

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

For the financial year ended 31st December 2015

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:

(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.

CLASS	NUMBER
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:

Solange Bertilia LeBlanc McKenzie

SIGNED AND CERTIFIED

May 5th 2016

Date

Name of Director:

SIGNED AND CERTIFIED

May 4th 2016

Date

Name of Chief Financial Officer:

SIGNED AND CERTIFIED

Signature

May 4th 2016

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.

2015 may be characterised as a challenging yet productive year. DOMLEC remained cognisant of its obligations in providing customers with an affordable and reliable supply of electricity, employees with a safe and satisfying work environment, and shareholders with a fair and reasonable return on their investment.

Our customers welcomed the steady decrease in the cost of fuel, which resulted in the fuel surcharge moving from 30.61 cents per kWh in December 2014 to 23.09 cents per kWh in December 2015. However, our focus is on becoming a 100% clean and green utility by 2025. In this quest, the Company has embraced Emera Caribbean's Clean Energy Strategy and embarked on building employee capacity through staff training in renewable energy. DOMLEC's expansion of its sustainable energy drive was demonstrated through the introduction of an electric vehicle in its fleet, a first for Dominica. DOMLEC continues to work with Government to advance the country's geothermal agenda by undertaking the analyses required to accept geothermal energy onto the national grid.

As a regulated utility, the Company is mandated to operate within the ambit of the 2006 Electricity Supply Act and its Generation and Transmission, Distribution and Supply Licences. The 20 year Integrated Resource Plan governing the sector was approved in May 2015 by the Independent Regulatory Commission (IRC). The application for a tariff review, originally to be submitted by May 1, 2015 is pending as DOMLEC awaits a High Court determination on its request for a review of the IRC's decision on the Weighted Average Cost of Capital (WACC).

The Company played a critical role in assisting the country in its response to the trauma wreaked by Tropical Storm Erika on August 27, 2015. Supply was interrupted to almost 75% of our customers. DOMLEC's crews responded admirably, and within four days, the supply of 95% of affected customers was restored. Within three weeks, all affected customers whose installations were not compromised, were connected. Tropical Storm Erika also damaged DOMLEC's generating plant, with the Hydro system being the hardest hit. A temporary solution was effected in 2015, with complete restoration expected to take place by the first quarter of 2017. DOMLEC's generation plant is covered by commercial insurance, and a claim has been made against the insurance company for the repairs. Commercial insurance is not available for the Company's transmission & distribution network and the total loss to the Company was \$3.8 million. The Company continues to engage with the Government on the need for legislation covering the establishment of a Self- Insurance Fund for these assets, similar to what is in place in other Caribbean territories

The Company demonstrated excellent corporate citizenship by providing electricity to the emergency shelters free of cost, and by donating food, water and equipment to the Morne Rchette Community Centre.

The Company's network reliability improved by 19% over that of 2014. Three generation-related system outages prompted a thorough root cause analysis, which was jointly undertaken by DOMLEC personnel with support from Nova Scotia Power, Grand Bahama Power, and The Barbados Light & Power. This exercise demonstrates the benefits associated with being part of the Emera Group of Companies. Implementation of the recommendations arising from the analysis commenced in 2015 and will be completed in 2016.

Safety and sound environmental management is of paramount importance. In 2015, we achieved our safety target of no more than three reportable incidents. This was possible because of our proactive approach toward safety and the environment.

We will continue our efforts to provide leadership to the country in this area as we travel along the path to world class safety.

A new Collective Agreement spanning 2015 to 2017 was successfully negotiated with the Union. Having employees

**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.

*Is this  
a year or no?*

**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.

A.  
THE EASTERN CARIBBEAN SUPREME COURT  
IN THE HIGH COURT OF JUSTICE  
COMMONWEALTH OF DOMINICA  
DOM HCV 165 of 2015

In the Matter of the Electricity Supply Act 10 of 2006

AND

In the Matter of the Transmission, Distribution and Supply Licence issued by the Independent Regulatory Commission to Dominica Electricity Services Limited

AND

In the Matter of the Petition of the Dominica Electricity Services Limited for reconsideration of the decision of the Independent Regulatory Commission identified in Decision Documents Weighted Average Cost of Capital for Dominica Electricity Services Limited (Document Reference 2015/001/D)

BETWEEN:  
DOMINICA ELECTRICITY SERVICES LIMITED

*Matter ongoing or closed?*



**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.

MAY 14TH 2015 41st 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.

Mr. Roger Blackman and Ms. Sarah MacDonald tendered their resignation from the Board effective the close of the Annual General Meeting of shareholders on May 14th 2015. The circumstances described in Section 5 Schedule 3 of the ECSRC Accounting and Financial Reports Rule (Revised 2008) do not apply to the resignation of the named directors.

Messieurs David McGregor and Hutson Best were elected as directors, unopposed, to fill the vacancy created by the resignation of Mr. Roger Blackman and Ms. Sarah MacDonald. Both directors will serve for a term of one year which is the unexpired term of their predecessors. Mr. David McGregor was duly nominated as Chairman of the Board at the 243rd Board meeting on May 14th 2015.

- (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.

Ernst and Young were re-appointed as auditors for the year ending December 31st 2015 on a majority vote by a show of hands.

Clauses 4.5, 4.5.2.4, 6.2, 7.1.1, 8.4.1, 13.10, 14.3, 14.3.2, 14.4, 20.1, 20.9.2, 20.10 of the company's By-Laws were amended on a majority vote by a show of hands. The basis for the amendments were as follows:

1. A proposal to set an age limit as well as a limit on the term for which a Director can serve on the Board. This amendment is aimed at ensuring that the Board has access over time, to fresh talent and expertise. (Clauses 4.5 and 4.5.2.4)

2. A proposal to define the procedure for nominating directors to the Board and to define the qualifications of

*\* incomplete info in cell*

- (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.

There were no equity securities sold by the reporting issuer during the period covered by the report. ✓

**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.

### Competition from Geothermal Production

The Government of Dominica has commenced exploration of the island's geothermal resource and continued to have discussions with the relevant players inclusive of Dominica Electricity Services Ltd. Discussions on the pertinent technical specifications have been completed. To be able to accept geothermal energy onto the grid, a 33kV transmission line must be constructed. As per its exclusive transmission, distribution and supply licence, DOMLEC is making the necessary preparations in that regard. The impact of geothermal production on DOMLEC's operations will be more comprehensively analysed when Government provides information on the nature of the business component of this project. Additionally, the company is amenable to exploring partnerships with other stakeholders in the geothermal sector to ensure that Domlec and its customers benefit from the project.

### Regulatory Environment

The tariff review process is on hold pending the outcome of the legal challenge by DOMLEC in the High Court against the decision of the Independent Regulatory Commission on the Weighted Average Cost of Capital to be applied in the tariff review. The final determination on the tariff may impact the company's level of profitability and shareholders return.

### Operating Environment

The T&D assets remain uninsured. The company continues to explore options for self-insurance of its T & D assets against hurricane and other damage caused by natural disasters. The company has proposed a self-insurance scheme to the Government which will enable it to set up a fund from which capital would be readily available for financing restoration after a catastrophic event. The details of the self-insurance scheme have been finalised with the Government. The Company awaits Government's decision pertaining to this. Meanwhile a standby facility was arranged with a financial institution to cover any catastrophic events on the Transmission and Distribution assets.

## Overview of Results of Operations

### Sales

Electricity sales for the financial year ended December 31st 2015 totaled 94.96 GWh. This represents an overall increase of 4.2% over 2014. For the first eight months of 2015, the Company experienced positive sales growth of 5%. The average sales growth for the last four months of the year dropped by 2.6% and was due to the effects of Tropical Storm Erika. The increase in overall sales represents growth across all sectors, except the hotel sector which declined by 5.4%.

### Gross Revenue

Total revenue was EC\$ 93.54 million, reflecting a decrease of EC\$ 8.37 million or 8.2% over 2014. This was mainly as a result of a decrease in fuel surcharge revenue of EC\$9.84 million or 34.8%. Fuel surcharge declined from 30.61 cents/kWh at December 2014 to 23.09 cents/kWh at December 2015. This was due to a decrease in fuel prices from \$8.91 to \$6.41 per imperial gallon. The growth in electricity sales units resulted in increased sales of EC\$2.58 million or 4.2%. Total revenue from electricity sales for the year was EC \$64.70 million compared to EC\$62.12 million in the previous year.

Miscellaneous revenue decreased by EC\$1.11 million due to proceeds from an insurance claim received in 2014.

### Operating Expenses

Operating expenses decreased by EC\$5.99 million or 7.2% to EC\$76.62 million as a result of the following:

#### Fuel Costs

Fuel costs, which accounted for 46.6% of total operating expenses in 2015, declined by EC\$9.33 million or 20.7% over 2014, despite a 15.3% increase in diesel consumption. The decrease can be attributed to a sharp fall in fuel prices. Production from diesel generation increased by 10.76 GWh or 13% due to a decrease in hydro production of 6.20 GWh or 25.4%. The decrease in hydro production was due to low rainfall, coupled with the damage caused to the Hydro infrastructure by Tropical Storm Erika.

#### Generation Expenses

Generation expenses were EC\$10.53 million, reflecting an increase of EC\$1.79 million or 20.4% over 2014. A major contributing factor was an increase in generator maintenance expense of EC\$1.44 million over 2014.

#### Engineering and Distribution Expenses

Engineering and Distribution expenses increased by EC\$0.79 million or 12% over 2014 totaling EC\$7.40 million. The key contributor was restoration costs which increased by EC\$0.42 million as a result of Tropical Storm Erika

#### General Expenses

General expenses increased by EC\$0.20 million or 1.7%, and totaled \$11.99 million for 2015. Related party expenses and employee benefits increased by EC\$0.09 million and EC\$0.30 million respectively. Obsolete stock provision increased by EC\$0.23 million, due to a decrease in the average life of the high speed units used in calculating the provision. This was mandated by the Independent Regulatory Commission. Provision for regulatory fees recorded a positive variance of EC\$0.40 million because of the delay in enacting the requisite legislation.

#### Other Income

Finance and Other Income for 2015 was EC\$2.05 million, an increase of EC\$1.40 million when compared with the prior year. The key contributing factor was a gain of EC\$1.42 million arising from an insurance claim with respect to Tropical Storm Erika.

#### Finance and Other Cost

Finance and Other Cost decreased by EC\$1.31 million or 38.1% in 2015, and totaled EC\$2.13 million. The decrease was due mainly to the fact that loss on disposal of Property, Plant and Equipment in 2014 was EC\$1.09 million compared with EC\$0.07 million in 2015. The reduction in loss on disposal can be attributed to the adoption of the Mass Property methodology in accounting for Transmission and Distribution assets. Finance charges for loans decreased by EC\$0.27 million

#### Profit

Profit before tax for the year ended December 31, 2015 was EC\$16.84 million, compare to EC\$16.52 million in 2014.

Taxes for the year amounted to EC\$4.55 million and net profit after taxes was EC\$12.29 million, a reduction of EC\$2.53 million or



**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 I and Appendix I(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, 2014.
- (vii) List of Properties.

**APPENDIX 1 – BIOGRAPHICAL DATA FORMS**

**DIRECTORS OF THE COMPANY**

Name: David Keith McGregor Position: Chairman

Mailing Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Telephone No.: (246) 626-5014

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

2006-2010 Station Manager- ACTO Power, Windsor Ontario-600MW Power Station Responsible for all aspects of management & OPS
2010-2013 Senior Director/General Manager- Technical & Construction Services Nova Scotia Power-Halifax- Responsible for all aspects of generation and construction engineering (500M\$)
2013- VP Asset Management, Emera- Asset management for all Emera Caribbean Assets.

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

Education (degrees, schools, and dates): Bsc (Hons.) Electrical & Electronic Engineering University of Edinburgh (1989) Member -Institution of Engineering & Technology (UK)
---

*Use additional sheets if necessary.*

**APPENDIX 1 – BIOGRAPHICAL DATA FORMS**

**DIRECTORS OF THE COMPANY**

Name: Fabierre Adler Hamlet Position: Director

Mailing Address: CASTLE COMFORT, P.O. Box 2397, Roseau, Dominica  
CASTLE COMFORT, P.O. Box 2397, Roseau, Dominica

Telephone No.: 767 235 6890 (Mobile) 767 440 2723 (W)

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

REALCO COMPANY LTD  
Owner/CEO 2008 – To Date  
General Management: Specification, design, procurement, and installation of electrical power systems, plant and equipment.  
AADAT ENGINEERING LTD  
Owner/CEO 2008 – To Date  
General Management: Contractor/Consultant in construction & building services; standby generator installation; energy audits; plant and equipment appraisal.

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

University of the West Indies	1976	Trinidad
B.Sc (Hons) Mechanical Engineering		
The Association of Certified Chartered Accounts	1983	United Kingdom
Diploma in Accounting and Finance		
University of The West Indies	1987	Barbados
• Certificate in Energy Management		
The University of Warwick	1998	United Kingdom
• Master of Business Administration		

*Use additional sheets if necessary.*

## APPENDIX 1 – BIOGRAPHICAL DATA FORMS

### DIRECTORS OF THE COMPANY

Name: Alexander Stephenson Position: Director

Mailing Address: 273 Canefield East P.O. Box 1718 Roseau Commonwealth of Dominica

273 Canefield East P.O. Box 1718 Roseau Commonwealth of Dominica

Telephone No.: (767) 449 2675 (H) (767) 616 8310/ (767) 616 8310

List jobs held during past five years (include names of employers and dates of employment).

Give brief description of **current** responsibilities

April 18, 2011 to Date : Executive Director, Ministry of Commerce, Enterprise, and Small Business Development with responsibilities for policy draft formulation, small business development training, legislative research, stakeholder consultations, preparation of Cabinet Papers , administering of capital budgets , supervising technical staff , preparation of public sector investment programme monthly reports, and contribution to the annual economic and social review reports.

August 2006 to March 2011: Century National Consultants Ltd, a banking/finance/marketing consultancy and business services company- Managing Director. Performed consultancy assignments for National Bank of Dominica (three assignments including an 11 month assignment with my own support staff), local attorneys, overseas clients from Germany, Italy, and England, as well as conducted Customer Service Training on behalf of the Dominica State College for the local hospitality sector funded by the European Union.

2008 to 2009: Fast Cash Caribbean Ltd – Chief Operation Officer with responsibilities for Antigua, Dominica, Grenada, St. Lucia and St. Vincent. – ensured that each office complied with the respective countries financial regulations, labour laws, and Head Office performance targets.

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

Enrolled in the UWI 24 month MSc Public Sector Management – UWI Open Campus 2015/16

Accredited Director - Institute of Chartered Secretaries Canada. March 2011

June 2006 to Date : Online webinars with Better Management.com

Executive Management Program –Wilfred Laurier University, Waterloo, Ontario, Canada – Commercial Credit Appraisal Techniques (CCAT 1&2).

May and June 2005

DIPLOMA- Finance & Banking- College of Arts Science & Technology, Jamaica (1991 to 1994)

*Use additional sheets if necessary.*

**APPENDIX 1 – BIOGRAPHICAL DATA FORMS**

**DIRECTORS OF THE COMPANY**

Name: Frederica James Position: Chairman – HR and Compensation Committ

Mailing Address: C/o Dominica State College Faculty of Arts and Sciences Stock Farm Campus Stock Farm  
C/o Dominica State College Faculty of Arts and Sciences Stock Farm Campus Sto

Telephone No.: (767) 275 5190

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

Dominica State College	Lecturer/Counsellor 1990 to present	Lecturer – psychology I and II Educational Psychology Health Psychology Introduction to Counselling
------------------------	--	--

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

Associate of Arts	Office administration – Executive Secretary Concentration – University of the Virgin Islands	1985
Bachelors of Science	Business Administration – Accounting Concentration – University of the Virgin islands	1989
Masters of Science	Counselling Psychology - University of Kansas	2004

*Use additional sheets if necessary.*

**APPENDIX 1 – BIOGRAPHICAL DATA FORMS**

**DIRECTORS OF THE COMPANY**

Name: Grayson J. Stedman Position: Chairman Audit Committee

Mailing Address: 33 Federation Drive Goodwill, Dominica  
33 Federation Drive Goodwill, Dominica

Telephone No.: (767) 276-6905

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

Dominica Agricultural Producers and Exporters Limited, Chairman from 2014 to present  
Director of NBD 2013

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

Education (degrees, schools, and dates):  
1980 - Diploma in Accounting  
George Brown College of Applied Arts and Technology, Canada  
1982 - Diploma in Accounting & Finance  
Seneca College of Applied Arts and Technology, Canada  
1987 - Certificate in Business Administration  
University of Ottawa  
1986 - Certificate in Management Accountants  
Society of Management Accountants of Canada  
2008 – Accredited Director  
Institute of Chartered Secretaries and Administrators of Canada

*Use additional sheets if necessary.*

**APPENDIX 1 – BIOGRAPHICAL DATA FORMS**

**DIRECTORS OF THE COMPANY**

Name: Hutson Best Position: Director

Mailing Address: 15 Seaview Road Chancery Lane Christchurch  
15 Seaview Road Chancery Lane Christchurch

Telephone No.: (246) 626 5004

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

Employer: Emera Caribbean Incorporated  
2013 - Present – Group Chief Finance Officer  
Primary and direct responsibility for all financial, treasury, tax and regulatory matters of the group.

Employer: Light & Power Holdings Ltd  
1994 to 2013 – Group Chief Finance Officer  
Primary and direct responsibility for all financial, treasury, tax and regulatory matters of the group.

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

FCCA – Association of Chartered Certified Accountants, UK (1983)  
MBA, University Of The West Indies Cave Hill, Barbados (1994)

*Use additional sheets if necessary.*



**APPENDIX 1 – BIOGRAPHICAL DATA FORMS**

**DIRECTORS OF THE COMPANY**

Name: Peter W. B. Williams Position: Deputy Chairman

Mailing Address: Chelsea House, Chelsea Road, St. Michael, Barbados  
Chelsea House, Chelsea Road, St. Michael, Barbados

Telephone No.: 246 626 5000

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

Light & Power Holdings Ltd., Barbados  
Managing Director Nov 2011 - Present  
Responsible to the Board of Directors for overall management of the Company with a focus on Caribbean energy & electric utility growth opportunities. Establish policy and responsible for compliance

The Barbados Light & Power Co. Ltd., Barbados  
Managing Director July 2006- Nov 2011  
Responsible to the Board of Directors for overall management of the Company  
Set overall strategic direction of the Company. Work with the management and senior staff team to achieve desired objectives.

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

MBA, The University of the Western Ontario (Ivey School of Business), 1990  
MSc (Electrical Power Systems), The University of the West Indies, 1982  
BSc (Mechanical Engineering), Manchester University (U.K.), 1977

*Use additional sheets if necessary.*

**APPENDIX 1 – BIOGRAPHICAL DATA FORMS**

**DIRECTORS OF THE COMPANY**

Name: Robert G. Belliveau Position: Director

Mailing Address: Emera Inc., 1223 Lower Water Street, Halifax, Nova Scotia B3J 3S8 Canada  
Emera Inc., 1223 Lower Water Street, Halifax, Nova Scotia B3J 3S8 Canada

Telephone No.: 1-902-428-6915 (C) 1-506-647-8560

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

Emera Brunswick Pipeline Ltd. - General Manager – December 15th 2008 – Feb 1st 2013  
• Deliver Planned Net Earnings For The Pipeline Business By Growing Revenue And Controlling Cost.  
• Create The Environment In New Brunswick To Facilitate Further Emera Investment There.  
• Ensure The Brunswick Pipeline Is Operated In A Safe And Environmentally Responsible Manner.  
Emera Inc. - VP Engineering – February 1st 2013 - Present  
• Development of projects and business opportunities related to the Emera Inc. strategy

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

Diploma in Engineering, St Francis Xavier University – Antigonish, Ns, 1977  
Bachelor of Chemical Engineering, Dalhousie University – Halifax, Ns, 1979

*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  
\_\_\_\_\_  
\_\_\_\_\_

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 HPM

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.*

**APPENDIX 1(a) – BIOGRAPHICAL DATA FORMS**

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

Name: Nathaniel George Position: Commercial Manager

Mailing Address: P.O.Box 536 Glasgow Road, Fond Cole Roseau, Dominica  
\_\_\_\_\_  
\_\_\_\_\_

Telephone No.: (767) 255 - 6018

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**

2003 – Present - DOMLEC – COMMERCIAL MANAGER

1. Plan, set and review the department's operations
2. Ensure the maintenance of customer service
3. Manage sales and marketing strategies
4. Develop and maintain consumer information system
5. Prepare forecast and budget information
6. Plan and co ordinate computer information activities
7. Provide general direction to staff

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

1986 – 1988 Clifton Dupigny Community College (Advance Level Accounts & Econ)

2000 University of the West Indies – Executive Diploma in Management

2009 Heriott Watty University – MBA

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.*

**APPENDIX 1(a) – BIOGRAPHICAL DATA FORMS**

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

Name: Marvelin Etienne Position: Financial Controller

Mailing Address: PO Box 1593 18 Castle Street Roseau, Dominica  
\_\_\_\_\_  
\_\_\_\_\_

Telephone No.: (767) 255-6151

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

Financial Controller - DOMLEC - 1 Feb 2002 to current

Responsible for:

- Company's internal controls mechanisms
- Accounting policies and practices
- Internal and external financial reporting
- Taxation
- Regulatory
- Budgeting and strategic planning
- Insurance
- Treasury/cash management
- Auditor relations
- Purchasing and stores

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

Certified General Accountant – Certified General Accountants Association of Canada-March 2002

Associate Degree – Accounting –Tri-County Technical College, South Carolina, USA – August 1990

Certificate in Micro-computer Applications – Tri-County Technical College, South Carolina, USA – August 1990

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.*

**APPENDIX 1(a) – BIOGRAPHICAL DATA FORMS**

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

Name: Lemuel Lavinier Position: Engineering, Transmission & Distributio

Mailing Address: P O Box 2113                      Roseau                      Dominica  
\_\_\_\_\_  
\_\_\_\_\_

Telephone No.: (767) 255 6138

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

DOMLEC – Engineering, Transmission & Distribution Manager, responsible for the engineering functions and the transmission and distribution of electricity. September 2009 – present

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

University of Manchester (UMIST) – June 2001 – BEng (Hons) Electrical & Electronics Engineering

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.*

**APPENDIX 1(a) – BIOGRAPHICAL DATA FORMS**

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

Name: Ellise Darwton Position: Company Secretary

Mailing Address: 91 Victoria Street Roseau Commonwealth of Dominica

Telephone No.: (767) 448-5833/ 255- 6019

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

1st April 2003 to Present- DOMLEC – Company Secretary/Legal Officer

Advises the board and management on all matters related to the company's operations, its legal and regulatory environment and on matters specific to the industry in which it operates. Drafts and reviews all company contracts and agreements. Ensures company's compliance with required statutory and regulatory filings with the Company Registry, Eastern Caribbean Securities Exchange, Eastern Caribbean Securities Regulatory Commission and Independent Regulatory Commission. Organizes board and shareholder meetings, records and keeps minutes of board and shareholder meetings.

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

November 2008 – Acc. Dir. – Institute of Chartered Secretaries and Administrators of Canada

November 2007– F.C.I.S - Institute of Chartered Secretaries and Administrators of Canada

October 1997 – Legal Education Certificate –Sir Hugh Wooding Law School, Trinidad

October 1995 – LLB (Hons) UWI

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.*

**APPENDIX 1(a) – BIOGRAPHICAL DATA FORMS**

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

Name: Dave Winston Stamp Position: Generation Manager

Mailing Address: c/o Dominica Electricity Services Ltd. 18 Castle Street, PO Box 1593, Roseau, Commonwealth of Domi

Telephone No.: (767) 235- 9965 – mobile(767) 255-6117 - Office

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

Distributed Generation Marketing Services Jamaica Limited (DGMS JAL) - 2009 - 2011  
Mechanical Construction/Plant Manager – Caribbean Green Energy/Palmyra Resorts Tri-Generation Plant  
Technical Manager/Consultant – 800kW, 2000PPH Co-Generation Power Plant @ a Kingston Feed Manufacturing Facility  
Dominica Electricity Services Limited (DOMLEC) – November 2011 – present  
Generation Manager  
• Reporting to the General Manager  
• Responsible for:  
o Management of 27 MW of generating assets including:  
o 15MW of hydro power plants  
o 12MW of diesel power plants  
o Supporting personnel, property and auxiliary equipment and facilities  
o Project Leader for DOMLEC's technical integration of the Government of the Commonwealth of Dominica (GOCD) geothermal electrical power generation initiative

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

Bachelor of Science (Hons.)– Mechanical Engineering, UWI (1985)

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.*



**APPENDIX 1(a) – BIOGRAPHICAL DATA FORMS**

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

Name: Carl Maynard Position: IT MANAGER

Mailing Address: P.O Box 1593 Castle Street, Roseau Dominica  
\_\_\_\_\_  
\_\_\_\_\_

Telephone No.: (767) 255 6147

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

March 2004 to Present: Information Technology Manager Dominica Electricity Services LTD  
Direct and manage the entire IT operations for Dominica Electricity Services LTD. Partner with other members of the Senior Management team to forecast and plan information processing and communication network needs of the company. Translate strategic and tactical business/technological plans into IT strategic and operational plans. Provide senior level leadership on all IT security, disaster recovery and risk management concerns. Establish, document and administer all IT operational policies and procedures to control system and data integrity risks. Create and analyse annual IT Operating expenses and Capital Budget, evaluate and negotiate proposals for software and hardware services

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

Bachelors of Computer Science - Barry University Miami Florida, May 1991  
Microsoft Certified Systems Engineer - Microsoft, December 2002  
Information Technology Management for IT Manager, LeaningTree, August 2009  
Disaster Recovery /Business Continuity Certified Professional, Sentryx, August 2010  
Vmware Certified Professional – Vmware, September 2013  
Excellent IT Leadership for IT Managers, Henly Business School, London, June 2015

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.*

**Dominica Electricity Services Limited**  
**Fixed Assets Schedule**

Summary

Year end: December 31, 2015

Description	Cost				Depreciation				Net book Value
	B/F	Additions	Disposals	C/F	B/F	W. B on Disposals	Charge	C/F	
LAND	4,399,680	-	-	4,399,680	-	-	-	-	4,399,680
BUILDING AND CONSTRUCTION	58,588,846	157,565	172,936	58,573,475	35,154,585	172,936	1,196,569	36,178,218	22,395,257
INVESTMENT PROPERTIES	-	-	-	-	-	-	-	-	-
EQUIPMENT AND MACHINERY	78,975,352	1,934,317	238,525	80,671,144	46,454,229	166,971	2,962,807	49,250,065	31,421,079
WORK	115,736,482	7,788,737	2,403,348	121,121,871	53,580,169	2,403,348	4,393,145	55,569,966	65,551,905
TRUCK AND MOTOR VEHICLE	4,869,886	683,691	154,639	5,398,938	3,547,187	154,636	399,227	3,791,778	1,607,160
RESIDENTIAL FURNITURE	91,386	-	-	91,386	89,925	-	1,155	91,080	306
INTANGIBLE ASSETS	4,580,149	298,288	-	4,878,437	3,857,086	-	164,633	4,021,719	856,718
HOUSEHOLD IMPROVEMENT	68,420	-	-	68,420	68,416	-	-	68,416	4
OFFICE FURNITURE	4,020,812	525,396	124,015	4,422,193	2,837,840	115,870	291,916	3,013,886	1,408,307
<b>TOTAL</b>	<b>271,331,013</b>	<b>11,387,994</b>	<b>3,093,463</b>	<b>279,625,544</b>	<b>145,589,437</b>	<b>3,013,761</b>	<b>9,409,452</b>	<b>151,985,128</b>	<b>127,640,416</b>
INITIAL WORK IN PROGRESS	1,327,876	2,293,514	1,862,751	1,758,639	-	-	-	-	1,758,639
<b>TOTAL</b>	<b>272,658,889</b>	<b>13,681,508</b>	<b>4,956,214</b>	<b>281,384,183</b>	<b>145,589,437</b>	<b>3,013,761</b>	<b>9,409,452</b>	<b>151,985,128</b>	<b>129,399,055</b>