

**Schedule 1**  
**FORM ECSRC – K**  
**ANNUAL REPORT**  
**PURSUANT TO SECTION 98(1) OF THE SECURITIES ACT, 2001**

For the financial year ended \_\_\_\_\_  
31st December, 2022

Issuer Registration number \_\_\_\_\_  
DOMLEC30041975DM

\_\_\_\_\_ **Dominica Electricity Services Limited** \_\_\_\_\_  
(Exact name of reporting issuer as specified in its charter)

\_\_\_\_\_ **DOMINICA** \_\_\_\_\_  
(Territory of incorporation)

\_\_\_\_\_ **18 Castle Street, P. O Box 1593, Roseau, DOMINICA** \_\_\_\_\_  
(Address of principal office)

**REPORTING ISSUER'S:**

Telephone number (including area code): \_\_\_\_\_ **(767) 255- 6000; (767) 448-2681** \_\_\_\_\_

Fax number: \_\_\_\_\_ **(767) 448 5397** \_\_\_\_\_

Email address: \_\_\_\_\_ **domlec@domlec.dm** \_\_\_\_\_

(Provide information stipulated in paragraphs 1 to 14 hereunder)

Indicate whether the reporting issuer has filed all reports required to be filed by section 98 of the Securities Act, 2001 during the preceding 12 months

Yes

No

Indicate the number of outstanding shares of each of the reporting issuer's classes of common stock, as of the date of completion of this report.

<b>CLASS</b>	<b>NUMBER</b>
Ordinary	10, 417, 328

SIGNATURES

A Director, the Chief Executive Officer and Chief Financial Officer of the company shall sign this Annual Report on behalf of the company. By so doing each certifies that he has made diligent efforts to verify the material accuracy and completeness of the information herein contained.

The Chief Financial Officer by signing this form is hereby certifying that the financial statements submitted fairly state the company's financial position and results of operations, or receipts and disbursements, as of the dates and period(s) indicated. The Chief Financial Officer further certifies that all financial statements submitted herewith are prepared in accordance with International Accounting Standards consistently applied (except as stated in the notes thereto) and (with respect to year-end figures) including all adjustments necessary for fair presentation under the circumstances.

Name of Chief Executive Officer:

Name of Director:

SIGNED AND CERTIFIED

SIGNED AND CERTIFIED

8/05/2023

8/05/2023

Date

Date

Name of Chief Financial Officer:

CLYDE EDWARDS

SIGNED AND CERTIFIED

Signature

8/05/2023

Date

## **INFORMATION TO BE INCLUDED IN FORM ECSRC-K**

### **1. Business.**

**Provide a description of the developments in the main line of business including accomplishments and future plans. The discussion of the development of the reporting issuer's business need only include developments since the beginning of the financial year for which this report is filed.**

On March 31st, 2022, the Government of the Commonwealth of Dominica (GoCD) purchased the interest of Emera Caribbean Inc. (ECI) in DOMLEC. The Government now owns 52% controlling interest in DOMLEC. 20% is held by the Dominica Social Security and the remaining 28% is owned by private investors.

Over the eleven years of its investment in DOMLEC, ECI's parent company Emera demonstrated strong commitment to DOMLEC and its employees, its customers and to the island of Dominica. The DOMLEC team and ECI's other regional holdings forged strong, supportive relationships that enabled opportunities for professional growth and shared learning. In addition, DOMLEC and its customers benefitted from Emera's provision of intercompany services in support of health and safety, information technology and insurance, among others, as well as the sharing of its broad and deep industry expertise and experience. On behalf of the Board, management and staff, I extend warm thanks to Emera for their stewardship of the Company over that period.

The acquisition aligns Government's policy objectives with the strategic goals of the Company to build resilience in the energy sector through deliberate action to improve energy security. The common aim is to enhance the integrated system for the generation, transmission and distribution of affordable and sustainable energy and safeguard the power system against climate change impacts. Securing a resilient power system will require significant investment to mitigate risks, minimize damage to infrastructure and avoid disruptions of service. Moreover, the island's exposure to climate hazards, the adverse effects of global events on energy and commodity prices, can potentially impact the timeline to meet the ultimate goal for energy independence. In the year 2022, the latter was a particular challenge for the Company.

While we are saying goodbye to COVID-19, we saw the effects of the war in Ukraine, more specifically its impact on the price of oil and its effects on global economies. DOMLEC'S fuel costs in 2021 was \$38.35 million compared to 2022 expenditure of \$59.02 million, which is \$20.67 million, or 53.9% higher. We do not pass on the full increase to our valued customers and we wish to acknowledge the statutory interventions by the Government which helped curtail the rise in electricity prices.

DOMLEC will continue to explore all available sources of renewable energy with a view to reducing dependence on fossil fuel and the attendant volatility in the pricing of electricity. With the geothermal plant to be constructed by the GoCD hopefully to be commissioned sometime in 2024, we are excited about the future that will include this readily available and more cost-effective, renewable energy option, along with solar generation and the complete utilisation of our hydroelectric plant, as the Padu plant was recommissioned in December 2022.

The Board of Directors takes this opportunity to recognize the efforts of all employees under the dynamic leadership of our General Manager, Bertilia McKenzie. The focus on safety of all is commendable when considering that the product we sell is not visible and can be deadly. Therefore, an accident-free year of operations is first class and should be recognized as such.

Let us recognize that the 2023 hurricane season will be on us soon and the question of insurance coverage on our assets can be restricted in terms of cost. In this regard, we will revisit the possibility of self – insurance. The detailed report on the financials will be presented by the Executive Management team, however, I must advise that DOMLEC'S Net Loss Before Tax in 2022 is \$0.06 million (compared to a Net Profit Before Tax of \$5.22 million in the previous year) resulting in a Net Loss After Tax of \$0.79 million.

With the available green power generation as outlined earlier, we will consider the requirements of the proposed international airport and any new hotels that may come on line within the next two years. Let me thank you our customers and our suppliers for your contributions towards the operations of DOMLEC in

**2. Properties.**

Provide a list of properties owned by the reporting entity, detailing the productive capacity and future prospects of the facilities. Identify properties acquired or disposed of since the beginning of the financial year for which this report is filed.

See attached Exhibits.

**3. Legal Proceedings.**

Furnish information on any proceedings that were commenced or were terminated during the current financial year. Information should include date of commencement or termination of proceedings. Also include a description of the disposition thereof with respect to the reporting issuer and its subsidiaries.

There was no new litigation for the year under review nor were any pending litigation terminated during the period.

**4. Submission of Matters to a Vote of Security Holders.**

If any matter was submitted to a vote of security holders through the solicitation of proxies or otherwise during the financial year covered by this report, furnish the following information:

- (a) The date of the meeting and whether it was an annual or special meeting.

JUNE 16TH - 48TH ANNUAL GENERAL MEETING OF SHAREHOLDERS

- (b) If the meeting involved the election of directors, the name of each director elected at the meeting and the name of each other director whose term of office as a director continued after the meeting.

On a majority vote by a show of hands, the following Directors were elected unopposed to serve for a term of three years:

- Mr. Patrick Pemberton
- Mr. Samuel Raphael
- Ms. Francine Baron
- Ms. Denise Edwards
- Mr. Cecil Joseph
- Ms. Frederica James

- (c) A brief description of each other matter voted upon at the meeting and a statement of the number of votes cast for or against as well as the number of abstentions as to each such matter, including a separate tabulation with respect to each nominee for office.

On a majority vote by a show of hands, Pannell Kerr Foster were appointed as Auditors for the year ending 31st December 2022 and the Directors were authorised to fix the remuneration of the auditors.

- (d) A description of the terms of any settlement between the registrant and any other participant.

N/A

- (e) Relevant details of any matter where a decision was taken otherwise than at a meeting of such security holders.

N/A

**5. Market for Reporting issuer's Common Equity and Related Stockholder Matters.**

Furnish information regarding all equity securities of the reporting issuer sold by the reporting issuer during the period covered by the report.

N/A

**6. Financial Statements and Selected Financial Data.**

Attach Audited Financial Statements, which comprise the following:

**For the most recent financial year**

- (i) Auditor's report; and
- (ii) Statement of Financial Position;

**For the most recent financial year and for each of the two financial years preceding the date of the most recent audited Statement of Financial Position being filed**

- (iii) Statement of Profit or Loss and other Comprehensive Income;
- (iv) Statement of Cash Flows;
- (v) Statement of Changes in Equity; and
- (vi) Notes to the Financial Statements.

## 7. Disclosure about Risk Factors.

Provide a discussion of the risk factors that may have an impact on the results from operations or on the financial conditions. Avoid generalised statements. Typical risk factors include untested products, cash flow and liquidity problems, dependence on a key supplier or customer, management inexperience, nature of business, absence of a trading market (specific to the securities of the reporting issuer), etc. Indicate if any risk factors have increased or decreased in the time interval between the previous and current filing.

### Financial risk

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.

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 2022 borrowings of \$42,670,800 (2021 - \$42,670,800 million) 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 transactions 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 2022, 47.3% of the Company's borrowings were at fixed rates (2021 - 45.1%).

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 2022, 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 of the Financial Statement.

Management has cash flow and fair value interest risk as low at December 31, 2022.

#### 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.

**8. Changes in Securities and Use of Proceeds.**

- (a) Where the rights of the holders of any class of registered securities have been materially modified, give the title of the class of securities involved. State briefly the general effect of such modification upon the rights of holders of such securities.

There has been no change in the rights of holders of any class of securities issued by the Company.

- (b) Where the use of proceeds of a security issue is different from that which is stated in the registration statement, provide the following:

- Offer opening date (provide explanation if different from date disclosed in the registration statement)

N/A

- Offer closing date (provide explanation if different from date disclosed in the registration statement)

N/A

- Name and address of underwriter(s)

N/A

- Amount of expenses incurred in connection with the offer N/A

- Net proceeds of the issue and a schedule of its use

N/A

- Payments to associated persons and the purpose for such payments

N/A



- (c) Report any working capital restrictions and other limitations upon the payment of dividends.

N/A

**9. Defaults upon Senior Securities.**

- (a) If there has been any material default in the payment of principal, interest, a sinking or purchase fund instalment, or any other material default not satisfied within 30 days, with respect to any indebtedness of the reporting issuer or any of its significant subsidiaries exceeding 5 per cent of the total assets of the reporting issuer and its consolidated subsidiaries, identify the indebtedness. Indicate the nature of the default. In the case of default in the payment of principal, interest, or a sinking or purchase fund instalment, state the amount of the default and the total arrears on the date of filing this report.

No senior securities held

- (b) If any material arrears in the payment of dividends have occurred or if there has been any other material delinquency not satisfied within 30 days, give the title of the class and state the amount and nature of the arrears or delinquency.

N/A

## 10. Management's Discussion and Analysis of Financial Condition and Results of Operation.

Discuss the reporting issuer's financial condition covering aspects such as liquidity, capital resources, changes in financial condition and results of operations during the financial year of the filing. Discussions of liquidity and capital resources may be combined whenever the two topics are interrelated.

The Management's Discussion and Analysis should disclose sufficient information to enable investors to judge:

1. The quality of earnings;
2. The likelihood that past performance is indicative of future performance; and
3. The issuer's general financial condition and outlook.

**It should disclose information over and above that which is provided in the management accounts and should not be merely a description of the movements in the financial statements in narrative form or an otherwise uninformative series of technical responses. It should provide management's perspective of the company that enables investors to view the business from the vantage point of management.**

The discussion should focus on aspects such as liquidity; capital resources; changes in financial condition; results of operations; material trends and uncertainties and measures taken or to be taken to address unfavourable trends; key performance indicators; and non-financial indicators.

### *General Discussion and Analysis of Financial Condition*

#### Principal Activities:

The principal activity of the Company is the generation, transmission, distribution and sale of electricity in Dominica. The company operates under an exclusive 25 year Transmission and Distribution license, and a 25 year non-exclusive Generation license, both granted by the Independent Regulatory Commission in January 2014.

#### Financial Results:

Total revenue stood at EC\$112.23 million, more than 2021 by 21.9% or EC\$20.18 million. Revenue from electricity sales was EC\$60.81 million and was EC\$0.12 million less than the previous year.

Net loss before tax for the year ended December 31, 2022 was EC\$0.06 million, compared to net profit of EC\$5.22 million in 2021. Taxes recoverable for the year amounted to EC\$0.73 million. Net loss after tax was EC\$0.78 million compared to a net profit after tax of EC\$3.61 million in 2021 (restated).

#### Dividends:

No dividend payment was made this year.

## **Liquidity and Capital Resources**

Provide a narrative explanation of the following (but not limited to):

- i) The reporting issuer's financial condition covering aspects such as liquidity, capital resources, changes in financial condition and results of operations.
- ii) Any known trends, demands, commitments, events or uncertainties that will result in, or that are reasonably likely to result in, the issuer's liquidity increasing or decreasing in any material way. If a deficiency is identified, indicate the course of action that the reporting issuer has taken or proposes to take to remedy the deficiency.
- iii) The issuer's internal and external sources of liquidity and any material unused sources of liquid assets.
- iv) Provisions contained in financial guarantees or commitments, debt or lease agreements or other arrangements that could trigger a requirement for an early payment, additional collateral support, changes in terms, acceleration of maturity, or the creation of an additional financial obligation such as adverse changes in the issuer's financial ratios, earnings, cash flows or stock price or changes in the value of underlying, linked or indexed assets.
- v) Circumstances that could impair the issuer's ability to continue to engage in transactions that have been integral to historical operations or are financially or operationally essential or that could render that activity commercially impracticable such as the inability to maintain a specified level of earnings, earnings per share, financial ratios or collateral.
- vi) Factors specific to the issuer and its markets that the issuer expects will affect its ability to raise short-term and long-term financing, guarantees of debt or other commitment to third parties, and written options on non-financial assets.
- vii) The relevant maturity grouping of assets and liabilities based on the remaining period at the balance sheet date to the contractual maturity date. Commentary should provide information about effective periods and the way the risks associated with different maturity and interest profiles are managed and controlled.
- viii) The issuer's material commitments for capital expenditures as of the end of the latest fiscal period, and indicate the general purposes of such commitments and the anticipated source of funds needed to fulfil such commitments.
- ix) Any known material trends, favorable or unfavorable, in the issuer's capital resources, including any expected material changes in the mix and relative cost of capital resources, considering changes between debt, equity and any off-balance sheet financing arrangements.

### ***Discussion of Liquidity and Capital Resources***

**Liquidity:**

The cash balance as at December 31, 2022 was in overdraft of EC\$1.42 million. There was no new loan facility in 2022 however there was a drawdown of \$5.44 from the revolving fund facility to clear an outstanding EMERA debt.

**Capital Resources:**

The Company spent EC\$18.62 million to acquire additional property, plant and equipment this financial year.

**Funding:**

The capital projects were funded in part from loan financing as well as from internally generated funds.

## **Off Balance Sheet Arrangements**

Provide a narrative explanation of the following (but not limited to):

- i) Disclosures concerning transactions, arrangements and other relationships with unconsolidated entities or other persons that are reasonably likely to materially affect liquidity or the availability of, or requirements for capital resources.
- ii) The extent of the issuer's reliance on off-balance sheet arrangements should be described fully and clearly where those entities provide financing, liquidity, market or credit risk support, or expose the issuer to liability that is not reflected on the face of the financial statements.
- iii) Off-balance sheet arrangements such as their business purposes and activities, their economic substance, the key terms and conditions of any commitments, the initial on-going relationship with the issuer and its affiliates and the potential risk exposures resulting from its contractual or other commitments involving the off-balance sheet arrangements.
- iv) The effects on the issuer's business and financial condition of the entity's termination if it has a finite life or it is reasonably likely that the issuer's arrangements with the entity may be discontinued in the foreseeable future.

The Company has not engaged in Off Balance Sheet Arrangements

## Results of Operations

In discussing results of operations, issuers should highlight the company's products and services, facilities and future direction. There should be a discussion of operating considerations and unusual events, which have influenced results for the reporting period. Additionally, any trends or uncertainties that might materially affect operating results in the future should be discussed.

Provide a narrative explanation of the following (but not limited to):

- i) Any unusual or infrequent events or transactions or any significant economic changes that materially affected the amount of reported income from continuing operations and, in each case, the extent to which income was so affected.
- ii) Significant components of revenues or expenses that should, in the company's judgment, be described in order to understand the issuer's results of operations.
- iii) Known trends or uncertainties that have had or that the issuer reasonably expects will have a material favorable or unfavorable impact on net sales or revenues or income from continuing operations.
- iv) Known events that will cause a material change in the relationship between costs and revenues (such as price increases, costs of labour or materials), and changes in relationships should be disclosed.
- v) The extent to which material increases in net sales or revenues are attributable to increases in prices or to increases in the volume or amount of goods or services being sold or to the introduction of new products or services.
- vi) Matters that will have an impact on future operations and have not had an impact in the past.
- vii) Matters that have had an impact on reported operations and are not expected to have an impact upon future operations
- viii) Off-balance sheet transactions, arrangements, obligations (including contingent obligations), and other relationships that have or are reasonably likely to have a current or future effect on the registrant's financial condition, changes in financial condition, revenues or expenses, results of operations, liquidity, capital expenditures or capital resources.
- ix) Performance goals, systems and, controls,

## *Overview of Results of Operations*

### Sales

Electricity sales for the financial year ended December 31, 2022 totaled 88.99 GWh. This represented an overall decrease of 0.3% over unit sales in 2021. The Commercial sector grew by 1.3%. However, Domestic, Hotel and Industrial sectors declined by 0.9%, 6.9% and 5.1% respectively. The number of customers at December 31, 2022 was 37,000 which includes streetlight customers.

### Gross Revenue

Total revenue stood at EC\$112.23 million, more than 2021 by 21.9% or EC\$20.18 million.

Revenue from electricity sales was EC\$60.81 million and was 0.2% or EC\$0.12 million less than the previous year.

Fuel surcharge revenue was EC\$51.02 million, more than 2021 by EC\$20.26 million or 65.8% due to increase in fuel prices.

### OPERATING EXPENSES

Operating expenses amounted to EC\$111.20 million, an increase of EC\$26.31 million or 31% over 2021.

### Fuel Costs

Fuel costs totaled EC\$59.02 million, EC\$20.67 million or 53.9% higher than 2021 and accounted for 53.1% of total operating expenses. Fuel consumption compared to 2021 was 3.0% lower. Market fuel prices increased in 2022 due the impact of the Ukraine/Russian war. Production from diesel generation decreased by 3.13 GWh or 4% and hydro production increased by 14.5%. The hydro Padu units were returned to operation in the last quarter of 2022.

### Generation expenses

Generation expenses were \$8.31 million, more than 2021 by 17.5%. Maintenance cost increased by EC\$0.89 million. Similar to 2021, two major overhauls were completed this year. However, overhaul expenses last year was reduced by core returned credits of EC\$0.24 million and overhaul spares returned to inventory was EC\$0.42 million.

### General expenses

General expenses amounted to EC\$13.85 million, more than the previous year by EC\$1.00 million or 7.8%. There were increases in bank related charges of EC\$0.96 million due to increased use of the overdraft facilities and increase online sales transactions. In addition, vendor commission increased by EC\$0.58 due to an increase in rates. Technical fees were more than last year by \$0.16 million due to the ongoing depreciation study and tariff review.

### Engineering and Distribution Expenses

The Transmission and Distribution section's expenses were more than last year's by EC\$0.13 million or 1.5%. Contractors' fees were more by \$0.35 million mainly due to contractors' engaged during the IRC pole audit and other maintenance activities.

### Insurance

Insurance expense amounted to EC\$7.25 million, an increase of EC\$2.27 million or 45.5% over the previous year. Premiums have increased significantly due to DOMLEC'S exit from the EMERA umbrella coverage. Additionally, year on year increase in premium have been experienced due to the increase in major hurricane disasters worldwide.

### Depreciation

Depreciation expenses for 2022 was EC\$14.06 million and reflects an increase of EC\$1.0 million or 7.7% over 2021. This was attributed to increase in network assets and depreciation on major overhaul spares.

### OTHER INCOME

Other income for 2022 was EC\$1.81 million, more than 2021 by EC\$0.95 million. Insurance reimbursement of \$0.32 million was received for FC7. There was also an increase of EC\$0.48 million in recognition of deferred revenue which includes CDB grant of \$0.36 million received this year.

### FINANCE & OTHER COST

Finance and other cost was EC\$2.90 million, an increase of EC\$0.10 million over 2021. This was related to an increase in CDB loan interest.

### PROFIT

Net loss before tax for the year ended December 31, 2022 was EC\$0.06 million, compared to net profit of EC\$5.22 million in 2021. Taxes recoverable for the year amounted to EC\$0.73 million. Net loss after tax was EC\$0.78 million compared to a net profit after tax of EC\$3.61 million in 2021 (restated).

**11. Changes in and Disagreements with Auditors on Accounting and Financial Disclosure.**

Describe any changes in auditors or disagreements with auditors, if any, on financial disclosure.

None

**12. Directors and Executive Officers of the Reporting Issuer. (*Complete Biographical Data Form attached in Appendix 1 and Appendix 1(a) for each director and executive officer*)**

Furnish biographical information on directors and executive officers indicating the nature of their expertise.

**13. Other Information.**

The reporting issuer may, at its option, report under this item any information, not previously reported in a Form ECSRC – MC report provided that the material change occurred within seven days of the due date of the Form ECSRC – K report. If disclosure of such information is made under this item, it need not be repeated in a Form ECSRC – MC report which would otherwise be required to be filed with respect to such information.

None



## **14. List of Exhibits**

**List all exhibits, financial statements, and all other documents filed with this report.**

- (i) Auditor's report;
- (ii) A balance sheet as of the end of each of the two most recent financial years.
- (iii) Consolidated statements of income, statements of cash flows, and statements of other stockholders' equity for each of the two financial years preceding the date of the most recent audited balance sheet being filed.
- (iv) Financial statements for the most recent financial year.
- (v) Notes to Financial Statements.
- (vi) Financial Statements, Statement of Revenue Reserves, and Changes in Financial Position for the year ended December 31, 2022 and December 2021.
- (vii) List of Properties.

**APPENDIX 1 – BIOGRAPHICAL DATA FORMS**

**DIRECTORS OF THE COMPANY**

Name: Patrick Pemberton Position: Chairman

Mailing Address: ROSEAU  
ROSEAU  
domlec@domlec.dm

Telephone No.: (767) 235 9191

List jobs held during past five years (include names of employers and dates of employment).  
Give brief description of **current** responsibilities

DIRECTOR, CENTRAL COOPERATIVE CREDIT UNION  
DIRECTOR, CREDIT UNION INSURANCE COMPANY (CORPEF)

Education (degrees or other academic qualifications, schools attended, and dates):

High School Diploma--St. Mary's Academy (1965)

*Use additional sheets if necessary.*

## APPENDIX 1(a) – BIOGRAPHICAL DATA FORMS

### EXECUTIVE OFFICERS AND OTHER KEY PERSONNEL OF THE COMPANY

Name: Solange Bertilia LeBlanc-McKenzie Position: General Manager

Mailing Address: P.O. Box 514, Roseau, Commonwealth of Dominica  
ROSEAU  
domlec@domlec.dm

Telephone No.: Home: 767 448-7727; Work: 767 448 2681; Mob

List jobs held during past five years (including names of employers and dates of employment).  
Give brief description of **current** responsibilities.

Dominica Electricity Services Limited

POSITION

- Human Resources and Administration Manager 2002 – July 2014
- General Manager August 2014 to Present

Job Responsibilities Include:

- o To recommend strategies, business plans, budgets, policies and courses of action to the Board and to implement those approved
- o To manage financial strategy and controls  
By  
Deciding on budgeted expenditure through the expenditure approval processes
- o To direct and lead the senior management team  
By  
Identifying actions required and issuing instructions for the achievement of same

Education (degrees or other academic qualifications, schools attended, and dates):

- Brooklyn College of the City University of New York, Brooklyn, N.Y., June 1988  
Bachelor of Arts (Hons.)  
Major: Economics  
Minor: Psychology
- University of the West Indies, 1998  
MBA Distinction  
Major: Operations
- University of the West Indies, 2000  
MBA HRM

Also a Director of the company  Yes  No

If retained on a part time basis, indicate amount of time to be spent dealing with company matters:

*Use additional sheets if necessary.*