in accounting policy and disclosures

###### *a) New and amended standards, and interpretations adopted by the Company*

The accounting policies adopted are consistent with those of the previous financial year, except for the following amendment to IFRS effective as of 1 January 2021. The nature and effect of changes as a result of the adoption of this new accounting standard are described below. Unless otherwise noted, the adoption of the revised standards did not have a significant change on the financial statements of the Company.

**Interest Rate Benchmark Reform — Phase 2 (Amendments to IFRS 9, IFRS 7, and IFRS 16)**, issued in August 2020, the IASB published Interest Rate Benchmark Reform – Phase 2, Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16. The amendments provide temporary reliefs which address the financial reporting effects when an interbank offered rate (IBOR) is replaced with an alternative nearly risk-free interest rate (RFR).

The amendments include the following practical expedients:

- A practical expedient to require contractual changes, or changes to cash flows that are directly required by the reform, to be treated as changes to a floating interest rate, equivalent to a movement in a market rate of interest.
- Permit changes required by IBOR reform to be made to hedge designations and hedge documentation without the hedging relationship being discontinued.
- Provide temporary relief to entities from having to meet the separately identifiable requirement when an RFR instrument is designated as a hedge of a risk component.

The amendments are mandatory, with earlier application permitted.

These amendments had no impact on the Company's financial statements.

## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 2. Significant accounting policies (continued)

#### 2.1 Basis of preparation (continued)

##### 2.1.1 Changes in accounting policy and disclosures (continued)

###### *a) New and amended standards and interpretations adopted by the Company (continued)*

##### **Amendments to IFRS 16 Leases - COVID-19 Related Rent Concessions beyond 30 June 2021 (effective 1 April 2021)**

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.

In March 2021, the Board amended the conditions of the practical expedient. Following the amendment, the practical expedient now applies to rent concessions for which any reduction in lease payments affects only payments originally due on or before 30 June 2022, provided the other conditions for applying the practical expedient are met.

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.

Following the amendment, the practical expedient now applies to rent concessions occurring as a direct consequence of the COVID-19 pandemic and affects only payments originally due on or before 30 June 2022, once 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
- There is no substantive change to other terms and conditions of the lease.



## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 2. Significant accounting policies (continued)

#### 2.1 Basis of preparation (continued)

##### 2.1.1 Changes in accounting policy and disclosures (continued)

###### *a) New and amended standards and interpretations adopted by the Company (continued)*

###### **Amendments to IFRS 16 Leases - COVID-19 Related Rent Concessions beyond 30 June 2021 (effective 1 April 2021) (continued)**

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. In the reporting period in which a lessee first applies the 2021 amendment, the lessee will not be required to disclose the information required by paragraph 28(f) of IAS 8.

In accordance with paragraph 2 of IFRS 16, a lessee is required to apply the relief consistently to eligible contracts with similar characteristics and in similar circumstances, irrespective of whether the contract became eligible for the practical expedient before or after the amendment.

The Company has adopted the practical expedient to all rent concessions that meet the criteria stated above in the Company's financial statements.

###### *b) New standards, amendments and interpretations issued but not effective for the financial year beginning 1 January 2021 and not early adopted*

Management has reviewed the new standards, amendments and interpretations to existing standards that are not yet effective and have determined that the following are relevant to the Company's operations. The Company has not early adopted the new standards, amendments and interpretations:

- **IAS 1 'Presentation of Financial Statements' and IFRS Practice Statement 2 Making Materiality Judgements**, amended February 2021. The aim of the amendment is to help preparers decide which accounting policies to disclose in their financial statements. The amendments require an entity to disclose its material accounting policies, instead of its significant account policies, explain how an entity can identify a material account policy and clarify how accounting policy information may be material because of its nature, even if the related amounts are immaterial. The amendments are applied prospectively and are effective for annual periods beginning on or after 1 January 2023 and early application is permitted. The amendment will not have an impact on the Company's financial statements.

## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 2 Summary of significant accounting policies (continued)

#### 2.1 Basis of preparation (continued)

##### 2.1.1 Changes in accounting policy and disclosures (continued)

###### *b) New standards, amendments and interpretations issued but not effective for the financial year beginning 1 January 2021 and not early adopted (continued)*

- **IAS 1 ‘Presentation of Financial Statements’** issued January 2020. The amendments clarify that the classification of liabilities as current or non-current, is based on rights that are in existence at the end of the reporting period. Also, it specifies that classification is unaffected by expectations about whether an entity will exercise its right to defer settlement of a liability, explain that rights are in existence if covenants are complied with at the end of the reporting period. The amendment introduces a definition of ‘settlement’ to make clear that settlement refers to the transfer to the counterparty of cash, equity instruments, other assets or services. The amendments are applied retrospectively for annual periods beginning on or after 1 January 2023, with early application permitted. The amendment will not have an impact on the Company’s financial statements.
- **IAS 8 ‘Accounting Policies, Changes in Accounting Estimates and Errors’**, issued February 2021. The amendments replace the definition of a change in accounting estimates with the definition of accounting estimates. Accounting estimates are defined as “monetary amounts in financial statements that are subject to measurement uncertainty”. The amendments also clarify that a change in accounting estimate that results from new information or new developments is not the correction of an error. The amendments are effective for annual periods beginning on or after 1 January 2023 and changes in accounting policies and changes in accounting estimates that occur on or after the start of that period. Earlier application is permitted. The amendment will not have an impact on the Company’s financial statements.
- **IAS 12 ‘Income Taxes’**, issued May 2021. The aim of the amendments is to reduce diversity in the reporting of deferred tax on leases and decommissioning obligations. In specified circumstances, companies are exempt from recognizing deferred tax when they recognize assets or liabilities for the first time. The amendments clarify that the initial recognition exemption does not apply to transactions in which companies recognise both an asset and a liability on initial recognition. The amendments are effective for annual reporting periods beginning on or after 1 January 2023. Early adoption is permitted. An entity applies the amendments to transactions that occur on or after the beginning of the earliest comparative period presented. It also, at the beginning of the earliest comparative period presented, recognises deferred tax for all temporary differences related to leases and decommissioning obligations and recognises the cumulative effect of initially applying the amendments as an adjustment to the opening balance of retained earnings or other component of equity, as appropriate at that date. The amendment will not have an impact on the Company’s financial statements.



## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
 For the year ended 31 December 2021  
 (expressed in Eastern Caribbean dollars)  
 (continued)

### 2 Summary of significant accounting policies (continued)

#### 2.1 Basis of preparation (continued)

##### 2.1.1 Changes in accounting policy and disclosures (continued)

*b) New standards, amendments and interpretations issued but not effective for the financial year beginning 1 January 2021 and not early adopted (continued)*

- IAS 16 ‘Property, Plant and Equipment’**, issued May 2020. The amendments prohibit deducting from the cost of an item of property, plant and equipment any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognises the proceeds from selling such items, and the cost of producing those items, in profit or loss. The amendments are applied retrospectively, but only to items of property, plant and equipment that are brought to the location and condition necessary for them to be capable of operating in the manner intended by management on or after the beginning of the earliest period presented in the financial statements in which the entity first applies the amendments. The amendment is effective for annual periods beginning on or after 1 January 2022, with early application permitted. The amendments are not expected to have an impact on the Company’s financial statements.
- IAS 37 ‘Provisions, Contingent Liabilities and Contingent Assets’**. The amendments specify that the ‘cost of fulfilling’ a contract consist of both the incremental costs of fulfilling that contract and an allocation of other costs that relate directly to fulfilling contracts. The amendments apply to contracts for which the entity has not yet fulfilled all its obligations at the beginning of the annual reporting period in which the entity first applies the amendments. Comparatives are not restated. The amendment is effective for annual periods beginning on or after 1 January 2022, with early application permitted. The amendments are not expected to have an impact on the Company’s financial statements.
- IFRS 9 Financial Instruments**. The amendment clarifies that in applying the ‘10 per cent’ test to assess whether to derecognise a financial liability, an entity includes only fees paid or received between the entity (the borrower) and the lender, including fees paid or received by either the entity or the lender on the other’s behalf. The amendment is applied prospectively to modifications and exchanges that occur on or after the date, the entity first applies the amendment. The amendment is effective for annual periods beginning on or after 1 January 2022, with early application permitted.

## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 2 Summary of significant accounting policies (continued)

#### 2.2 Foreign currency translation

##### *Functional and presentation currency*

The financial statements are presented in Eastern Caribbean dollars, which is the Company's functional and presentation currency.

##### *Transactions and balances*

Foreign currency transactions are translated into Eastern Caribbean currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income.

#### 2.3 Property, plant and equipment

Property, plant and equipment are stated at historic cost less accumulated depreciation and impairment losses. Cost represents expenditure that is directly attributable to the acquisition of the items and includes cost of materials, direct labour, supervision and engineering charges and interest incurred during construction, which is directly attributable to the acquisition, or construction of a qualifying asset.

Subsequent costs are included in the asset's carrying value or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. Included in subsequent costs are the costs of major spare parts and standby equipment. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

Contributions received towards construction of electric plant are shown as deferred revenue in the statement of financial position.

The Company includes borrowing costs directly attributable to the acquisition, construction or production of qualifying assets as part of the cost of that asset until the asset is made available for service.

Land is not depreciated. No depreciation is provided on work-in-progress until the assets involved have been completed and are available for use. For financial reporting purposes depreciation on other property, plant and equipment is calculated by the straight-line method using rates required to allocate the cost of the assets less salvage over their estimated service lives as follows:

Generation equipment	2.25% - 44.44%
Transmission and distribution	4.5% - 5%
Other	2% - 25%

Generation equipment includes overhaul, which is depreciated at 40% - 44.44%.



**DOMINICA ELECTRICITY SERVICES LIMITED**

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

**2 Summary of significant accounting policies (continued)****2.3 Property, plant and equipment (continued)**

When depreciable property, plant and equipment other than motor vehicles and property are retired, the gross book value less proceeds net of retiral expense is charged to accumulated depreciation. For material disposals of motor vehicles and property, the asset cost and accumulated depreciation are removed with any gain or loss credited or charged to current operations.

The assets' residual values, useful lives and depreciation methods are reviewed and adjusted, if appropriate, at each statement of financial position date.

An asset's carrying value is written down immediately to its recoverable amount if the asset's carrying value is greater than its estimated recoverable amount.

**2.4 Financial investments**

The Company has classified its financial investments as loans and receivables. Management determines the classification at initial recognition and reviews the designation at every reporting date. The classification depends on the Company's business model for managing the financial assets and the contractual cash flow characteristics of the financial asset.

**a) Loans and receivables**

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the statement of financial position date. These are classified as non-current assets. The Company's loans and receivables comprise cash resources, trade, and other receivables.

**b) Financial assets at amortized cost**

Financial assets at amortized cost are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the reporting date. These are classified as non-current assets.

**DOMINICA ELECTRICITY SERVICES LIMITED**

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

**2 Summary of significant accounting policies (continued)****2.4 Financial investments (continued)****c) Impairment of financial assets**

The Company assesses at each statement of financial position date whether there is objective evidence that a financial asset is impaired.

For trade receivables, the Company applies a simplified approach in calculating expected credit losses. Therefore, the Company does not track changes in credit risk, but instead recognises a loss allowance based on lifetime expected credit losses at each reporting date. The Company considers its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

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

An impairment analysis is performed at each reporting date to measure expected credit losses. The provision rates are based on days past due and shared credit risk characteristics and reflect 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. Trade receivables are written-off when there is no reasonable expectation of recovery. Indicators include failure of a debtor to make contractual payments and a failure of the debtor to engage in a repayment plan with the Company.

Expected credit losses are presented in general expenses in the statement of comprehensive income. Subsequent recoveries are credited against the same line item.



**DOMINICA ELECTRICITY SERVICES LIMITED**

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

**2 Summary of significant accounting policies (continued)****2.4 Financial investments (continued)****d) Derecognition of financial assets**

The Company derecognizes a financial asset 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 party. If the Company neither transfers or retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Company recognizes its retained interest in the asset and an associated liability for amounts it may have to pay. If the Company retains substantially all the risks and rewards of ownership of a transferred financial asset, the Company continues to recognize the financial asset and also recognizes a collateralized borrowing for the proceeds received.

On derecognition of a financial asset in its entirety, the difference between the asset's carrying amount and the sum of the consideration received and receivable and the cumulative gain or loss that had been recognized in other comprehensive income and accumulated in equity is recognized in the statement of comprehensive income.

On derecognition of a financial asset other than in its entirety, the Company allocates the previous carrying amount of the financial asset between the part it continues to recognize under continuing involvement, and the part it no longer recognizes on the basis of the relative fair values of those parts on the date of the transfer. The difference between the carrying amounts allocated to the part is no longer recognized and the sum of the consideration received for the part no longer recognized and any cumulative gain or loss allocated to it that had been recognized in other comprehensive income is recognized in the statement of comprehensive income. A cumulative gain or loss that had been recognized in other comprehensive income is allocated between the part that continues to be recognized and the part that is no longer recognized on the basis of the relative fair values of those parts.

**e) Impairment of non-financial assets**

Assets that have an indefinite life, e.g. land are not subject to amortisation and are reviewed for impairment annually.

Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows.

## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
 For the year ended 31 December 2021  
 (expressed in Eastern Caribbean dollars)  
 (continued)

### 2 Summary of significant accounting policies (continued)

#### 2.5 Cash and cash equivalents

These consist of cash held in hand and at bank, deposits held at call with banks and other short-term highly liquid investments with original maturities of three (3) months or less. Cash allocated to a debt service reserve account is included in cash and cash equivalents as disclosed in Note 6.

#### 2.6 Trade receivables

Trade receivables are amounts due from customers for electricity or other services performed in the ordinary course of business. Trade receivables are recognised initially at fair value and are subsequently measured at amortised cost less provision for expected credit losses and discounts. See Note 2.4 c) for the calculation of the expected credit losses for trade receivables.

In addition, a provision for discounts based on historical experience and adjusted for forward-looking factors, is created in anticipation of accounts that will be settled prior to the scheduled due date. The amount of the provision is recognised in the statement of comprehensive income.

#### 2.7 Inventories

Inventories of fuel, materials and supplies are stated at the lower of cost or net realisable value. Cost is determined on an average cost basis. Generation spares are carried at cost less provision for obsolescence.

#### 2.8 Share capital

Common shares are classified as equity.

#### 2.9 Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost and any difference between the net proceeds and the redemption value is recognised in the statement of comprehensive income over the period of the borrowings using the effective interest method. Borrowings are classified as current liabilities unless the Company has the unconditional right to defer settlement of the liability for at least twelve (12) months after the statement of financial position date.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan.

#### 2.10 Taxation

##### *Current and deferred income tax*

The tax expense for the period comprises current and deferred tax. Tax is recognised in the statement of comprehensive income, except to the extent that it relates to items recognised directly in equity. In this case, the tax is also recognised directly in equity.

The current tax is the expected tax payable on taxable income for the period and is calculated on the basis of the tax rates enacted or substantially enacted at the statement of financial position date.



**DOMINICA ELECTRICITY SERVICES LIMITED**

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

**2 Summary of significant accounting policies (continued)****2.10 Taxation (continued)***Current and deferred income tax (continued)*

Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. Provisions are established where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full using the liability method on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred income tax is determined using tax rates that have been enacted by the statement of financial position date and are expected to apply when the asset is realised or the liability is settled.

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

**2.11 Customers' deposits**

Commercial and all other customers except prepaid customers are normally required to provide security for payment. The cash deposit is refunded when the account is terminated.

Given the long term nature of the customer relationship, customer deposits are shown in the statement of financial position as non-current liabilities (i.e. not likely to be repaid within twelve (12) months of the statement of financial position date). Interest on deposits is recognised using the effective interest rate method.

**2.12 Trade payables**

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade payables are classified as current liabilities if payment is due within one year or less. Trade payables are recognised initially at fair value and subsequently measured at amortised cost.

**2.13 Revenue recognition***Basic Revenue*

Basic revenues are recognized when electricity is delivered to customers over time as the customer simultaneously receives and consumes the benefits of the electricity. Revenues are recognized on an accrual basis and include billed and unbilled revenues. Revenues related to the sale of electricity are recognized at rates approved by the respective regulator and recorded based on metered usage, which occur on a periodic, systematic basis. At the end of each reporting period, the electricity delivered to customers, but not billed, is estimated and the corresponding unbilled revenue is recognized.

## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
 For the year ended 31 December 2021  
 (expressed in Eastern Caribbean dollars)  
 (continued)

### 2 Summary of significant accounting policies (continued)

#### 2.13 Revenue recognition (continued)

##### *Basic Revenue (continued)*

The Company's estimate of unbilled revenue at the end of the reporting period is calculated by estimating the number of megawatt hour ("MWh") delivered to customers at the established rate expected to prevail in the upcoming billing cycle. This estimate includes assumptions as to the pattern of energy demand, weather, line losses and inter-period changes to customer classes.

##### *Fuel Revenue*

Fuel costs are passed to customers through the fuel surcharge mechanism, which provides the opportunity to recover substantially all fuel costs required for the generation of electricity. The calculation of the fuel charge was approved by the Independent Regulatory Commission. The Company recognises fuel revenue on the basis of the amount recoverable for the accounting period.

##### *Miscellaneous Revenue*

Miscellaneous revenue is generated from the sale of goods and services, which do not form part of the principal activity of generating, distributing and supplying of electricity. This includes pole rentals, other rentals and service fees.

Revenue for the rental of poles, and other services is recognised when the Company provides the assets for use by the customer or when the various services are provided.

Service fees are recognised as the various services are provided.

##### *Other*

Value added taxes collected by the Company concurrent with revenue-producing activities are excluded from revenue.

#### 2.14 Employee benefits

The Company operates a defined contribution scheme. The Company makes monthly contributions to the plan and participation is voluntary for employees. Pension costs are accounted for on the basis of contributions payable in the year (Note 22).

The Company contributes to a defined contribution plan for all employees contributing to the plan. The assets of the plan are held separately. The pension plan is funded by payments from participating employees and the Company. The Company has no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all the employees the benefits relating to employee services in the current and prior periods.



**DOMINICA ELECTRICITY SERVICES LIMITED**

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

**2 Summary of significant accounting policies (continued)****2.15 Related parties**

Parties are considered related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions. Individuals, associates or Companies that directly or indirectly control or are controlled by or are under common control with the Company are also considered related parties.

**2.16 Bonus plans**

The Company recognises a liability and an expense for bonuses on a formula that takes into consideration the profit attributable to the Company's shareholders. The Company recognises a provision where contractually obliged or where there is a past practice that has created a constructive obligation.

**2.17 Leases**

The Company assesses whether a contract is or contains a lease, at inception of a contract. The Company recognises a right-of-use asset and a corresponding lease liability with respect to all lease agreements in which it is the lessee except for short-term leases with a lease term of twelve (12) months or less and leases of low value assets. For these leases, the Company recognises the lease payments as an expense on a straight-line basis in the statement of comprehensive income over the term of the lease.

For all other leases, at lease commencement date, the company recognises a right-of-use asset and a lease liability on the statement of financial position. The right-of-use asset is measured at cost, which is made up of the initial measurement of the lease liability, any initial direct costs incurred by the Company, and any lease payments made in advance of the lease commencement date. The Company measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the interest rate implicit in the lease if that rate is readily available or the Company's incremental borrowing rate. Lease payments included in the measurement of the lease liability are made up of fixed payments and payments arising from options reasonably certain to be exercised.

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

The lease liability is subsequently reduced for payments made and increased for interest on the lease liability, using the effective interest method. It is remeasured to reflect any reassessment or modification, or if there are changes in in-substance fixed payments. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or statement of comprehensive income if the right-of-use asset is already reduced to zero. There were no lease reassessments or modifications in 2021.

## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 3 Financial risk management

#### 3.1 Financial instruments by category

At 31 December 2021

	<b>Loans and receivables</b>	<b>Total</b>
	\$	\$
<b>Assets as per statement of financial position</b>		
Trade and other receivables (excluding prepayments)	13,152,337	13,152,337
Cash and cash equivalents	9,575,876	9,575,876
<b>Total</b>	<b>22,728,213</b>	<b>22,728,213</b>
	<b>Other financial liabilities at amortised cost</b>	<b>Total</b>
	\$	\$
<b>Liabilities as per statement of financial position</b>		
Borrowings	76,047,346	76,047,346
Trade and other payables (excluding statutory liabilities and accrued expenses)	9,237,000	9,237,000
Customers' deposits	3,584,946	3,584,946
<b>Total</b>	<b>88,869,292</b>	<b>88,869,292</b>



## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 3 Financial risk management (continued)

#### 3.1 Financial instruments by category (continued)

At 31 December 2020

	Loans and receivables \$	Total \$
<b>Assets as per statement of financial position</b>		
Trade and other receivables (excluding prepayments)	11,069,599	11,069,599
Cash and cash equivalents	9,817,752	9,817,752
<b>Total</b>	<b>20,887,351</b>	<b>20,887,351</b>
	<b>Other financial liabilities at amortised cost \$</b>	<b>Total \$</b>
<b>Liabilities as per statement of financial position</b>		
Borrowings	80,347,121	80,347,121
Trade and other payables (excluding statutory liabilities and accrued expenses)	7,453,123	7,453,123
Customers' deposits	3,761,442	3,761,442
<b>Total</b>	<b>91,561,686</b>	<b>91,561,686</b>

#### 3.2 Financial risk factors

The Company's activities expose it to a variety of financial risks: market risk (including foreign exchange, cash flow and interest rate risk), liquidity, credit risk and underinsurance risks. The Company's overall risk management policy is to minimise potential adverse effects on its financial performance and to optimise shareholders' value within an acceptable level of risk.

The Company's management under direction from the Board of Directors carries out risk management.

## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 3 Financial risk management (continued)

#### 3.2 Financial risk factors (continued)

The Company's exposure and approach to its key risks are as follows:

##### a) *Market risk*

##### i) *Foreign currency risk*

This is the potential adverse impact on the Company's earnings and economic value due to movements in exchange rates.

Foreign exchange risk arises when future commercial transactions or recognised assets or liabilities are denominated in a currency that is not the entity's functional currency. The Company is exposed to foreign exchange risk arising primarily from foreign currency borrowings and purchases of plant, equipment and spares from foreign suppliers. The exchange rate of the Eastern Caribbean dollar (EC\$) and the United States dollar (US\$) has been formally pegged at EC\$ 2.70 = US\$ 1.00 since July 1976. At 31 December 2021 borrowings of \$42,670,800 (2020 - \$42,670,800) are designated in United States dollars.

Management has established a policy requiring the Company to manage its foreign exchange risk against their functional currency. To manage their foreign exchange risk arising from future commercial transaction and recognised assets and liabilities, the Company attempts to enter into transactions that are based largely in United States dollars.

The Company has not entered into forward exchange contracts to reduce its exposure to fluctuations in foreign currency exchange rates.

##### ii) *Cash flow and fair value interest rate risk*

Interest rate risk is the potential adverse impact on the earnings and economic value of the Company caused by movements in interest rates.

The Company's interest rate risk also arises from long-term borrowings. Borrowings issued at variable rates expose the Company to cash flow interest rate risk. Borrowings issued at fixed rates expose the Company to fair value interest rate risk.

The Company's policy is to maintain its borrowings in fixed rate instruments thereby minimising cash flow interest rate risk. At 31 December 2021, 45.1% of the Company's borrowings were at fixed rates (2020 – 47.6%).



## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 3 Financial risk management (continued)

#### 3.2 Financial risk factors (continued)

##### a) Market risk (continued)

##### ii) Cash flow and fair value interest rate risk (continued)

Exposure to fair value interest rate risk on its borrowings results from fluctuations in the fair value of borrowings in response to changes in market interest rates. At 31 December 2021, the Company held borrowings at both fixed and floating interest rates. The Company's exposure to interest rates and the terms of borrowings are disclosed in Note 10.

##### b) Liquidity risk

Liquidity risk refers to the risk that the Company cannot adequately generate sufficient cash and cash equivalents to satisfy commitments as they become due.

The Company currently settles its financial obligations out of cash and cash equivalents. The ability to do this relies on the Company collecting its accounts receivable in a timely manner and maintaining sufficient cash and cash equivalents in excess of anticipated financial obligations. To support the cash flow position, the Company has in place a planning and budgeting process to help determine the funds required to support the Company's normal operating and capital requirements.

Management monitors the Company's liquidity reserves which comprise undrawn borrowing facility to meet operational needs so that the Company does not break covenants (where applicable) on its borrowing facilities. Management monitors cash and cash equivalents (Note 6), on the basis of expected cash flows and is of the view that the Company holds adequate cash and credit facilities to meet its short-term obligations. Management monitors the Company's liquidity requirements on a continuous basis to ensure it has sufficient cash.

The table below analyses the Company's financial assets and liabilities into relevant maturity groupings based on the remaining period at the statement of financial position date to the contractual maturity date. Balances due within twelve (12) months equal their carrying balances. The amounts disclosed in the below table for borrowings will not reconcile to the statement of financial position as they are the contractual undiscounted cash flows.

## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 3 Financial risk management (continued)

#### 3.2 Financial risk factors (continued)

##### *b) Liquidity risk (continued)*

	Less than 1 year \$	Between 1 & 2 years \$	Between 2 & 5 years \$	Over 5 years \$	Total \$
<b>At 31 December 2021</b>					
<b>Assets</b>					
Cash and cash equivalents	9,575,876	-	-	-	9,575,876
Trade and other receivables	15,672,034	-	-	-	15,672,034
<b>Total assets</b>	<b>25,247,910</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>25,247,910</b>
<b>Liabilities</b>					
Borrowings	13,521,964	6,692,275	22,239,213	49,544,342	91,997,794
Trade and other payables	15,437,198	-	-	-	15,437,198
Customers' deposits	-	-	-	3,584,946	3,584,946
<b>Total liabilities</b>	<b>28,959,162</b>	<b>6,692,275</b>	<b>22,239,213</b>	<b>53,129,288</b>	<b>111,019,938</b>
<b>At 31 December 2020</b>					
<b>Assets</b>					
Cash and cash equivalents	9,817,752	-	-	-	9,817,752
Trade and other receivables	12,969,781	-	-	-	12,969,781
<b>Total assets</b>	<b>22,787,533</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22,787,533</b>
<b>Liabilities</b>					
Borrowings	14,276,081	6,412,338	21,836,797	57,021,153	99,546,369
Trade and other payables	13,524,066	-	-	-	13,524,066
Customers' deposits	-	-	-	3,761,442	3,761,442
<b>Total liabilities</b>	<b>27,800,147</b>	<b>6,412,338</b>	<b>21,836,797</b>	<b>60,782,595</b>	<b>116,831,877</b>



## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 3 Financial risk management (continued)

#### 3.2 Financial risk factors (continued)

##### c) *Credit risk*

Credit risk is the inherent risk that counterparties may experience business failure or otherwise avoid their contractual obligations to the Company.

Credit risk arises from cash and cash equivalents, deposits with banks and financial institutions as well as credit exposure to customers, including outstanding receivables and committed transactions. The Company's bank deposits and financial instruments are placed with reputable financial institutions to limit its exposure. Credit risk with respect to trade receivables is substantially reduced due to the policies implemented by management. Deposits are required from commercial customers upon application for a new service and management performs periodic credit evaluations of its general customers' financial condition. Management does not believe significant credit risk exists at 31 December 2021, or 2020. Further analysis of the Company's trade receivables is disclosed in Note 7.

##### d) *Underinsurance risk*

Prudent management requires that a Company protects its assets against catastrophe and other risks. In order to protect its customers and investors, the Company has arranged a catastrophe standby facility with a financial institution to cover the Transmission and Distribution assets.

#### 3.3 Capital risk management

The Company's objectives when managing capital are to safeguard the Company's ability to continue as a going concern in order to provide returns for shareholders, benefits for other stakeholders and maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

In managing capital, the Company estimates its future cash requirements by preparing a budget annually for review and approval by the Board of Directors. The budget establishes the activities for the upcoming year and estimates costs of these activities. Budget to actual variances are prepared monthly and reviewed by the Company's management.

The Company also monitors capital on the basis of the debt to equity ratio. This ratio is calculated as total borrowings divided by total equity.

## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 3 Financial risk management (continued)

#### 3.3 Capital risk management (continued)

The debt to equity ratios at 31 December were as follows:

	2021 \$	2020 \$
Shareholders' equity	92,600,474	89,090,591
Total borrowings	76,047,346	80,347,121
Debt/equity ratio	1:1.22	1:1.11

#### 3.4 Fair value estimation

Fair value amounts represent estimates of the consideration that would currently be agreed upon between knowledgeable, willing parties who are under no obligation to act and is best evidenced by a quoted market price, if one exists. A market is regarded as active 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.

Fair value measurements are required to reflect the assumptions that market participants would use in pricing an asset or liability, based on the best available information including the risks inherent in a particular valuation technique, such as a pricing model, and the risks inherent in the inputs to the model.

The carrying value of cash, short term deposits, trade receivables less impairment provision and payables are assumed to approximate their fair values due to their short-term nature. The fair value of financial liabilities for disclosure purposes (Note 10) is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Company for similar financial instruments.

### 4 Significant accounting judgements, estimates and assumptions

#### 4.1 Critical accounting estimates and assumptions

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

The development of estimates and the exercise of judgement in applying accounting policies may have a material impact on reported assets, liabilities, revenues and expenses.

#### 4.2 Critical judgements in applying the entity's accounting principles

##### *Impairment of non-financial assets*

When the fair value declines or when there is objective evidence of impairment, management makes assumptions about the declines in value to determine whether it is an impairment that should be recognized in the statement of comprehensive income.



## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 5 Property, plant and equipment

	Generation \$	Transmission and Distribution \$	Other \$	Work in progress \$	Total \$
<b>At 31 December 2021</b>					
Cost	138,765,129	190,822,190	46,439,196	8,262,425	384,288,940
Accumulated depreciation	(101,645,624)	(78,253,607)	(24,595,679)	-	(204,494,910)
<b>Net book amount</b>	<b>37,119,505</b>	<b>112,568,583</b>	<b>21,843,517</b>	<b>8,262,425</b>	<b>179,794,030</b>
<b>For the year ended 31 December 2021</b>					
Opening net book amount	37,898,747	113,381,834	22,056,305	7,009,317	180,346,203
Additions and transfers	2,400,218	6,750,449	2,224,895	1,253,108	12,628,670
Retirals	(60,728)	-	(99,048)	-	(159,776)
Depreciation charge	(3,118,732)	(7,563,700)	(2,338,635)	-	(13,021,067)
<b>Closing net book amount</b>	<b>37,119,505</b>	<b>112,568,583</b>	<b>21,843,517</b>	<b>8,262,425</b>	<b>179,794,030</b>
<b>At 31 December 2020</b>					
Cost	136,435,082	184,786,379	45,294,738	7,009,317	373,525,516
Accumulated depreciation	(98,536,335)	(71,404,545)	(23,238,433)	-	(193,179,313)
<b>Net book amount</b>	<b>37,898,747</b>	<b>113,381,834</b>	<b>22,056,305</b>	<b>7,009,317</b>	<b>180,346,203</b>
<b>For the year ended 31 December 2020</b>					
Opening net book amount	33,638,624	112,561,227	22,277,361	10,426,233	178,903,445
Additions and transfers	7,526,558	8,108,999	2,249,869	(3,416,916)	14,468,510
Retirals	(274,961)	-	(27,477)	-	(302,438)
Depreciation charge	(2,991,474)	(7,288,392)	(2,443,448)	-	(12,723,314)
<b>Closing net book amount</b>	<b>37,898,747</b>	<b>113,381,834</b>	<b>22,056,305</b>	<b>7,009,317</b>	<b>180,346,203</b>

There were no borrowing costs capitalised during 2021 and 2020. For property, plant and equipment (“PPE”) pledged as security, see Note 10. Included in the depreciation expense in the statement of comprehensive income is the depreciation for the right of use asset of \$169,831 (2020: \$161,657) (Note 13).

## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 6 Cash and cash equivalents

	2021 \$	2020 \$
Cash in hand and at bank	9,575,876	9,817,752

As at 31 December 2021, the Company has within cash and cash equivalents, restricted cash amounting to \$2,142,593 (2020 - \$1,034,460) which represents at minimum two quarterly payments of principal and interest on the Caribbean Development Bank loan facility as a debt service reserve account. During 2021, the Company reinstated the debt reserve account which was utilized to service quarterly interest payment in 2020. The amount reinstated was \$1,108,133

Cash and cash equivalents include the following for the purpose of the statement of cash flows:

	2021 \$	2020 \$
Cash in hand and in bank	9,575,876	9,817,752
Bank overdraft (Note 10)	(7,196,021)	(3,369,114)
	2,379,855	6,448,638

### 7 Trade and other receivables

	2021 \$	2020 \$
Trade receivables	10,186,202	9,563,770
Less provision for expected credit losses	(603,079)	(916,271)
Trade receivables, net	9,583,123	8,647,499
Other receivables	3,585,421	2,524,034
Less provision for expected credit losses	(16,207)	(101,934)
Other receivables, net	3,569,214	2,422,100
Prepayments	2,519,697	1,900,182
	15,672,034	12,969,781

Within trade receivables is unbilled revenue of \$241,573 (2020 - \$352,272).



## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 7 Trade and other receivables (continued)

The fair values of trade and other receivables equal their carrying values due to the short-term nature of these assets.

The movement in the provision for expected credit loss was as follows:

	2021 \$	2020 \$
Balance - beginning of year	1,018,205	864,598
(Decrease)/increase in provision	(398,919)	153,607
Balance - end of year	619,286	1,018,205

Direct write-offs for impaired receivables during the year to the statement of comprehensive income was \$204,934 (2020 - \$2,993). Recovery for bad debt written off was \$18,241 (2020- \$29,130).

The ageing of trade and other receivables is as follows:

	2021			2020		
	Trade receivables \$	Other receivables \$	Expected credit losses \$	Trade receivables \$	Other receivables \$	Expected credit losses \$
Less than 30 days	7,224,370	3,197,449	364,023	5,416,120	1,808,512	423,456
31 - 60 days	2,313,740	19,702	95,083	2,449,525	42,828	160,550
61 - 90 days	221,341	-	27,707	631,521	6,525	76,050
Over 90 days	426,751	368,270	132,473	1,066,604	666,169	358,149
	10,186,202	3,585,421	619,286	9,563,770	2,524,034	1,018,205

### 8 Inventories

	2021 \$	2020 \$
Networks spares	16,750,506	17,159,952
Generation spares	9,031,852	5,806,904
Fuel	541,454	404,567
Other	837,662	626,948
Provision for impairment of inventories	27,161,474 (4,692,308)	23,998,371 (4,128,304)
	22,469,166	19,870,067

The cost of inventories written down and recognised as an expense during the year is included in operating expenses in the amount of \$564,004 (2020 - \$992,357).

## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 9 Share capital

	2021 \$	2020 \$
Authorised:		
15,000,000 Ordinary shares of no-par value	15,000,000	15,000,000
Issued		
10,417,328 Ordinary shares	10,417,328	10,417,328

### 10 Borrowings

	2021 \$	2020 \$
National Bank of Dominica Repayable by 2022 in monthly instalments of blended principal at an interest rate of 5% (2020 – 5%)	2,260,639	8,750,629
National Bank of Dominica Repayable by 2026 in monthly instalments of blended principal at an interest rate of 5% (2020 – 5%)	24,853,905	26,566,845
Caribbean Development Bank Repayable by 2035 in quarterly instalments of blended principal with a floating interest rate of 1.56% (2.01% at 31 December 2020)	21,027,600	21,027,600
Caribbean Development Bank Repayable by 2035 in quarterly instalments of blended principal with a floating interest rate of 3.30% (3.75% at 31 December 2020)	21,643,200	21,643,200
National Bank of Dominica \$9,000,000 Overdraft facilities expiring on 31 October 2026 with interest rate of 5%	7,196,021	3,369,114
Less: Caribbean Development Bank Loan Appraisal Fees and Other Charges	(934,019)	(1,010,267)
Less: Current portion	(11,251,574)	(11,571,240)
Non-current portion	64,795,772	68,775,881

The current portion of the borrowings on the statement of financial position includes a bank overdraft of \$7,196,021 (See Note 6 and Note 23) (2020 - \$3,369,114) and the current portion of the loans from the National Bank of Dominica of \$4,055,553 (2020 - \$8,202,126).

Borrowings are secured by hypothecary obligations and mortgage debentures creating fixed charges over certain specific immovable properties.



## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 10 Borrowings (continued)

As at 31 December 2021, the Company was not in breach of any of its covenants with the National Bank of Dominica or Caribbean Development Bank under the existing credit facilities.

The maturity of borrowings is as follows:

	2021 \$	2020 \$
Less than 1 year	4,055,551	8,202,126
Between 1 and 2 years	4,557,232	4,077,671
Between 2 and 5 years	16,935,660	15,794,369
Over 5 years	44,236,901	49,914,108
Total	<u>69,785,344</u>	<u>77,988,274</u>

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

	<u>Carrying amount</u>		<u>Fair value</u>	
	2021 \$	2020 \$	2021 \$	2020 \$
Borrowings	<u>69,785,344</u>	<u>77,988,274</u>	<u>66,382,174</u>	<u>73,193,184</u>

The fair values are based on cash flows discounted using a rate based on the Company's average borrowing rate of 3.29% (2020 - 3.59%).

### 11 Customers' deposits

Commercial and non-resident customers are required to pay a security deposit for energy connections that are refundable when service is no longer required. Interest accrued at a rate of 2% (2020 - 2%) per annum.

	2021 \$	2020 \$
Balance - beginning of year	3,761,442	3,662,094
New deposits	28,512	128,735
Deposits refunded	<u>(205,008)</u>	<u>(29,387)</u>
Balance - end of year	<u>3,584,946</u>	<u>3,761,442</u>

## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 12 Deferred revenue

	2021 \$	2020 \$
Balance – beginning of year	13,684,847	13,373,248
Additions	2,540,821	1,171,602
Amortization	(942,396)	(860,003)
	<u>15,283,272</u>	<u>13,684,847</u>
Customer contributions	<u>15,283,272</u>	<u>13,684,847</u>

Deferred revenue represents payments made by customers towards the cost of capital works to be undertaken by the Company in order for the customer to receive electricity. When the asset is completed and transferred to property, plant and equipment, the deferred revenue is amortised in accordance with the depreciation rate of the asset.

### 13 Leases

The Company has leases for commercial space. With the exception of short-term leases and leases of low-value underlying assets, each lease is reflected on the statement of financial position as a right-of-use asset and a lease liability. The current lease has remaining lease term of four (4) months.

The carrying amounts of the Company's right-of-use assets and lease liabilities and the movements during the period are as follows:

	Right-of-use Assets		Right-of-use Assets	
	Commercial Building 2021 \$	Lease Liability 2021 \$	Commercial Building 2020 \$	Lease liability 2020 \$
As at 1 January	228,400	232,601	390,057	390,658
Additions	-	-	-	-
Depreciation expense (Note 5)	(169,831)	-	(161,657)	-
Interest expense	-	7,769	-	15,943
Payments	-	(180,000)	-	(174,000)
	<u>58,569</u>	<u>60,370</u>	<u>228,400</u>	<u>232,601</u>
As at 31 December	<u>58,569</u>	<u>60,370</u>	<u>228,400</u>	<u>232,601</u>

No right-of-use assets were subleased and there were no variable lease payments or sale-and-lease-back transactions for the year ended 31 December 2021.



## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 13 Leases (continued)

The maturity of lease liabilities is as follows:

	2021 \$	2020 \$
Less than 1 year	60,370	172,231
Between 1 and 2 years	-	60,370
	<hr/>	<hr/>
Total	60,370	232,601
	<hr/>	<hr/>

### 14 Taxation

#### Corporation tax expense

	2021 \$	2020 \$
Current taxation	-	-
Deferred tax	1,574,324	2,408,414
	<hr/>	<hr/>
Taxation charge	1,574,324	2,408,414
	<hr/>	<hr/>

The tax on income before taxation differs from the theoretical amount that would arise using the corporation tax rate of 25% (2020 - 25%) for the following reasons:

	2021 \$	2020 \$
Income before taxation	5,084,207	2,422,632
	<hr/>	<hr/>
Corporation tax at 25% (2020 - 25%)	1,271,052	605,658
Expenses not subject to tax	21,654	19,365
Tax loss not recognised	333,345	1,842,513
Other	(51,727)	(59,122)
	<hr/>	<hr/>
Tax charge for the year	1,574,324	2,408,414
	<hr/>	<hr/>

#### Corporation tax refundable

	2021 \$	2020 \$
Opening balance	(1,233,057)	(1,233,057)
Adjustment to prior year	55,508	-
	<hr/>	<hr/>
Corporation tax refundable	(1,177,549)	(1,233,057)
	<hr/>	<hr/>

## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 14 Taxation (continued)

#### Deferred tax liability

Subject to agreement with the Inland Revenue Division, the Company has tax losses as at 31 December 2021 of \$5,340,893 (2020 - \$6,674,275) which may be carried forward and used to reduce taxable income in future years and for which a benefit has been recognized in these financial statements net of the deferred tax liability. The expiry dates for claiming these losses are 31 March 2023 (\$1,001,491), and 31 March 2024 (\$1,836,554) and March 2025 (\$2,502,848). The Company has decreased the deferred tax asset by \$333,345 (\$1,842,513 in 2020) on the taxable losses.

The net deferred tax liability is calculated in full on temporary differences under the liability method using a tax rate of 25%.

	2021 \$	2020 \$
Balance - beginning of year	18,430,388	16,021,974
Current year charge	1,574,324	2,408,414
	<u>20,004,712</u>	<u>18,430,388</u>

The deferred tax liability on the statement of financial position consists of the following components:

	2021 \$	2020 \$
Accelerated tax depreciation	85,359,741	80,395,825
Tax losses	(5,340,893)	(6,674,275)
	<u>80,018,848</u>	<u>73,721,550</u>

### 15 Trade and other payables

	2021 \$	2020 \$
Trade payables	9,237,000	7,453,123
Accrued expenses	5,952,666	5,850,494
Social security and other taxes	247,532	220,449
	<u>15,437,198</u>	<u>13,524,066</u>

## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 16 Expenses by nature

	<b>2021</b>	<b>2020</b>
	\$	\$
Fuel	38,352,369	28,442,229
Maintenance of plant	4,482,785	5,778,015
Employee benefits (excluding amounts charged to capital projects)	16,426,561	16,216,750
Depreciation (Note 5 and 13)	13,190,898	12,884,971
Insurance	4,983,335	4,459,674
Other expenses	7,591,003	7,277,714
	<u>85,026,951</u>	<u>75,059,353</u>
Employee benefits comprise:	<b>2021</b>	<b>2020</b>
	\$	\$
Wages and salaries	12,898,665	12,788,924
Social security costs	800,331	762,446
Pension (Note 22)	261,671	250,118
Other benefits	2,647,245	2,780,306
	<u>16,607,912</u>	<u>16,581,794</u>
Allocated as follows:		
Operating expenses	16,426,561	16,216,750
Capitalised	181,351	365,044
	<u>16,607,912</u>	<u>16,581,794</u>

### 17 Other income

	<b>2021</b>	<b>2020</b>
	\$	\$
Amortization of deferred revenue	942,396	860,003
Currency exchange gain	16,175	17,485
Loss on disposal of plant and equipment	(96,569)	(254,601)
	<u>862,002</u>	<u>622,887</u>



## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 18 Finance and other cost

	2021	2020
	\$	\$
Finance cost is comprised as follows:		
Loan interest charges	2,659,349	3,391,499
Customer deposit interest	64,841	59,612
	<u>2,724,190</u>	<u>3,451,111</u>
Deferred expense amortization	76,247	71,447
Finance and other cost	<u>2,800,437</u>	<u>3,522,558</u>

### 19 Operating revenue

	2021	2020
	\$	\$
Domestic	27,135,073	26,469,090
Commercial	27,893,995	26,650,148
Industrial	2,258,500	2,219,785
Hotel	2,186,286	1,934,172
Street lighting	1,498,202	1,427,547
	<u>60,972,056</u>	<u>58,700,742</u>
Fuel Surcharge	30,777,276	21,326,712
	<u>91,749,332</u>	<u>80,027,454</u>
Other revenue	300,261	354,202
	<u>92,049,593</u>	<u>80,381,656</u>

## DOMINICA ELECTRICITY SERVICES LIMITED

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

### 20 Related party transactions

#### Key management compensation

	2021	2020
	\$	\$
Salaries and other short-term benefits	1,756,740	1,719,502
Directors' fees	67,320	57,200
Post-employment benefit	54,786	96,729
	1,878,846	1,873,431

#### Other related party transactions

During the year, the Company engaged in transactions with its indirect parent Emera (Caribbean) Incorporated (ECI). These are expenses paid on behalf of the Company. These include insurance, consultancies, professional fees and corporate support. Total transactions with ECI for the year are \$1,204,576 (2020 - \$773,711).

	2021	2020
	\$	\$
Due to Emera (Caribbean) Incorporated (ECI)	5,728,906	5,394,204

The amounts advanced by ECI are interest free, unsecured and repayable on demand. The Company repaid \$869,874 to ECI in 2021 (2020 – nil).

### 21 Earnings per share

The earnings per share is calculated by dividing the profit or loss for the year by the weighted average number of common shares in issue during the year.

	2021	2020
	\$	\$
Net profit for the year	3,509,883	14,218
Weighted average number of common shares	10,417,328	10,417,328
Basic and diluted earnings per share (cents)	34	-

### 22 Retirement benefits

The Company operates a defined contribution plan. Pension cost for the year was \$261,671 (2020 - \$250,118).

**DOMINICA ELECTRICITY SERVICES LIMITED**

Notes to Financial Statements  
For the year ended 31 December 2021  
(expressed in Eastern Caribbean dollars)  
(continued)

**23 Bank overdraft facilities**

The Company entered into a credit agreement with National Bank of Dominica on 24 October 2011 to create a loan facility in the maximum aggregate principal amount of \$83.6 million. Included under the facility is an overdraft facility with a limit of \$3.0 million. In an effort to improve short-term liquidity, the Board of Directors approved an extension to the limit to \$9.0 million up to 31 October 2026. As at 31 December 2021, the Company had utilized \$7,196,021 (See Note 10) (2020 - \$3,369,114) of the facility.

**24 Capital commitments**

The Company budgeted capital expenditure of \$20,119,658 (2020 - \$16,924,424) for the 2021 income year. Additionally, a total of \$2,763,093 of incomplete 2020 approved budget was included in 2021 to facilitate the completion of a number of ongoing projects. A total of \$16,196,255 (2020 - \$15,218,666) was contracted for at 31 December 2021.

**25 Contingent liabilities**

The Company is contingently liable in respect of various claims arising in the ordinary course of business. The amounts are considered negligible and are usually covered by insurance.

**26 COVID-19**

In 2020, the outbreak of the novel strain of coronavirus, specifically identified as COVID-19, has resulted in governments worldwide enacting emergency measures to combat the spread of the virus. Management considered the impact of COVID-19 in the Company's estimates and results. It is not possible to reliably estimate the length and severity of the COVID-19 pandemic and the impact on the financial results and condition of the Company in future periods.



# Operating Statistics

CAPACITY & DEMAND (kW)	2021	2020	2019	2018	2017
<b>Generating Plant Installed Capacity</b>					
- Hydro	6,640	6,640	6,640	6,640	6,640
- Diesel	20,100	20,100	20,100	20,100	20,100
Total	26,740	26,740	26,740	26,740	26,740
Firm* Capacity					
- Hydro (Dry Season)	3,200	3,200	3,200	3,200	3,200
- Diesel	14,860	14,860	14,860	14,860	14,860
Total	18,060	18,060	18,060	18,060	18,060
*Capacity available during normal operation in a very dry month, assuming the largest thermal unit breaks down while another is out for maintenance.					
<b>Peak Demand (kW)</b>	<b>16,389</b>	15,963	15,680	12,920	18,010
Growth (%)	2.7	1.8	21.4	(28.3)	1.4
Load Factor = Average Demand/ Maximum Demand	0.70	0.70	0.68	0.58	0.54
<b>ENERGY PRODUCED (kWh x 1000)</b>					
<b>Gross Generation</b>					
- Hydro	19,822	19,242	20,152	24,180	27,152
- Diesel	80,940	78,185	73,029	41,224	58,495
Energy Purchased	21.09	18	13	7	90
Total	100,783	97,445	93,194	65,411	85,737
Growth (%)	3.4	4.6	42.5	(23.71)	(23.38)
<b>Diesel Fuel Used in Generation</b>					
Quantity (Imp. Gal)	4,633,049	4,456,005	4,184,277	2,372,105	3,299,289
Fuel Efficiency (kWh per Imp. Gal)	17.5	17.5	17.4	17.4	17.7

# Operating Statistics (cont.)

ENERGY SOLD (kWh x 1000)	2021	2020	2019	2018	2017
- Domestic	<b>42,207</b>	40,780	37,724	23,280	34,461
- Commercial	<b>38,195</b>	36,409	37,211	28,090	33,002
- Industrial	<b>3,441</b>	3,461	3,650	4,014	7,538
- Hotel	<b>3,304</b>	2,825	1,823	543	1,094
- Street Lighting	<b>2,110</b>	2,027	835	363	1,502
Total	<b>89,257</b>	85,502	81,243	56,290	77,597
Growth (%)	<b>4.4</b>	5.2	44.3	(27.46)	(21.92)
<b>OWN USE &amp; LOSSES (kWh x 1000)</b>					
Power Station Use	<b>3,138</b>	3,054	3,089	2,374	2,691
Office Use	<b>491</b>	517	509	529	442
Losses	<b>7,898</b>	8,373	8,360	6,121	5,007
Losses (% of Gross Generation)	<b>7.8</b>	8.6	9.0	9.4	5.8
Losses (% of Net Generation)	<b>8.1</b>	8.9	9.3	9.7	6.0
<b>NUMBER OF CUSTOMERS AT YEAR END</b>					
- Domestic	<b>31,152</b>	30,386	27,655	23,437	4,329
- Commercial	<b>4,261</b>	3,900	3,514	2,992	737
- Industrial	<b>24</b>	23	23	31	28
- Hotel	<b>47</b>	41	36	26	10
- Street Lighting	<b>218</b>	207	168	102	1
Total	<b>35,702</b>	34,557	31,396	26,588	5,105
Growth (%)	<b>3.3</b>	10.1	18.1	420.8	(86.0)
No. of Full-Time Equivalent Employees	<b>210</b>	226	236	240	254
Number of Customers per Employee	<b>170</b>	153	133	111	20

# Financial Statistics

	2021	2020	2019	2018	2017
<b>Units Sold (kWh x 1000)</b>	<b>89,258</b>	85,502	81,243	56,289	77,597
<b>Revenue/Unit Sold (EC cents)</b>	<b>102.79</b>	93.60	104.22	100.58	91.52
<b>SUMMARIZED BALANCE SHEET (EC\$ 000)</b>					
Share Capital	<b>10,417</b>	10,417	10,417	10,417	10,417
Retained Earnings	<b>82,183</b>	78,673	79,701	78,038	80,543
Deferred Credits	<b>35,288</b>	32,176	29,628	26,878	28,484
Long Term Liabilities	<b>68,381</b>	72,537	80,571	71,116	36,569
	<b>196,269</b>	193,804	200,317	186,450	156,013
Fixed Assets (Net)	<b>179,853</b>	180,575	179,294	175,398	135,646
Current Assets	<b>48,895</b>	43,891	51,318	45,278	38,079
Current Liabilities	<b>(32,478)</b>	(30,662)	(30,295)	(34,226)	(17,712)
	<b>196,269</b>	193,804	200,317	186,450	156,013
<b>OPERATING EXPENSES</b>					
Fuel	<b>38,352</b>	28,442	35,778	20,590	24,798
Generation	<b>7,070</b>	8,595	7,676	5,401	8,520
General	<b>12,844</b>	12,180	11,942	11,790	15,158
Distribution	<b>8,587</b>	8,498	7,895	8,059	9,082
Depreciation	<b>13,191</b>	12,885	13,313	13,703	11,226
Insurance	<b>4,983</b>	4,460	3,377	2,308	1,825
	<b>85,027</b>	75,059	79,982	61,850	70,609

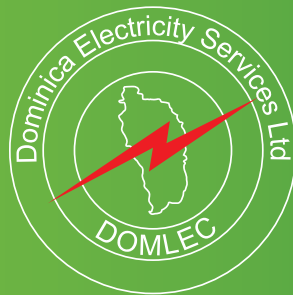


# Financial Statistics (cont.)

## OPERATING REVENUE

Electricity Sales	<b>60,984</b>	58,701	55,338	38,764	52,179
Fuel Surcharge	<b>30,766</b>	21,327	29,332	17,850	18,840
Other	<b>300</b>	354	664	122	1,513
	<b>92,050</b>	80,382	85,334	56,737	72,533
Operating Income	<b>7,023</b>	5,322	5,352	(5,113)	1,924
Interest Charges	<b>(2,800)</b>	(3,523)	(3,894)	(2,669)	(1,372)
Other Charges & Credits	<b>(97)</b>	(255)	(55)	2,727	(13,422)
Amortisation of Capital Grants/ Deferred Revenue	<b>942</b>	860	806	664	1,150
Gain on Insurance Claim	<b>0</b>	0	0	0	0
Foreign Exchange Gain/(Loss)	<b>16</b>	17	32	89	22
Taxation	<b>(1,574)</b>	(2,408)	(578)	1,798	2,343
Net Income	<b>3,510</b>	14	1,663	(2,505)	(9,355)
Dividend	<b>0</b>	1,042	0	0	3,125
Reinvested Earnings	<b>3,510</b>	(1,028)	1,663	(2,505)	(12,480)
Average Fixed Assets	<b>180,214</b>	179,934	177,346	155,522	136,886
Return on Average Fixed Assets	<b>3.90%</b>	2.96%	3.02%	-3.29%	1.41%
Debt/Equity Ratio	<b>45/55</b>	47/53	48/52	46/54	28/72
Current Ratio	<b>1.51</b>	1.43	1.69	1.32	2.15
Collection Period (Days)	<b>39</b>	38	43	59	53





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