

# ANGLEC

Anguilla Electricity Company Limited

"COMMITTED TO SERVING YOU"

# 2003

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CHAIRMAN'S MESSAGE

DIVISIONAL REVIEWS

OPERATIONAL STATISTICS

FINANCIAL INFORMATION



**Anguilla Electricity Co. Ltd.**  
P.O. Box 400 ~ The Valley ~ Anguilla  
Tel (264) 497-5200 ~ [www.anglec.com](http://www.anglec.com)

# ***Mission Statement***

***To meet the energy requirements of the  
people and businesses of Anguilla,  
safely, reliably and economically,  
and operate to the highest technical,  
managerial and  
environmental standards***

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# ***Corporate Information***

## **REGISTERED OFFICE**

*Main Office*  
The Valley  
Anguilla

*Power Station*  
Corito  
Anguilla

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The Valley, Anguilla

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*Web site:* [www.anglec.com](http://www.anglec.com)

## **AUDITORS**

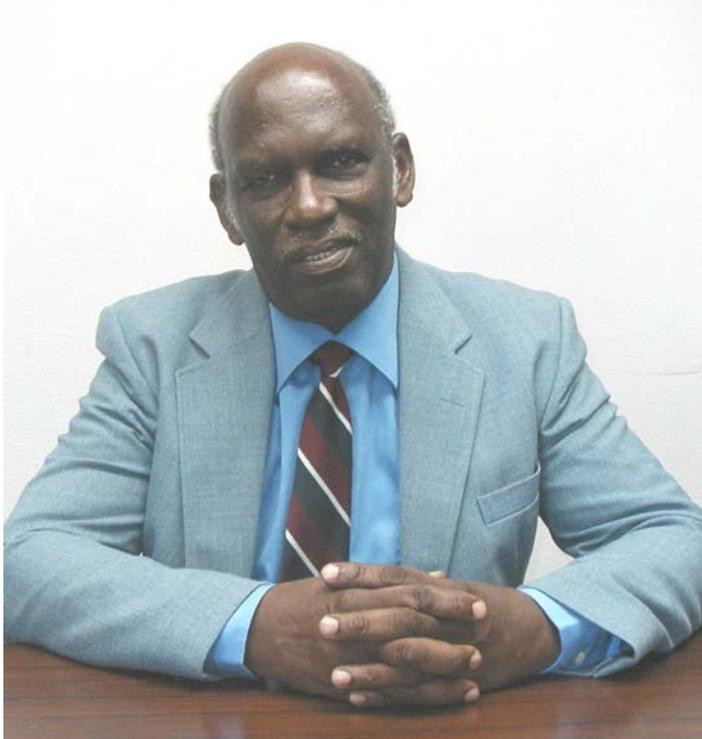
*KPMG LLC*  
Caribbean Commercial Centre  
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## **ATTORNEYS-AT-LAW**

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Hannah-Waver House  
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*Mailing Address*  
P.O. Box 328  
The Valley, Anguilla



## *Chairman's Message*

History was made in the year 2003 as once again the ownership structure of Anglec was changed with the divestment of 60% of the Government's shareholding to the Anguillian public. In twelve years, Anglec has moved from being a department of Government to a private company in April 1991, then back to Government ownership in 1998 and now majority ownership by the people of Anguilla. It was also the first time that an Anguillian institution has made a share offering through the Eastern Caribbean Stock Exchange. I am indeed proud to be a part of this important era in the history of this Utility as it continues to move from strength to strength.

Apart from the divestment of shares which attracted much of the Board's attention, the employees, especially in the Transmission and Distribution Division were kept busy with unprecedented road development works which were all being undertaken simultaneously on the Island. It is indeed commendable that they were able to keep pace with the relocation of Anglec's facilities to ensure that delays were not experienced by the road work contractors. In addition, preparatory work for the expansion of Wallblake airport also had to be undertaken to ensure that electricity would be available to the residents who had to be relocated to make way for the runway extension.

Conscious of our responsibility to the residents who live in the vicinity of the Power Station, efforts to reduce noise levels in the Old Power Station were successfully undertaken.

In spite of the closure of three hotels on the Island and the non-establishment of any new hotels or large enterprises, the financial results can be considered satisfactory with a net profit of EC\$4,163,869 being achieved.

The Environmental Levy on Anglec, which the Government of Anguilla introduced during the year was implemented in the month of September 2003 in the form of an adjustment of rates to consumers. The full impact of the increase in revenue to the Government is expected to be experienced in January 2004.

In spite of sharp increases in fuel prices during 2003 because of the war in Iraq, political instability in Venezuela and unrest in Nigeria, we were able to restrict the impact of the Fuel Surcharge to three months during the year.

A new vehicle maintenance garage was completed toward the end of the year and this will now provide for more effi-

cient and effective handling of maintenance and repairs to the Organisation's vehicles. It is hoped that this facility would be developed into a first-class unit thereby reducing the downtime that is sometimes experienced by our vehicles, which, in turn, tends to reduce productivity.

The construction of a new administration building has been delayed because of unresolved architectural issues.

Serious attention is being given to establishment of a proper stores facility at the Corito compound. This is being done in order to ensure that all our stock (Generation, T & D and Administration) are placed in one building instead of being distributed in various locations around the Corito compound. It is hoped that plans will be developed in 2004 for this facility.

A noteworthy achievement in 2003 was the introduction of an Employee Pension Scheme, which the Board was extremely pleased to see imple-

mented. The scheme is a contributory plan whereby employees contribute 5% and the Company contributes 5%. At the end of 2003, 45 of 65 eligible employees enrolled.

During the year, Management developed a plan for recruiting apprentices to augment our technical competencies in the Generation and Distribution Divisions. It is hoped that this will be commenced towards the end of 2004.

Anglec has agreed to participate in a Caribbean-wide benchmarking exercise being conducted by KEMA Consultants for eighteen electric utilities in the region. This is an extremely useful exercise which can assist tremendously in formulating annual departmental plans.

We continue to have a close relationship with the University of the West Indies which has facilitated the use of their computer programs to do certain specific engineering tasks.

Messrs. Kennedy Hodge and Leonard Carty resigned from the Board during

the year and Mr. Gareth Hodge and Mr. Vivien Vanterpool were appointed by the Government of Anguilla as replacement members.

The Board is once more appreciative of the efforts which Management continues to take to make Anglec one of the leading Electric Utilities in the O.E.C.S. Without the encouragement of my fellow Board members, the job of being Chairman of this Utility would have been much more difficult and problematic. I wish to thank them heartily for their support and on my own behalf, I wish to congratulate the Management and employees on a job well done.

Everet F. Romney, MBE  
Chairman

# *Financial Performance*

## **DIVESTMENT**

The divestment by the Government of Anguilla of a portion of its shareholding in Anglec took place in August 2003 and on 1<sup>st</sup> September, the issue was declared oversubscribed. Because of this, an additional 10% was sold to various applicants using the methodology outlined in the prospectus. This means that the Government of Anguilla now has a 40% shareholding in the Company. The Government's proceeds from the divestment will be used in part to finance the Wallblake Airport expansion project.

## **ENVIRONMENTAL LEVY**

The Government of Anguilla introduced an Environmental Levy on 1<sup>st</sup> September 2003. In order to accommodate the environmental levy legislation, it was necessary for Anglec to make a rate adjustment in accordance with the terms outlined in the Electricity Act, resulting in increased rates for all our customers.

In mid 2003, a decision was taken, because of the chronic practice of late payments, to introduce a 2% late payment charge. This was implemented with effect from 1<sup>st</sup> January 2004.

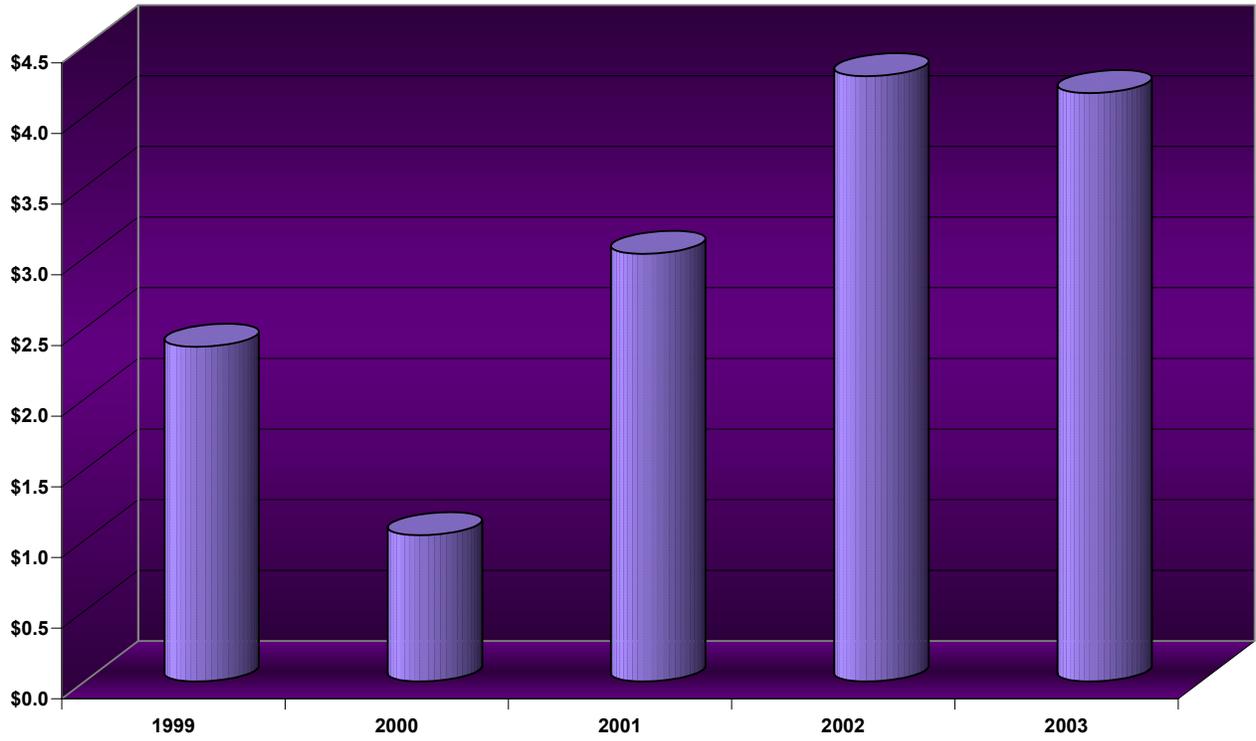
In spite of spiralling increases in fuel prices, Anglec did not impose the burden of a fuel surcharge in the latter part of 2003.

## **REVENUE**

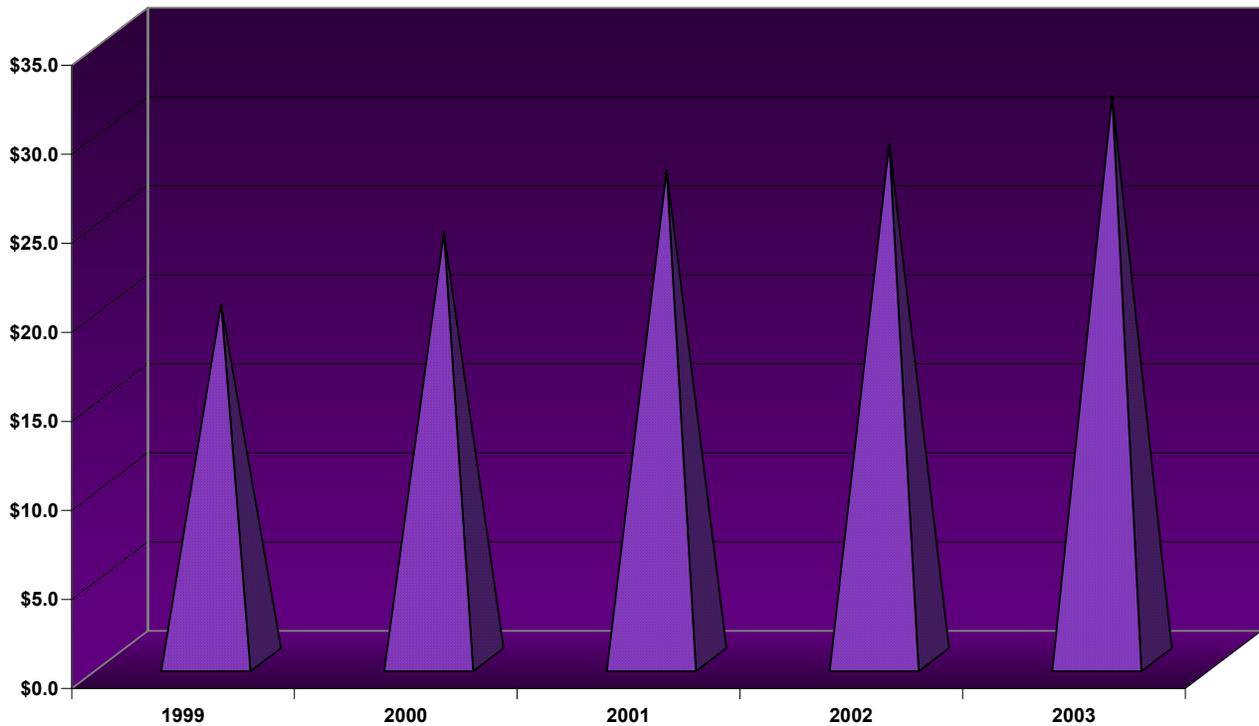
Operating revenue from the sale of electricity at EC\$31,664,827 including fuel surcharge of EC\$0.902 million increased by 9.13% over the previous year's figure of EC\$29,015,585, but was below expectation by approximately 6.5%. The 5% environmental levy introduced in September, had a marginal effect on our sales revenue.

During the year the company undertook various contractual assignments for our large consumers which brought in additional income of EC\$102,000.

### Net Profit (in \$ECmillions)



### Gross Revenue (in \$ECmillions)



## SALES

Overall, electricity sales volume grew by 4.57% to 52.2 million kWh. The hotel sector accounted for 32.0% of sales. Domestic consumers accounted for 29.0%, while the commercial sector accounted for 23.0% and the government sector accounted for 15.0%. Other sectors accounted for just 1.0% of sales.

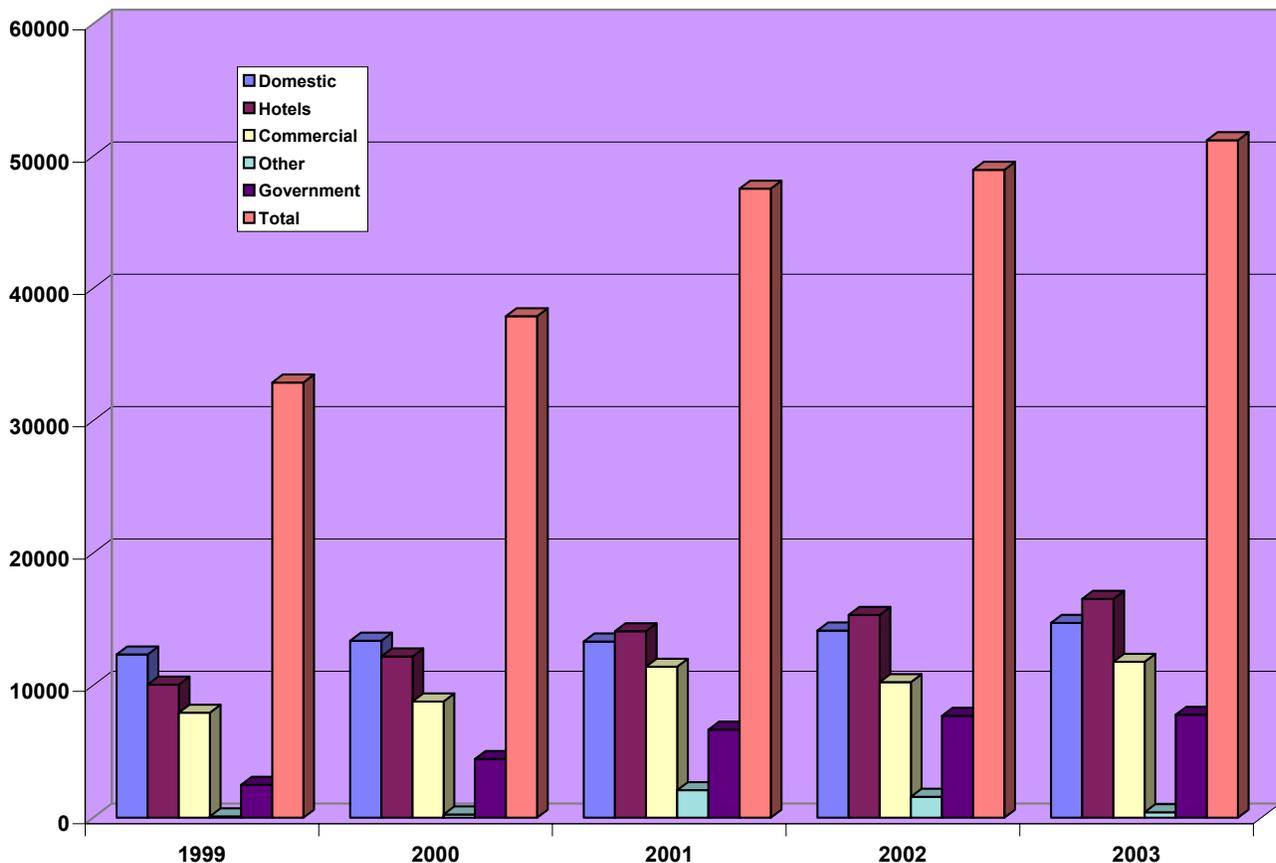
## TRADING PROFIT

Gross operating profit of EC\$9,201,809 was marginally above the previous

year's figure of EC\$9,030,622.

Net profit for the year at EC\$4,163,869 was 2.78% below the figure for 2002. While we continued our program of cost reduction, the price of fuel, a major element in our overall operating costs is outside our sphere of control. The continuous increases in the cost of fuel have been a major factor in the increase in our operating expenditure in 2003, and this principally has contributed to a slight decline in our overall profitability. As a result of the in-

Sales by Category (in MWh)



creases in the cost of fuel, a fuel surcharge was introduced in February in accordance with the electricity regulations.

### OPERATING COSTS

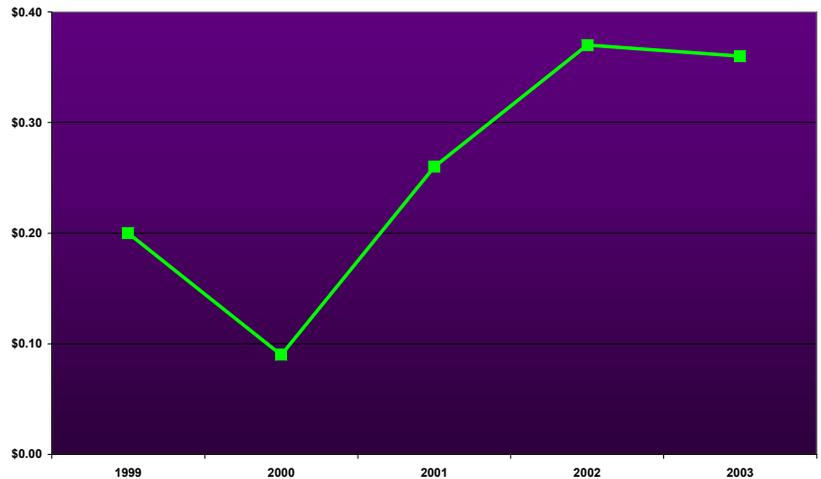
Operating costs for the year including depreciation amounted to EC \$26,587,486 compared to the previous year's figure of EC\$23,845,172. Fuel accounted for 50% of operating costs compared to 44.6% in the previous year. This is a reflection of the higher price paid for fuel during the year. Administration and Consumer Services costs accounted for 15.51% of operating costs and 13.02% of sales.

### CAPITAL EXPENDITURE

During the year we continued our capital investment program so as to improve operating efficiency. Capital Expenditure of EC\$2.52 million was made in the following areas.

	<b>EC\$</b>
Plant & Equipment	1,564,555
Land & Buildings	460,625
Furniture & Equipment (Including Computers)	162,597
Motor Vehicles	333,237
<b>TOTAL</b>	<b>2,521,014</b>

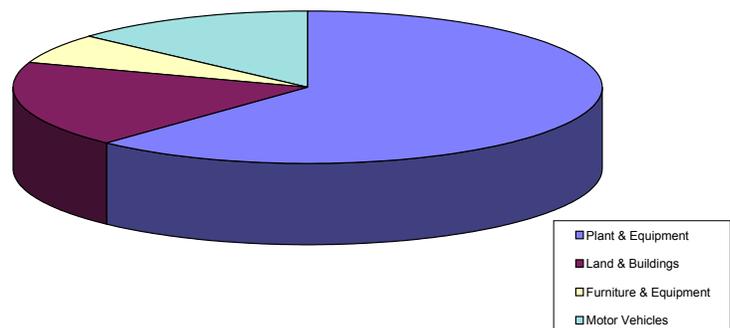
Earnings per Share (in EC\$)



### EARNINGS PER SHARE

Earnings per share remained fairly constant between 2002 and 2003 and the figure of \$0.36 in 2003 can be considered reasonable. As such, the Directors considered it prudent to recommend a dividend of \$.10 per share to the shareholders.

2003 Capital Expenditure



# *Transmission & Distribution*

The T & D Division was preoccupied for a major part of 2003 with the relocation of poles and services to enable progress to be made on government's road improvement projects. A number of poles had to be relocated in a timely manner to ensure that retardation of various projects would not occur.

In addition, preparatory work for expansion of Wallblake Airport was accommodated in the work schedule and a number of installations were relocated in order to allow residents to move into new homes where existing homes would have impeded extension of the runway.

Areas where relocations were undertaken were as follows: Little Harbour, Blowing Point, Sandy Ground, The Quarter and Island Harbour.

Work continued on the fifth feeder but progress was hindered because of diffi-

culties experienced with obtaining way-leaves for installation of our facilities. In one instance it will be necessary to remove poles already installed to an alternative location where they will be less conspicuous.

The West Feeder cable that emerges from the Power Station was faulted in June 2003 and has been taken out of service. The opportunity is being taken to upgrade the size of the cable in light of increasing demand and to rationalize the cable route which traverses the power station compound.



Now: Nathaniel Paul, Brindley Benn, Franklyn Petty, and Shandal Hodge in T & D training program

Towards the end of 2003, a new street lighting policy was being developed with the Government of Anguilla to ensure optimal use of the street lighting system. The Government of Anguilla has made a request for street lighting along the new Little Harbour-Blowing Point road and it is expected that work will begin in the 2<sup>nd</sup> quarter of 2004.



Now: HV fuse work

Preliminary plans were made for transferring a number of overhead lines to underground locations in the vicinity of the new golf course. This is in keeping with the vision to install as many of our facilities underground as possible in the foreseeable future.

Over the past year, several poles have been burnt because of an accumulation of salt on the insulators. Cognizant of this fact, a decision was taken in 2002 to change the type of insulators used on the system to polymeric which contain properties that enable them to withstand tracking from salt deposits. Due to the number of poles and insulators in Anguilla, there still remain several insulators that require changing. In the interim, however, we propose to develop an insulator washing program which should alleviate this problem until all the insulators exposed to salt deposits are changed.

The telecommunication system in T & D was upgraded during the year, thereby improving reception in a number of areas where communication difficulty has been experienced.

### **Geographic Information System**

In 2002, Anglec and Cable & Wireless undertook a joint survey of field facilities owned by both utilities using global positioning system technology. The purpose of the survey was to provide

accurate information on all our poles, transformers, conductors, meters and other equipment utilised to distribute electricity to Anglec's customers.

In 2003, Anglec employees were trained in-house to use Arcview 8.1 software for implementation of the second phase of the project to be finalised in 2004, with the acquisition of digital maps of Anguilla from the Government of Anguilla.

By overlaying the global position of all equipment onto the digital map, it will be possible for Anglec's Technical Services employees to view the location (to within 3 cm) of all Anglec's field equipment via computer.

It is expected that the G.I.S. will greatly enhance our technical planning processes and asset management.



For a number of years, we have missed the presence of a repair facility for vehicles. This has led to extended periods of downtime and the general mediocre appearance of our vehicles.

A vehicle maintenance facility was constructed with the intention of providing state of the art equipment to ensure that (a) vehicles are properly repaired, and (b) to minimize the turn around

# *Vehicle Maintenance Facility*

time for vehicles that enter the garage.

This structure was completed in December 2003 and was put into immediate use.



Now: Anglec's Vehicle Maintenance Facility

# *Information Technology*

Account enquiry access was introduced on Anglec's Website in 2003. This access enables customers to review balances on accounts on line without having to visit or telephone our customer care office.

A new Time Force clocking system was introduced to improve the timekeeping process of our employees. This system provides a multiplicity of data that can be used to analyze employees' time-keeping and attendance statistics. This is state of the art biotechnology which utilizes a thumbprint for unique identification of each employee.

The IT division acquired ACCPAC CFO (Comprehensive Financial Optimizer) and KPI (Key Performance Indicator) software in the latter part of 2003. This has enhanced the organization's ability to perform strategic analyses on financial matters. It also allows benchmarking of the organization's financial

achievements against those of other electric utilities.

D-bit software was acquired to improve our ability to manage our fixed assets more effectively.

Adequate documentation of systems developed in-house has been a weakness in the IT division for some time. During the year, with the employment of another person in the IT Division, several processes were identified and documented so that users (both experienced and new) will have access to the literature if it becomes necessary.

During the year, the AS400 hardware and software systems were upgraded to facilitate improved performance of the system and introduce new facilities which would enhance customer service.

A number of personal computers and printers were purchased in 2003 to ensure that the system was kept in a condition that will reduce down time and therefore, provide better service to the employees who utilise the system.

# *Human Resources*

During the year, attempts were made to identify the strengths of employees in order to maximise each employee's contribution to the enhancement of the organization's operations. As a result, certain structural adjustments had to be made to cater for the philosophy enunciated above.

## Pension Scheme

The scheme is a contributory type arrangement whereby employees contribute 5% and the company contributes 5%. Employees were given the option of having retroactive coverage to the date of employment. The Company agreed to match the retroactive contribution since the introduction of a Pension Scheme was being considered from the inception of Anglec in 1991. At the commencement of the Plan, 41 of 65 eligible employees joined the scheme. Thirty of those opted for full retroactive coverage whilst two employees took the five year retroactive option. At the end of 2003, 45 employees were enrolled in the scheme.

## Training

In a number of developing countries, emphasis has been placed on tertiary

education. Whereas this may have served a useful purpose at certain



Then: ASO Andy Arrindell noting engine operating statistics



Now: SSO Andy Arrindell controlling engine output

stages of the development process, today most countries are recognizing the fact that technicians are urgently needed to fill a void which very often was created by the rapidly changing technological world.

In order to ensure that Anguilla and Anglec in particular are correctly positioned for future development, the Board has approved a proposal to introduce a training/apprenticeship program for properly qualified students and employees. Such a programme will assist in helping candidates to acquire both theoretical and practical training which will equip them to perform in today's technological environment. It is hoped that this program will be launched in 2004.

During the year, several employees were exposed to training programs both at home and abroad. A shift in Training Policy will be introduced in 2004 in order to enable a broader spectrum of training to be received by our employees. While the tendency has been to send one or two employees abroad for short courses, it is felt that greater benefit would be derived if

Trainers could be brought to the Organization and expose a larger number of employees to training as a whole.

During the year, in-house training courses were held in extraordinary customer service, advanced overhead line installation, automated L.B.S. installation and operation and First Aid.

Several employees continued to further their studies in various fields which are allied to the operation of the organization and our study policy will seek to encourage employees who wish to improve their performance on the job to enroll in continuing education programmes.

### **Extra curricular activities**

Extra curricular activities are encouraged and during 2003 our employees participated in a number of sporting activities including the annual Fun Day organized by the Anguilla Amateur Athletic Association and the Soft Ball competition. Other employees were privileged to represent Anguilla in various Sporting fields and also participated in cultural events such as the Annual Summer Festival.

# *Generation Division*

In 2003, Generation's peak demand of 9205 kw was virtually unchanged from 2002's peak of 9230 kw. Total units generated for the year of 58,387,932 kWh exceeded production in 2002 by 5.7%.

The System Load Factor increased to 72.4% from 68.3% in 2002, reflecting increased investment return on Anglec's generating equipment.

In 2003, Generation projects focussed on enhancing operational efficiency and environmental responsibility.

## Starting System Upgrade

In 2003, an overhaul of the air start system was undertaken. Two new air compressors and expanded pipework

were installed. This involved redesign of the entire piping and air bottle system to create a centralised air system whereby all generators are served by any of the air storage bottles rather than by only one bottle attached to each generator.

## Oil Distribution System

All engines need oil to lubricate moving parts to reduce friction and heat. The engines at Anglec's power station are no different. Oil levels are checked several times a day and oil is added as needed. In the past, adding oil meant that an Assistant Shift Operator needed to manually pump oil from 55-gallon drums.

In 2003, a lubricating oil distribution system was developed whereby lubricating oil is stored in a central tank and pipelines feed it to each unit as needed. Not only will Assistant Shift Operators become more efficient, but Anglec will be in a position to import



Then: Sherman Haskins, Lester Richardson and Raymond Haskins installing an engine

lubricating oil in bulk rather than in 55-gallon drums. This is not only more cost effective, but more environmentally friendly.

### **Soundproofing**

In another effort to improve the environmental aspects of Corito Power Station, the building housing six diesel generating sets was modified to reduce the noise level for both employees on the Compound and residents in the surrounding area.

### **Fuel Monitoring System**

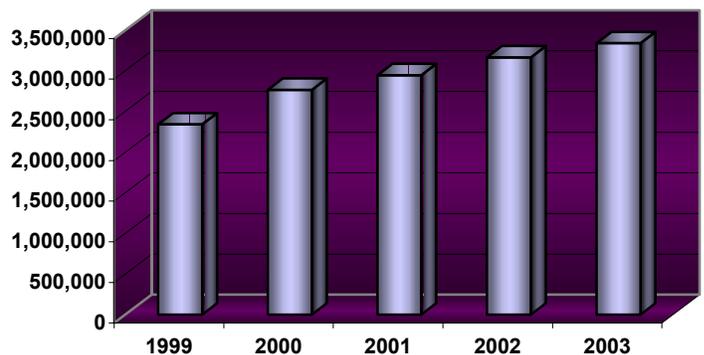
Cost efficiency remains a central objective for the Generation Department. In order to further control fuel costs (the Company's biggest expense), a new fuel monitoring system was installed in 2003. Sensors were installed in each of the bulk fuel tanks. These sensors constantly track the amount of fuel in the tanks and are monitored via computer so that the amount of fuel received in the tanks and the amount of fuel flowing to the generators can be more precisely measured. In the past fuel levels were monitored by physi-

cally dipping the tanks before and after each fuel delivery, then calculating the amount of fuel piped into the tanks based on the volume of the tank.

### **Inventory Reduction Exercise**

It is important that the appropriate levels of spare parts for generating equipment be maintained in inventory. At times, however, as new equipment is purchased, made obsolete or engine part designs are changed, inventory levels can become too high. In 2003, the Generation Department reviewed its inventory on hand and made recommendations to Management for certain reductions. Reducing inventory has two purposes – to reduce total assets and to free up valuable storage space.

**Fuel Consumed**  
(in Imperial Gallons)



### Wartsila Overhauls

During 2003, the two Wartsila generating sets reached 20,000 operating hours and were overhauled. This was the first major service to these two units since they were installed in late 2000. One of the advantages of the Wartsila units is that the service interval is much longer than that of the other generating sets at Corito, which average about 6,000 hours between major overhauls. Overhauls are labour intensive and costly; the longer the service interval, the more cost effective the engine.



Then: Blackstart engine

### Release of Tender for New Fuel and Lub Oil Supply Contracts

Late in 2003, tender documents for new fuel supply and lub oil supply contracts were developed and distributed. Evaluation of the tenders was undertaken and a fuel contract was awarded to become effective on 1<sup>st</sup> March 2004.

### Blackstart Unit

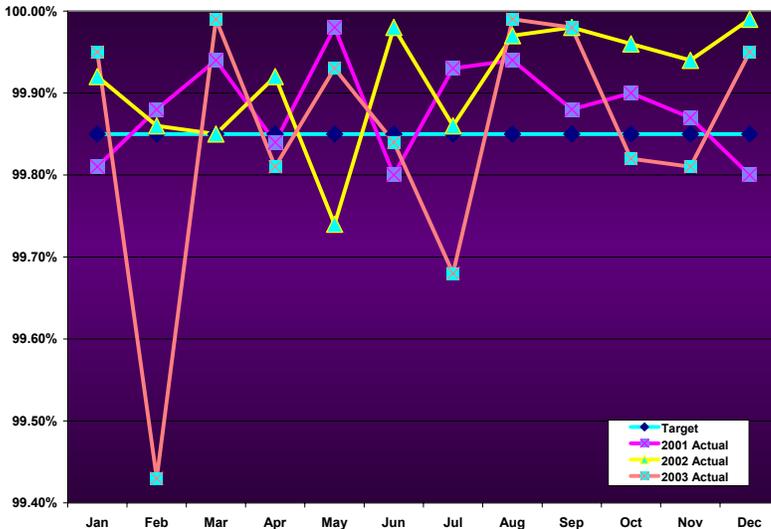
A new blackstart generator was ordered to replace the unit that has been in service since 1977. The blackstart is used to provide power to the station during restoration of service after hurricanes or other major outages.



Now: Blackstart engine

# Operational Statistics

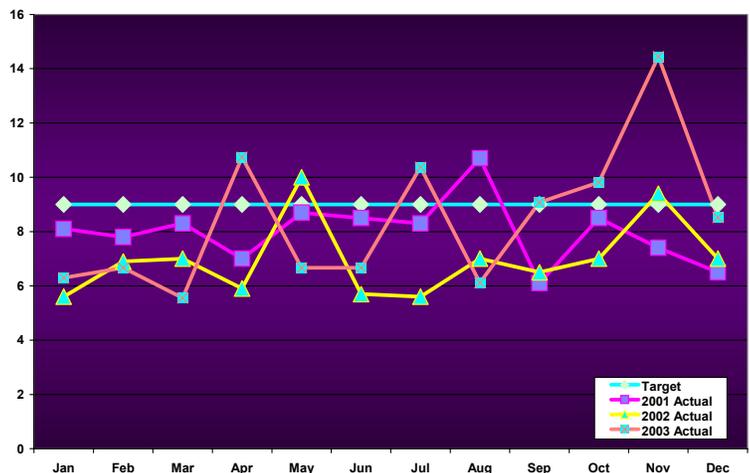
System Reliability



## System Reliability

On average, electricity was available to Anglec's customers 99.85% of the time in 2003. This is slightly lower than the 2002 level of 99.91% due to the higher level of burnt poles mentioned earlier in this report.

Trouble Calls  
(per 1000 Customers)



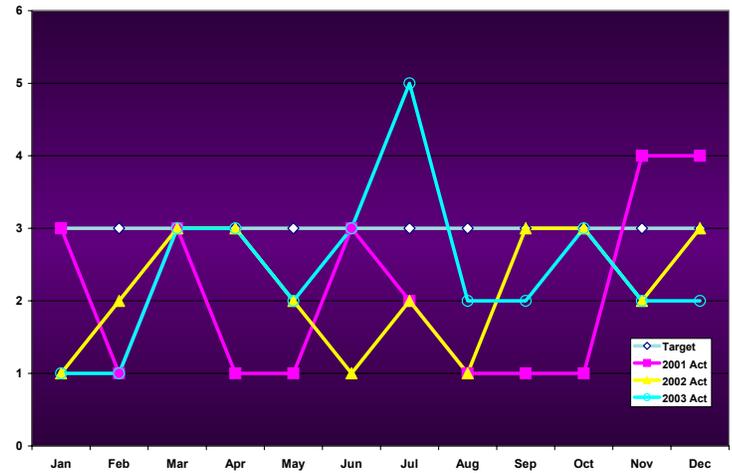
## Trouble Calls

In 2003, the number of trouble calls per thousand customers increased slightly to 8.4 from 2002, but still remains below the target of nine calls per thousand customers.

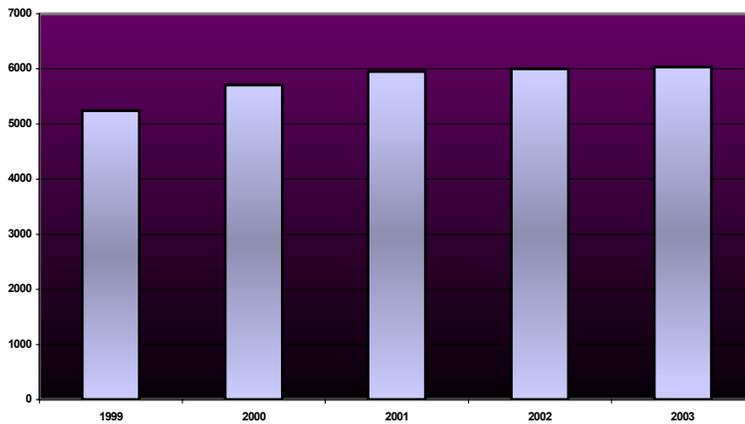
## New Connections

While the average response time for installation of new connections was unchanged from 2002 to 2003, the average of two days is a 33% improvement over the targeted installation time of three days from payment of installation fees.

Average Response Time for New Connections (in Days)



Customers



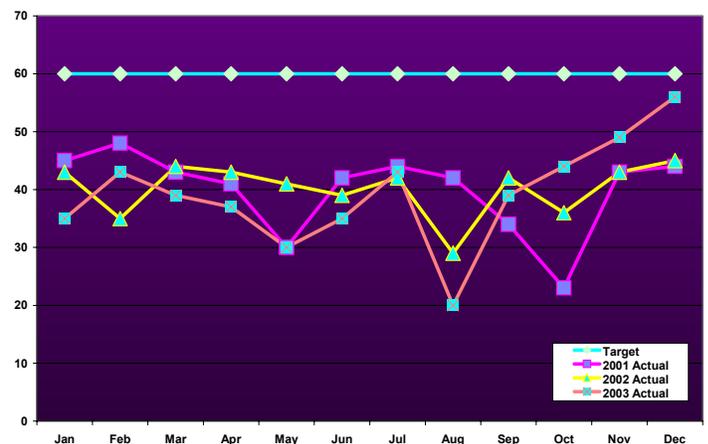
## Customers

Anglec's customer base of 6037 is virtually unchanged from 2002. No new major installations were added to the system in 2003, but growth is expected in 2004.

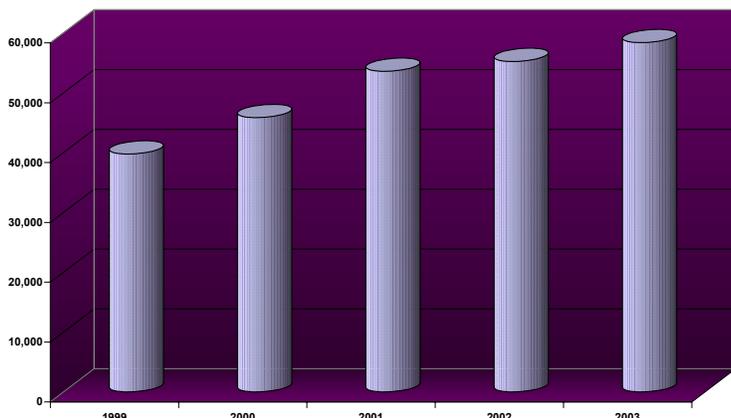
## Trouble Call Response Time

The average time required for Anglec's staff to respond to a trouble call was 39 minutes. This compares very favourably with international standards.

Average Trouble Call Response Time (in Minutes)



Units Generated  
(in MWh)



### Load Factor Reaches New Height

In 2003, Anglec's load factor increased to 72.4% from 68.3% in 2002. Load factor is an important indication of the investment return on generating equipment.

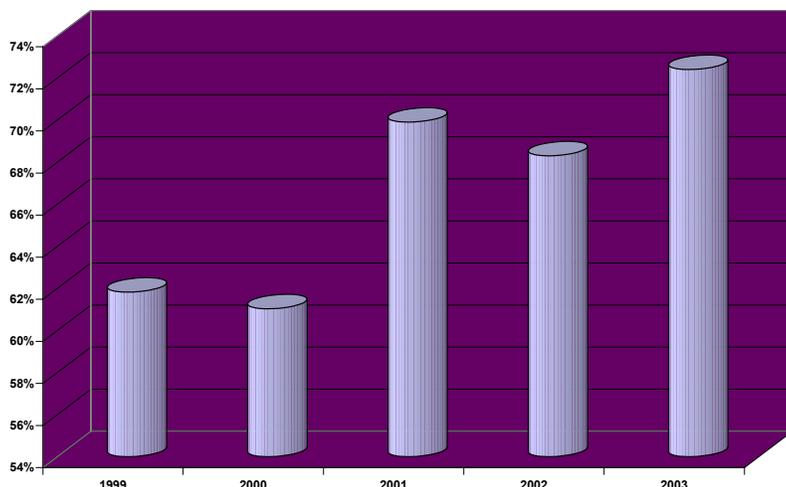
When the load factor is high, the Company's investment in generating equipment is more profitable

### Production Hits New High

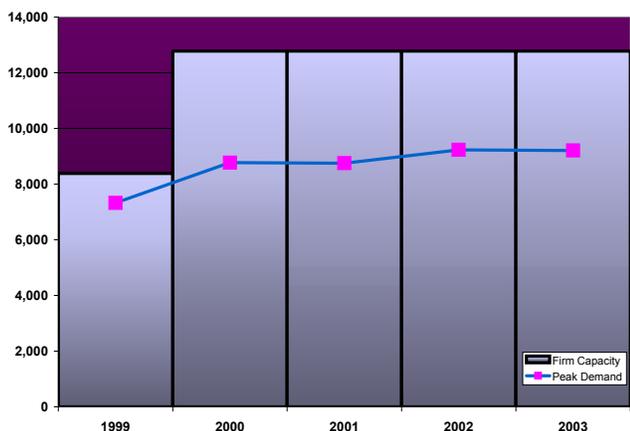
In 2003, Anglec produced 58.4 million kilowatt hours of electricity to meet the demands of the people of Anguilla.

This level of production surpassed the previous record set in 2002 of 55.2 million kilowatt hours, an increase of 5.8%

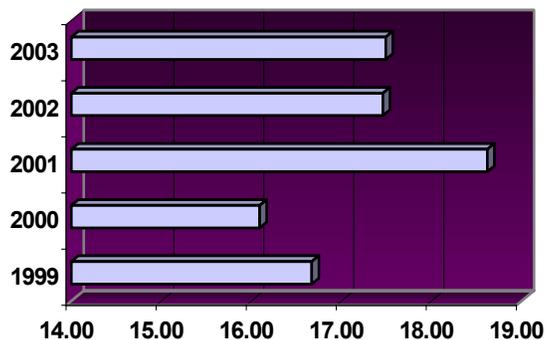
System Load Factor %



Firm Capacity and Peak Demand



Fuel Efficiency  
(kWh/IG)





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## **AUDITORS' REPORT**

### **To the Shareholders of Anguilla Electricity Company Limited**

We have audited the accompanying balance sheet of Anguilla Electricity Company Limited, as at December 31, 2003 and the income statement, the statement of retained earnings and the statement of cash flows for the year then ended. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with International Standards on Auditing as promulgated by the International Federation of Accountants. Those Standards require that we plan and perform the audit to obtain reasonable assurance as to whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Company as at December 31, 2003 and the results of its operations and its cash flows for the year then ended in accordance with International Financial Reporting Standards promulgated by the International Accounting Standards Board.

*Kpmg LLC*

Chartered Accountants  
The Valley  
Anguilla

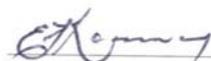
## ANGUILLA ELECTRICITY COMPANY LIMITED

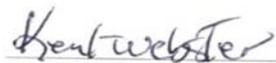
### **Balance Sheet** **December 31, 2003**

Expressed in Eastern Caribbean Dollars (EC\$)

	<u>Notes</u>	<u>2003</u>	<u>2002</u>
<b>ASSETS</b>			
<b>NON-CURRENT ASSETS</b>			
Property, Plant and Equipment	3	32,417,564	31,981,769
<b>CURRENT ASSETS</b>			
Investments	4	844,767	806,460
Inventories	5	3,863,522	3,430,307
Trade Receivables	6	7,043,322	6,749,227
Other Receivables and Prepayments	7	934,431	1,900,548
Cash and Cash Equivalents	8	351,433	1,115,812
		<u>13,037,475</u>	<u>14,002,354</u>
<b>Total Assets</b>		<u>45,455,039</u>	<u>45,984,123</u>
<b>EQUITY AND LIABILITIES</b>			
<b>SHAREHOLDERS' EQUITY</b>			
Share Capital	9	14,536,147	14,536,147
Retained Earnings		<u>10,868,458</u>	<u>6,704,589</u>
		<u>25,404,605</u>	<u>21,240,736</u>
<b>NON-CURRENT LIABILITIES</b>			
Interest-Bearing Loans	10	11,519,475	13,346,572
Contributions in Aid of Construction	11	<u>2,380,510</u>	<u>2,455,186</u>
		<u>13,899,985</u>	<u>15,801,758</u>
<b>CURRENT LIABILITIES</b>			
Bank Overdraft	8	1,853,458	4,303,003
Current Portion - Interest-Bearing Loans	10	1,551,670	1,829,836
Accounts Payable and Accruals		2,339,009	2,460,173
Customer Deposits		<u>406,312</u>	<u>348,617</u>
		<u>6,150,449</u>	<u>8,941,629</u>
<b>Total Equity and Liabilities</b>		<u>45,455,039</u>	<u>45,984,123</u>

On behalf of the Board

  
Everet Romney *Chairman*

  
Kent Webster *Director*

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

## ANGUILLA ELECTRICITY COMPANY LIMITED

### Income Statement Year ended December 31, 2003

Expressed in Eastern Caribbean Dollars (EC\$)

	<u>Notes</u>	<u>2003</u>	<u>2002</u>
GROSS OPERATING REVENUE	12	<u>31,664,827</u>	<u>29,015,583</u>
COST OF OPERATING REVENUE:			
Generation - Fuel		(12,411,515)	(10,643,394)
Fuel Surcharge		( 901,521)	-
Other		( 4,498,383)	( 4,744,897)
Transmission and Distribution		<u>( 4,651,599)</u>	<u>( 4,596,670)</u>
		<u>(22,463,018)</u>	<u>(19,984,961)</u>
GROSS OPERATING PROFIT		9,201,809	9,030,622
OPERATING EXPENSES:			
Administration		(3,746,506)	(3,488,332)
Consumer Service		<u>( 377,962)</u>	<u>( 371,879)</u>
		(4,124,468)	(3,860,211)
Other Income	13	<u>220,833</u>	<u>375,332</u>
NET OPERATING PROFIT		5,298,174	5,545,743
Finance Cost		<u>(1,134,305)</u>	<u>(1,262,536)</u>
NET PROFIT FOR THE YEAR		<u>4,163,869</u>	<u>4,283,207</u>
<b>EARNINGS PER SHARE FIGURES</b>			
		EC\$	EC\$
Earnings per share		0.36	0.37
Dividends per share		0.10	0.07

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

**ANGUILLA ELECTRICITY COMPANY LIMITED**

**Statement of Retained Earnings**  
**Year ended December 31, 2003**

Expressed in Eastern Caribbean Dollars (EC\$)

	<u>2003</u>	<u>2002</u>
Retained Earnings at beginning of the year	6,704,589	3,235,382
Net Profit for the year	4,163,869	4,283,207
Dividend Paid	<u>-</u>	<u>( 814,000)</u>
<b>Retained Earnings at end of year</b>	<b><u>10,868,458</u></b>	<b><u>6,704,589</u></b>
Dividends declared after 12/31/03 and not yet sanctioned by the shareholders	<u>(1,163,615)</u>	<u>-</u>
Balance after dividend declared	<u>9,704,843</u>	<u>6,704,589</u>

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

## ANGUILLA ELECTRICITY COMPANY LIMITED

### Statement of Cash Flow Year ended December 31, 2003

Expressed in Eastern Caribbean Dollars (EC\$)

	<u>2003</u>	<u>2002</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net Profit for the year	4,163,869	4,283,207
<b>Items not involving cash:</b>		
Depreciation	3,618,820	3,507,677
Provision for slow moving/obsolete Inventory	182,490	134,709
Amortization in Aid of Construction	295,849	(286,776)
Provision for Bad and Doubtful Debts	<u>77,877</u>	<u>( 8,348)</u>
	7,747,207	7,630,469
(Increase)/decrease in Current Assets:		
Trade Receivables	(371,972)	(1,140,438)
Other Receivables and Prepayments	966,117	(984,131)
Inventories	<u>(615,705)</u>	<u>(56,105)</u>
Increase/(decrease) in Current Liabilities:		
Accounts Payable	(121,163)	( 306)
Customer Deposits	<u>57,695</u>	<u>(100,822)</u>
Net Cash provided by operations	<u>7,662,179</u>	<u>5,348,667</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Additions to Property, Plant and Equipment	(4,054,615)	(2,005,124)
(Increase) in Investments	<u>( 38,307)</u>	<u>( 806,460)</u>
Net Cash used by investing activities	<u>(4,092,922)</u>	<u>(2,811,584)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Interest-Bearing Loans (net)	(2,105,264)	(2,256,193)
Contributions in Aid of Construction	221,173	372,109
Dividends paid	<u>-</u>	<u>( 814,000)</u>
Net Cash used by financing activities	<u>(1,884,091)</u>	<u>(2,698,084)</u>
<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>	1,685,166	(161,001)
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>	<u>(3,187,191)</u>	<u>(3,026,190)</u>
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<u>(1,502,025)</u>	<u>(3,187,191)</u>

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

## ANGUILLA ELECTRICITY COMPANY LIMITED

### Notes to the Financial Statements December 31, 2003

#### 1. The Company

The Company was incorporated in Anguilla on January 11, 1991 under the Companies Act and is governed by the Electricity Ordinance, 1991, as amended and operates in The Valley, Anguilla. The Government of Anguilla which was the major shareholder of the Company, offered 6,600,000 shares to the general public through an Initial Public Offering on August 1, 2003.

The Company has an exclusive public supplier's license to generate, transmit and distribute electricity on the island of Anguilla for a period of fifty years from April 1, 1991.

The financial statements were authorized for issue by the Board of Directors on June 29, 2004.

#### 2. Significant Accounting Policies

##### (a) *Statement of Compliance:*

The financial statements have been prepared in accordance with International Financial Reporting Standards promulgated by the International Accounting Standards Board ("IASB"), and interpretations issued by the Standing Interpretations Committee of the IASB.

##### (b) *Basis of Preparation:*

The financial statements are prepared under the historical cost basis except for held to maturity investments, which are carried at amortized cost. The financial statements are presented in East Caribbean Dollars, as the majority of assets are denominated in this currency.

##### (c) *Use of Estimates:*

The preparation of the financial statements in accordance with International Financial Reporting Standards ("IFRS") requires management to make estimates and assumptions that affect the amounts reported in these financial statements and the accompanying notes. These estimates are based on relevant information available at the balance sheet date and as such, actual results could differ from those estimates.

##### (d) *Property, Plant and Equipment:*

###### **Owned Assets**

Items of property, plant and equipment are stated at cost less accumulated depreciation (refer below) and impairment losses (refer to accounting policy "q"). The cost of self-constructed assets includes the cost of materials, direct labour and an appropriate proportion of production overheads.

###### **Subsequent Expenditure**

Expenditure incurred to replace a component of an item of property, plant and equipment that is accounted for separately, is capitalized with the carrying amount of the existing component being written off. Other subsequent expenditures are capitalized only when they increase the future economic benefits embodied in the item of property, plant and equipment. All other expenditure is recognized in the income statement as an expense as incurred.

## ANGUILLA ELECTRICITY COMPANY LIMITED

### Notes to the Financial Statements (Continued) December 31, 2003

#### 2. Significant Accounting Policies (continued)

##### (e) *Property, Plant and Equipment:*

###### **Depreciation**

Depreciation is charged to the income statement on the straight-line basis over the estimated useful lives of items of property, plant and equipment. Land is not depreciated. The estimated useful lives are as follows:

Freehold Buildings	40 years
Plant and Machinery	10-20 years
Furniture, Fittings and Equipment	5 years
Motor Vehicles	3-5 years

##### (f) *Investments:*

###### **Classification**

Held to maturity assets are financial assets with fixed or determinable payments, fixed maturity and those that the Company has a positive intent and ability to hold to maturity. These include short-term placements with banks.

###### **Recognition/Derecognition and Measurement**

Held to maturity investments are recognised/de-recognised on the day they are transferred to/by the Company, respectively.

Financial assets are initially measured at cost, including transaction costs.

Subsequent to initial recognition, all non-trading financial liabilities and held to maturity investments are measured at amortized cost less impairment losses. Amortized cost is calculated on the effective interest rate method. Premiums and discounts, including initial transaction costs, are included in the carrying amount of the related instrument are amortized based on the effective interest rate of the instrument.

###### **Impairment**

Financial assets are reviewed at each balance sheet date to determine whether there is objective evidence of impairment. If any such indication exists, the asset's recoverable amount is estimated. All impairment losses are charged to the income statement.

##### (g) *Inventories:*

Inventories are valued at the lower of cost and net realisable value. Cost is determined on a weighted average basis.

##### (h) *Trade and other receivables:*

Trade and other receivables are stated at their cost less impairment losses (refer to accounting policy 'q').

## ANGUILLA ELECTRICITY COMPANY LIMITED

### Notes to the Financial Statements (Continued) December 31, 2003

(i) ***Cash & Cash Equivalents:***

Cash and cash equivalents comprise cash balances and term deposits. For the purpose of the statement of cash flows, cash and cash equivalents are presented net of bank overdraft.

(j) ***Repurchase of Share Capital:***

When share capital recognized as equity is repurchased, the amount of the consideration paid, including directly attributable costs, is recognized as a change in equity. Repurchased shares are presented as a deduction from total equity.

(k) ***Interest-Bearing Loans:***

Interest-bearing Loans are recognized initially at cost, net of any transaction costs incurred. Subsequent to initial recognition, interest-bearing loans are stated at amortized cost.

(l) ***Revenue:***

Revenue from the sale of electricity is recognized in the income statement based on consumption recorded by monthly meter readings, with due adjustment made for unread consumption at year-end by apportioning the consumption of the following month.

(m) ***Trade and Other Payables:***

Trade and other payables are stated at their cost.

(n) ***Contributions in aid of Construction:***

Contributions in aid of construction are amounts received from certain customers towards the cost of providing services. These amounts are amortized over the estimated service lives of the related assets over the same period. Contributions received in respect of unfinished construction are amortized once the assets are placed in service.

(o) ***Finance Cost:***

All interest and other costs incurred in connection with borrowings are expensed as incurred as part of finance costs.

Borrowing costs that are directly attributable to the acquisition, construction or production of qualifying assets are capitalized as a part of the cost of the asset.

**ANGUILLA ELECTRICITY COMPANY LIMITED**

**Notes to the Financial Statements (Continued)**  
**December 31, 2003**

**2. Significant accounting policies (continued)**

(p) ***Foreign Currencies:***

Transactions in foreign currencies are converted to EC Dollars, the functional and reporting currency of the Company, at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are translated to EC Dollars at the foreign exchange rate ruling at that date. Foreign exchange gains and losses are recognized in the income statement in the year in which they arise.

Non-monetary assets and liabilities denominated in foreign currencies, which are stated at historical cost, are translated to EC Dollars at the foreign exchange rate ruling at the date of the transaction.

(q) ***Impairment:***

The carrying amounts of the Company's assets are reviewed at each balance sheet date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. An impairment loss is recognized whenever the carrying amount of an asset exceeds its recoverable amount.

(r) ***Income Tax:***

No provision is made for income tax since Anguilla does not have any form of income tax.

(s) ***Corresponding Figures:***

Certain corresponding figures for 2002 have been reclassified to conform to current year's presentation, where necessary.

## ANGUILLA ELECTRICITY COMPANY LIMITED

### Notes to the Financial Statements (Continued) December 31, 2003

Expressed in Eastern Caribbean Dollars (EC\$)

#### 3. Property, plant and equipment

	<u>Land &amp; Buildings</u>	<u>Plant &amp; Machinery</u>	<u>Furniture, Fittings &amp; Equipment</u>	<u>Motor Vehicles</u>	<u>Capital Work in Progress</u>	<u>Total</u>
<b>At Cost:</b>						
January 1,2003	6,317,896	48,391,044	2,754,247	2,003,394	185,598	59,652,179
Additions/(disposals)	<u>458,625</u>	<u>3,184,846</u>	<u>162,597</u>	<u>333,237</u>	<u>( 84,690)</u>	<u>4,054,615</u>
December 31,2003	<u>6,776,521</u>	<u>51,575,890</u>	<u>2,916,844</u>	<u>2,336,631</u>	<u>100,908</u>	<u>63,706,794</u>
<b>Depreciation:</b>						
January 1, 2003	1,345,483	22,554,909	2,033,934	1,736,084	-	27,670,410
Charge for the year	<u>196,397</u>	<u>3,087,378</u>	<u>243,752</u>	<u>91,293</u>	<u>-</u>	<u>3,618,820</u>
December 31, 2003	<u>1,541,880</u>	<u>25,642,287</u>	<u>2,277,686</u>	<u>1,827,377</u>	<u>-</u>	<u>31,289,230</u>
<b>Net Book Values:</b>						
December 31, 2003	<u>5,234,641</u>	<u>25,933,603</u>	<u>639,158</u>	<u>509,254</u>	<u>100,908</u>	<u>32,417,564</u>
December 31, 2002	<u>4,972,413</u>	<u>25,836,135</u>	<u>720,313</u>	<u>267,310</u>	<u>185,598</u>	<u>31,981,769</u>

Land and Building include freehold and leasehold land at a cost of EC\$914,738. (2002: EC\$912,738).

## ANGUILLA ELECTRICITY COMPANY LIMITED

### **Notes to the Financial Statements (Continued)**

**December 31, 2003**

Expressed in Eastern Caribbean Dollars (EC\$)

#### **4. Investments**

	<u>2003</u>	<u>2002</u>
<b>Held to Maturity</b>	844,767	806,460

These comprise Certificate of Deposits with Banks maturing in October 2004 and carry interest at a fixed rate of 4.74% per annum.

#### **5. Inventories**

	<u>2003</u>	<u>2002</u>
Generation parts and fuel	2,669,552	2,554,331
Transmission and distribution parts	1,779,500	1,323,259
Administrative supplies	<u>155,227</u>	<u>110,984</u>
	4,604,279	3,988,574
Provision for slow-moving/obsolete items	<u>( 740,757)</u>	<u>( 558,267)</u>
	<u>3,863,522</u>	<u>3,430,307</u>

#### **6. Trade Receivables**

	<u>2003</u>	<u>2002</u>
Trade receivables	7,875,270	7,503,298
Provision for bad & doubtful debts	<u>( 831,948)</u>	<u>( 754,071)</u>
	<u>7,043,322</u>	<u>6,749,227</u>

#### **7. Other Receivables and Prepayments**

	<u>2003</u>	<u>2002</u>
Accounts receivable control account	137,369	130,164
Other debtors	533,036	488,814
Other Prepayments	<u>716,314</u>	<u>1,733,854</u>
	1,386,719	2,352,832
Bad debt provision	<u>( 452,288)</u>	<u>( 452,284)</u>
	<u>934,431</u>	<u>1,900,548</u>

## ANGUILLA ELECTRICITY COMPANY LIMITED

### Notes to the Financial Statements (Continued) December 31, 2003

Expressed in Eastern Caribbean Dollars (EC\$)

#### 8. Cash & Cash Equivalent - Net

	<u>2003</u>	<u>2002</u>
Cash in hand and at bank	351,433	1,115,812
Bank overdraft (secured by a debenture on assets with interest at 9.2% per annum; the facility expires on 30th September, 2004)	(1,853,458)	(4,303,003)
Cash and cash equivalents in the statement of Cash Flows	(1,502,025)	(3,187,191)

#### 9. Share Capital

	<u>2003</u>	<u>2002</u>
<b>Authorized:</b>	<u>30,000,000</u>	<u>30,000,000</u>

All shares are voting shares and carry equal rights.

#### **Issued and fully paid:**

17,036,147 Ordinary shares at no par value	17,036,147	17,036,147
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#### **Less: Treasury Stock**

5,400,000 Ordinary shares at no par value	(5,400,000)	(5,400,000)
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#### **Add:**

Discount on treasury stock	<u>2,900,000</u>	<u>2,900,000</u>
----------------------------	------------------	------------------

	<u>14,536,147</u>	<u>14,536,147</u>
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The current percentage of ownership is:

	<u>2003</u>	<u>2002</u>
Government of Anguilla	40%	96.6%
Social Security Board	16%	3.4%
General Public	44%	-

During the year 1998, the Company repurchased 5,400,000 of class "B" ordinary shares at a consideration of EC\$2,500,000. The difference between the original issue price and the cost to acquire treasury stock is shown as Discount on treasury stock. In June, 2003, all shares of the Company were converted to one class of Ordinary Shares to rank Pari Passu, thus removing the various stock categories.

## ANGUILLA ELECTRICITY COMPANY LIMITED

### Notes to the Financial Statements (Continued) December 31, 2003

Expressed in Eastern Caribbean Dollars (EC\$)

#### 10. Interest-Bearing Loans

On August 1, 2003, the Government of Anguilla (GOA), sold 6,600,000 ordinary shares of Anguilla Electricity Company Limited in an Initial Public Offering at EC\$2.50 per share.

The Board of Directors for the Social Security Board are appointed by the Government of Anguilla.

All classes of shares have been converted to one class of ordinary shares effective June 3, 2003.

	<u>2003</u>	<u>2002</u>
Caribbean Development Bank (See I below)	61,383	144,692
Caribbean Development Bank (See II below)	965,547	1,231,724
Caribbean Commercial Bank (Anguilla) Ltd (See III below)	3,152,880	3,514,018
Lloyds Bank (See IV below)	-	561,296
Caribbean Development Bank (See V below)	<u>8,891,335</u>	<u>9,724,678</u>
	13,071,145	15,176,408
Less: Current Portions	<u>(1,551,670)</u>	<u>(1,829,836)</u>
	<u>11,519,475</u>	<u>13,346,572</u>

- (I) This loan (02 SFR-ANG) was made to the Government of Anguilla on July 18, 1983. The total amount disbursed was US\$1,084,751 of which US\$463,253 was transferred to the Company on April 1, 1991. The loan is guaranteed by and repaid through the Government of Anguilla in equal quarterly installments of approximately US\$7,700, plus interest at the rate of 4% per annum. The final payment is due in the year 2004.
- (II) This loan (03 SFR-ANG) was made to the Government of Anguilla on February 18, 1986. The total amount disbursed was US\$1,435,709 which was transferred to the Company on April 1, 1991. The loan is guaranteed by and repaid through the Government of Anguilla in equal quarterly installments of US\$24,754, plus interest at the rate of 4% per annum. The final payment is due on March 31, 2007.
- (III) This loan was made to the Company by the Caribbean Commercial Bank (Anguilla) Ltd. (CCB) on May 7, 1998 to refinance the Commonwealth Development Corporation loan. The loan is guaranteed by the Government of Anguilla. The total amount disbursed was US\$1,800,000. This loan is repaid in equal semi-annual installments of US \$116,550, including interest at the rate of 7.75% per annum. The final payment is due on May 7, 2010.
- (IV) This loan was made to the Company by Lloyds Bank on September 7, 1998 to finance the purchase of a 2.5MW Mirrlees & Blackstone generator. The loan was guaranteed by the Government of Anguilla. The total amount disbursed was US\$1,044,001. This loan was repaid in equal semi-annual installments of US\$124,364 including interest at

## ANGUILLA ELECTRICITY COMPANY LIMITED

### Notes to the Financial Statements (Continued) December 31, 2003

Expressed in Eastern Caribbean Dollars (EC\$)

the rate of 6.63% per annum. The final payment was made on December 15, 2003. Borrowing costs of EC\$58,382 were capitalized as part of the asset during set-up and installation.

- (V) This loan (02/OR-ANL) was made to the Company by the Caribbean Development Bank (CDB) in the year 2000 to finance the purchase of two generators. The total amount disbursed was US\$3,720,000. This loan is repaid in forty-eight (48) equal and consecutive quarterly installments of US\$113,280 including interest at the rate of 5.5% per annum. This will be payable after two (2) years following the expiry of the first disbursement. Borrowing costs of EC\$245,743 were capitalized and included in property, plant and equipment (Note 3). This loan is secured by a legal charge over the Company's property, plant and equipment as well as the freehold property of the company.

#### 11. Contributions in Aid of Construction

	<u>2003</u>	<u>2002</u>
Balance at beginning of the year	2,455,186	2,369,853
Contributions during the year	<u>221,173</u>	<u>372,109</u>
	2,676,359	2,741,962
Amount amortized during the year	<u>( 295,849)</u>	<u>( 286,776)</u>
Balance at end of year	<u>2,380,510</u>	<u>2,455,186</u>

#### 12. Gross Operating Revenue

	<u>2003</u>	<u>2002</u>
Amounts billed during the year	30,852,337	29,005,378
Less: unbilled revenue at beginning of the year	<u>( 1,304,532)</u>	<u>( 1,294,327)</u>
	29,547,805	27,711,051
Add: unbilled revenue at end of the year	<u>1,215,501</u>	<u>1,304,532</u>
	30,763,306	29,015,583
Fuel surcharge*	<u>901,521</u>	<u>-</u>
	<u>31,664,827</u>	<u>29,015,583</u>

\* As per Electricity (rates & charges) Regulations, tariffs shall be subject to a surcharge of 1 cent per unit for every 10 cent per gallon increase in the price of fuel oil over EC\$3.64 per gallon. The Company imposed the fuel surcharge for three months in 2003 when fuel prices rose above EC\$3.64.

## ANGUILLA ELECTRICITY COMPANY LIMITED

### Notes to the Financial Statements (Continued) December 31, 2003

Expressed in Eastern Caribbean Dollars (EC\$)

#### 13. Other Income

	<u>2003</u>	<u>2002</u>
Reconnection Fees	92,450	104,966
Miscellaneous	<u>128,383</u>	<u>270,366</u>
	<u>220,833</u>	<u>375,332</u>

#### 14. Personnel Expenses

	<u>2003</u>	<u>2002</u>
Salaries & Wages	3,451,967	3,373,371
Social Security	152,499	148,831
Training	147,597	159,693
Other Benefits	83,290	11,767
Pension Expense	<u>247,435</u>	<u>285,817</u>
	<u>4,082,788</u>	<u>3,967,712</u>

Average number of employees in the year 2003 was 67 (2002:67).

#### 15. Related Party Transactions and Balances

	<u>2003</u>	<u>2002</u>
Directors' Fees	211,404	213,473
Benefits to Executive Officers	<u>542,472</u>	<u>525,217</u>
	<u>753,876</u>	<u>738,690</u>
Revenues from Government	<u>4,535,518</u>	<u>3,749,139</u>

The Company has entered into the following transactions/balances with the Government of Anguilla (GOA) as follows:

- The GOA imposed an environmental levy of 5% on Revenues excluding Government's usage, on the Company effective September 1, 2003. Amounts payable to GOA for October through December are EC\$160,979.
- Trade receivable from GOA EC\$2,851,451 (2002: EC\$2,905,102).
- License fees paid to GOA is EC\$400,000 for the years 2003 and 2002.

## ANGUILLA ELECTRICITY COMPANY LIMITED

### **Notes to the Financial Statements (Continued)** **December 31, 2003**

Expressed in Eastern Caribbean Dollars (EC\$)

- The Company entered into an agreement with the GOA on July 25, 2003 to offer 6,600,000 shares for sale through an Initial Public Offering.
- The GOA has guaranteed the Caribbean Development Bank (CDB) loans: (02SFR-ANG), CDB (03SFR-ANG) and Caribbean Commercial Bank (Anguilla) Ltd. loans borrowed by the Company (see note 9).

#### 16. **Commitments**

During the current year, the directors have approved approximately EC\$3,072,000 (2002: EC \$1,780,000) for capital expenditure of which EC\$635,676 had not been spent at December 31, 2003.

#### 17. **Credit Risk and Fair Value Disclosure of Financial Instruments**

Financial assets of the Company include cash, term deposits, investments and accounts receivable. Financial liabilities include accounts payable and accruals.

##### (a) ***Credit Risk***

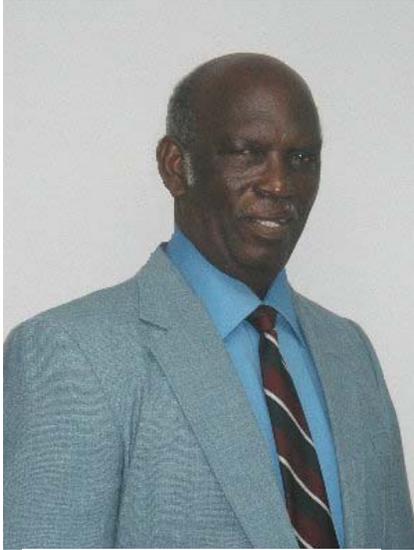
Credit risk on receivables is concentrated in the Government of Anguilla, one of the largest consumers and also the largest debtor. Credit risk is reflected in the provision for bad and doubtful receivables. (Refer to notes 6 and 15).

##### (b) ***Fair Value***

The fair values of cash, accounts receivable, accounts payable and accruals and long-term loans are not materially different from their carrying amounts.

Fair value estimates are made at a specific point in time, based on market conditions and information about the financial instrument. These estimates are subjective in nature and involve uncertainties and matters of significant judgment and, therefore, cannot be determined with precision. Changes in assumptions could significantly affect estimates. All non-financial instruments such as prepaid expenses, and contributions in aid of construction are excluded from fair value disclosure.

# *Board of Directors*



Everet Romney  
Chairman



Franklyn Hughes



Roderick Webster



Vivien Vanterpool  
(since June 2003)



Kent Webster



Jerome Roberts



Gareth Hodge  
(since June 2003)



Leonard Carty  
(to April 2003)

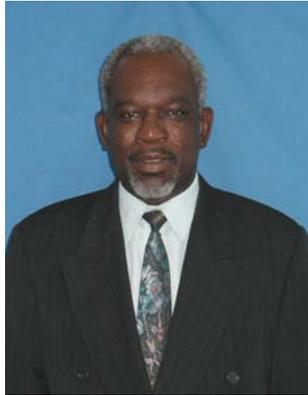


Harold Ruan

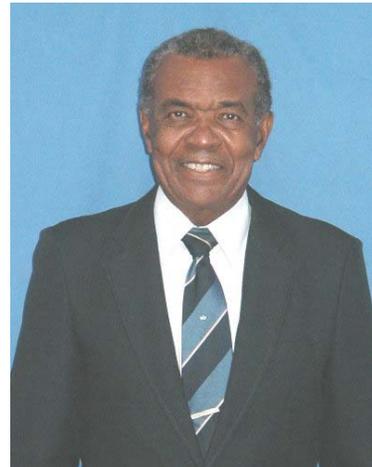


Kennedy Hodge  
(to January 2003)

# *Division Managers*



Erville Hughes  
Secretary/Financial Controller



Neil McConnie  
General Manager



Seymour Blackman  
Chief Engineer



Johanne Webster  
Corporate Systems Officer



Thomas Hodge  
Generation Superintendent



Ivor Ible  
Transmission &  
Distribution Superintendent



Sylvan Brooks  
Electrical Engineer



Maureen Woodley  
Accountant

# *Selected Financial Information*

(In 000's)	2003	2002	2001	2000
<b>Income Statement Information</b>				
Gross Operating Revenue	\$31,665	\$29,016	\$27,503	\$23,985
Cost of Operating Revenue	(22,463)	(19,985)	(19,450)	(20,039)
Gross Operating Profit	9,202	9,031	8,053	3,946
Operating Expenses	(4,125)	(3,860)	(5,307)	(3,151)
Other Income	221	375	421	253
Net Operating Profit	5,298	5,546	3,167	1,048
Financing Cost	(1,134)	(1,263)	(1,649)	(1,132)
Extraordinary Income	0	0	1,508	1,119
Net Profit	4,164	4,283	3,026	1,035
<b>Balance Sheet Information</b>				
Property, Plant & Equipment	32,418	31,982	33,484	34,620
Current Assets	13,037	14,002	10,523	11,766
Total Assets	45,455	45,984	44,007	46,386
Long-term Liabilities	13,900	15,802	17,211	19,391
Current Liabilities	6,150	8,941	9,025	12,249
Total Liabilities	20,050	24,743	26,236	31,641
Shareholders' Equity	25,405	21,241	17,771	14,745
Total Liabilities & Shareholders' Equity	45,455	45,984	44,007	46,386
Dividends Declared/Paid	1,164	814	0	0
<b>Statistical Information (000's)</b>				
Total Sales - kWh	51,210	48,970	47,541	39,562
Energy Losses	5,690	5,199	4,847	4,976
Net Generation (Units Sent Out)	56,900	54,169	52,388	44,538
Station Usage	1,488	1,069	1,210	1,311
Gross Generation	58,358	55,238	53,598	45,849
Fuel Used - Imperial Gallons	3,339	3,163	2,949	2,764



**Anguilla Electricity Co. Ltd.**  
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Tel (264) 497-5200 ~ [www.anglec.com](http://www.anglec.com)