Annual Report 2008

GROUP OF COMPANIES
(Established 1881)

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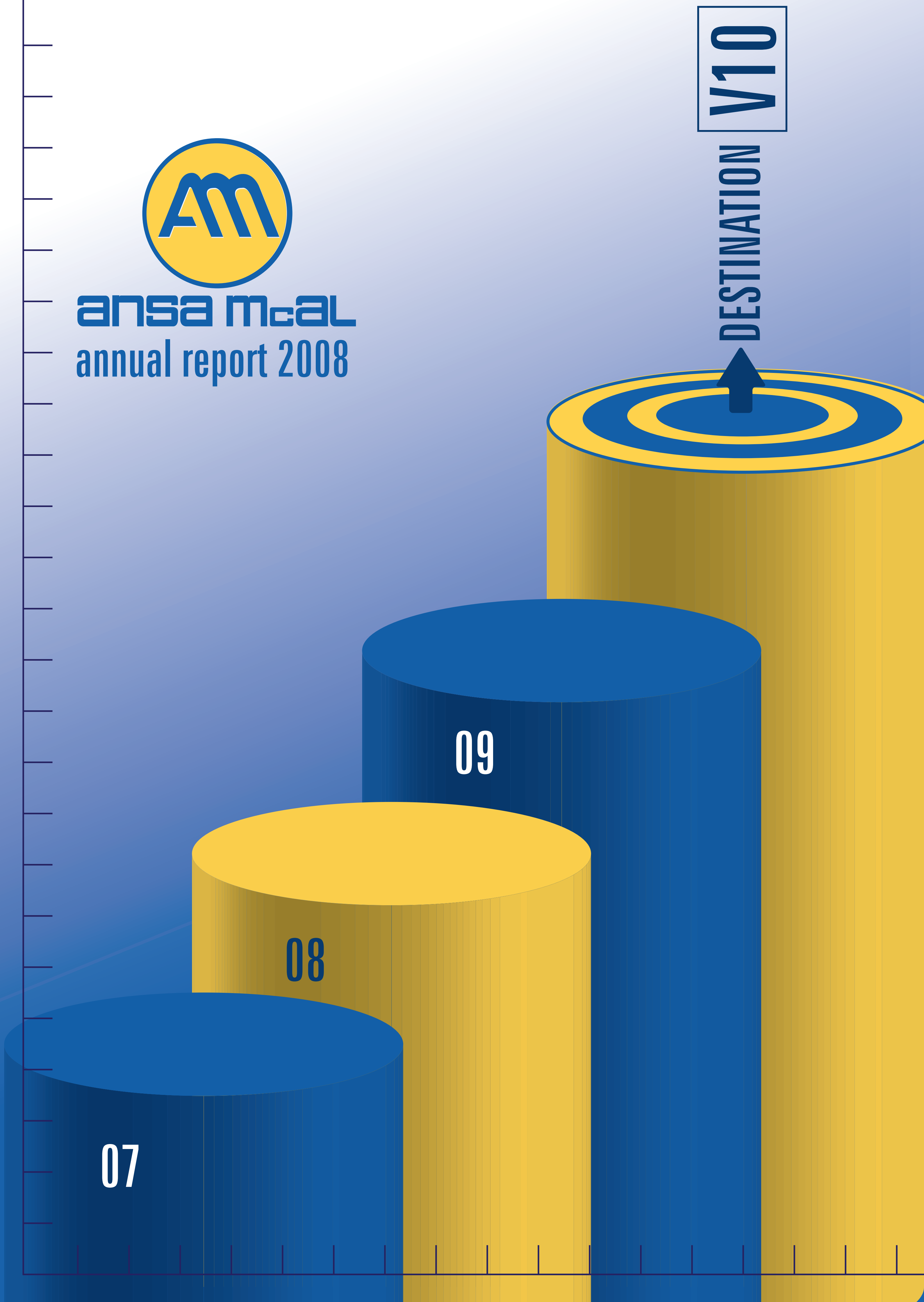
annual report 2008



VISION AND MISSION

ANSA McAL shall be the leading conglomerate in the region, continuously maximising shareholder value by achieving exceptional performance, fostering long term confidence and respect while generating sustained growth for all stakeholders.

This shall be achieved by:

- Always delivering superior customer service that nurtures and grows a loyal customer base.
- Creating an environment that encourages innovation and excellence.
- Attracting, developing and retaining talented people by recognising and rewarding outstanding performance.
- Recognising Regional and National needs and aspirations whilst protecting our environment for future generations.

WE MAKE THE FUTURE BETTER

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BOARD OF DIRECTORS

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1. W. KEITH WELCH
   Corporate Secretary and Registrar
2. TERESA WHITE
   Director
3. GRENFELL KISSOON
   Director
4. ANEAL MAHARAJ
   Group Finance Director *(seated)*
5. DAVID G. INGLEFIELD
   Director *(standing)*
6. JUDY Y. CHANG
   Director
7. A. NORMAN SABGA
   Chairman and Chief Executive
   (seated)
8. W. DAVID CLARKE
   Director *(standing)*

9. ANTHONY N. SABGA
Chairman Emeritus *(seated)*

10. GERRY C. BROOKS
Group Operating Officer *(seated)*

11. IMTIAZ RAHAMAN
Director *(standing)*

12. ANTHONY E. PHILLIP
Director

13. RAY A. SUMAIRSINGH
Director

14. DAVID B. SABGA
Deputy Chairman

9 10 11 12 13 14

REPORT OF THE CHAIRMAN AND CHIEF EXECUTIVE
A. Norman Sabga

Report of the Chairman and Chief Executive

I am very pleased to report that our Group has again performed well in 2008.

We delivered a strong underlying profit performance exceeding the record results achieved in 2007, and we continued to generate significant cash from our operations allowing us to retire a portion of our external debt and acquire one of our competitors Sissons.

Our turnover increased by 7% over 2007 and for the first time in our history exceeded $5 billion dollars.

In our manufacturing, packaging and brewing sector we increased turnover and profit before tax by 10% and 13% respectively, despite significant inflationary pressure on the cost of raw materials, labour and utility costs. Our auto trading and distribution sector produced results marginally below those we achieved in 2007. The media, services and parent company sector increased its turnover by 21% and profit before tax by 23%.

Our operating profit of $987 million was 5% lower than we achieved in 2007. However the results for 2008 have been impacted by the recognition of impairment losses of $130 million arising in our financial services sector. Despite increasing our turnover in this sector, the impact of the impairment losses results in our profit before tax from this sector being 45% lower than we achieved in 2007.

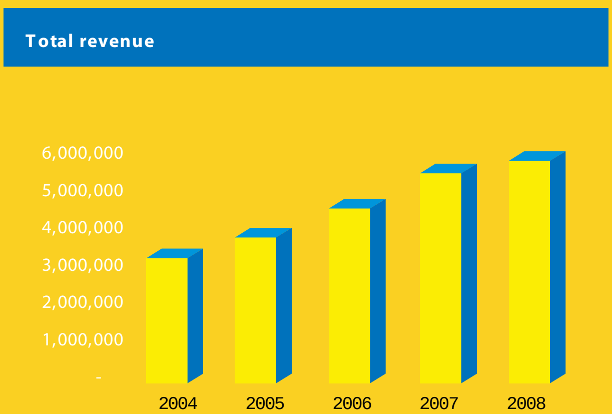
It is important to recognize that these losses are not cash losses, and do not represent an additional liability of the group. Over a period of time I am confident that the losses will reverse. We have recognized these losses in 2008 in order to comply fully with International Accounting Standards, and had these losses not arisen our operating profit for 2008 would have exceeded the level we attained in 2007.

Dividends

I am pleased to report that your Board of Directors has recommended a final dividend of 70 cents per share. This, together with the interim dividend paid of 30 cents will bring the total dividend payable to shareholders for the year to $1.00 (2007:$0.90). The final dividend will be paid to shareholders on 5th June 2009. The level of dividend that we have recommended reflects your Board's confidence in the underlying performance and strength of the Group.

Investment in ANSA McAL People

Despite the downturn in world economic activity we continue to extend and invest in training our team. At the centre of our V10 philosophy we will continue to recruit only the brightest people, train them with the best resources available, and nurture them



so that they perform exceptionally as individuals and team members within the Group.

During 2008 more executives graduated from the Executive Development Programme run in conjunction with the University of the West Indies, and many of our subsidiaries have also invested significant amounts in the year on additional training. Further training programs will be introduced in 2009 as we continue to seek to equip our team with the tools necessary to excel.

Investment in our Community

The Group continues, as in prior years, to make a significant contribution and social investment into the communities that we live and work in.

In 2008 we invested over fourteen million dollars in individual and nation building projects locally and regionally within the Caribbean basin. These projects have had a positive effect contributing to the upliftment of our people, our environment, our communities, and our national heritage.

The social investment we have made at a group and subsidiary level has played a vital role in linking our growth as a group to the growth of our regional human potential as a nation.

We take very seriously the relationship between our group and the positive impact we can have on the development of our local communities. We will continue to invest time, effort and resources in building this relationship.

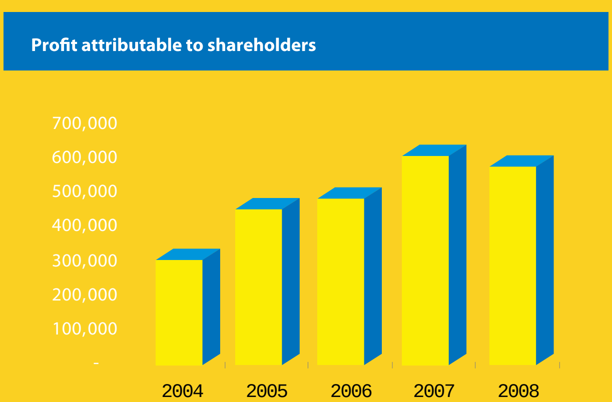
The ANSA McAL Foundation

The ANSA McAL Foundation was developed to publicly recognize, reward, and encourage excellence in human endeavour that benefits and uplifts the Caribbean Community.

The foundation continued to focus on its principal project, the Anthony N. Sabga Caribbean Awards for Excellence. These awards are made on a biannual basis. In 2008 four awards were made. Professor David Dabydeen was awarded in the category of Arts & Letters, Ms. Annette Arjoon and Mrs. Claudette Richardson-Pious were joint awardees in the category of Public & Civic Contributions, and Mr. James Husbands was awarded in the category of Science & Technology.

The ANSA McAL Family

As in all years I wish to acknowledge the support and contribution of all of the Directors who sit on the parent and subsidiary boards in the Group.



I also wish to thank the group's executive team for providing excellent advice, guidance and support during the year, and our total staff complement of over 6,000 people for working hard to achieve the results set in these accounts.

Despite the challenges we have experienced in 2008, I am convinced that we have the right team of highly motivated and dedicated people, who understand and are focused on achieving the objectives we have set in our V10 mission.

I remain confident in the ANSA McAL family. The impact our group has locally and internationally,internationally continues to leave an indelible and proud footprint in the social and economic landscape of Trinidad and Tobago and the Caribbean region as a whole.

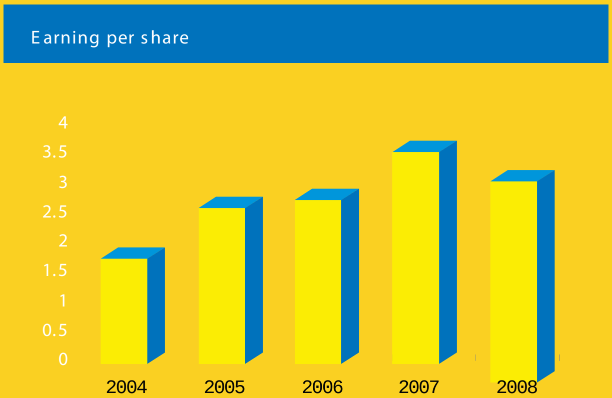
2009 will clearly be a very difficult year for the world economy, but I strongly believe that our group is particularly well placed to respond to these challenges and to take advantage of the opportunities that will undoubtedly arise.

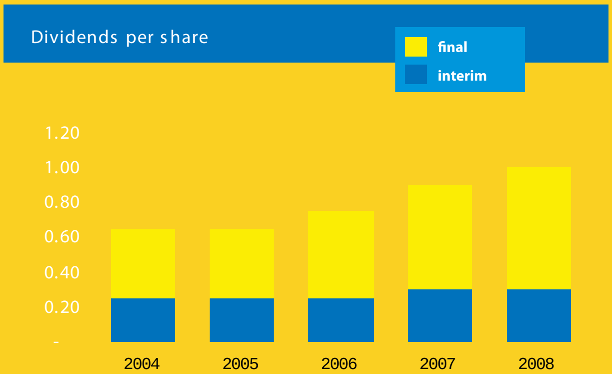
The events of 2008 highlight the strength of the conglomerate business model, the ANSA McAL Group of companies, and the wisdom of the strategic initiatives that underpin the V10 vision your Board has set for the group.

However the group does enter this testing period with a number of significant advantages. Under our V10 mission, we have pursued a consistent strategy which has created a business that is well diversified in terms of products, services, customers, currency and geography. We also have a strong balance sheet with very low gearing.

As part of our V10 mission, and in recognition of the serious impact inflation has on our manufacturing companies, early action was taken to ensure that our manufacturing companies are equipped with modern low production cost facilities, and we continue to take steps to reduce operation costs to ensure that all our businesses remain on a sustainable footing. As a group, I am confident that we are better prepared to deal with the uncertainties that lie ahead.

A. Norman Sabga
Chairman and Chief Executive





REPORT OF THE GROUP CHIEF OPERATING OFFICER
Gerry C. Brooks

Report of the Group Chief Operating Officer

Year 2008 represents a year in which the business cycle changed dramatically. It also represents the second year in the context of our V10 Vision. The global liquidity challenge in 2008 mushroomed into a full scale global meltdown. Economic contagion spread rapidly enveloping the developed and developing world including the Caribbean, changing business and market conditions in the latter part of Second Quarter 2008 and subsequently. It has led to the closure of at least two Pan Caribbean financial institutions with significant adverse consequences economically, systematically and psychologically. The world is now very different!

Positively, the Group's diversified portfolio, strong governance structure and focus on operational excellence has allowed the Group to generate a satisfactory result in 2008. More important, your Group is well positioned to navigate the current challenges as well as pursue any future acquisition opportunities.

From an operating perspective, our Group crossed the $5 Billion revenue landmark for the first time in its history – generating annualized growth of 7%. In a significantly tougher environment, your Group generated Profit Before Tax of $861 million – a satisfactory result considering that $131 million – represented the full booking of an unrealized loss flowing out of the IAS treatment of investments in our Financial Services Sector.

During 2008, and notwithstanding the slowdown in activity from the Construction Sector locally and the tightening of regional markets occasioned by slippages in remittance income and tourism flows, the Manufacturing Sector was able to perform creditably.

Carib Glassworks Limited enjoyed its second full year of operating its new furnace and has been able to achieve significantly greater operating efficiencies. In 2008, the company produced its best operating efficiency and profitability in the last five years.

In the case of our Construction Solutions business, every company, including ABEL and Bestcrete, was affected by a significant slowdown in local and regional construction sector demand, raw material availability and high raw material costs. Positively, our investment in the new Besser and Columbia Plants has produced enhanced operating efficiencies and positions the Sector to be "best in its class from a quality, cost and efficiency perspective". The reality, however, is the economy and the sector has slowed affecting all business in the sector. It is strongly suggested that a form of stimulus be considered to restore a reasonable momentum in the sector and to ensure skills and capacity built up in the Sector is not lost. Consideration must also be given to providing relief on natural gas prices and other raw mate-

"Positively, the Group's diversified portfolio, strong governance structure and focus on operational excellence has allowed the Group to generate a satisfactory result in 2008. More important, your Group is well positioned to navigate the current challenges as well as pursue any future acquisition opportunities."

rial inputs. Equally important, projects must be properly sequenced to realize Government's Vision 2020 whilst utilizing invested plant, capacity and resources.

You will recall during December, 2007, our Penta and (partly) Polymer offices were ravaged by fire. I am pleased to report that both businesses were able to return to full operating health in 2008. At the time of writing this report all staff have been fully relocated to fully refurbished offices. I take the opportunity to thank our staff, customers and all stakeholders for their confidence and support.

During 2008, your Group expanded our paint footprint locally and regionally through the acquisition of Sissons Paints Limited and Sissons Paints (Grenada) Limited. This brand is a respected, trusted brand with a committed team of professionals. We again welcome them to the Group. Our Manufacturing platform will allow us to leverage economics of procurement and other synergies while having both brands competing fiercely for market share. We are confident of our ability to expand the brand locally and regionally.

Separate and apart from the foregoing, no other significant new investments were made in Plant and Equipment. You will recall in the period 2004-2007, significant over $1 billion capex was invested in plants at ANSA Chemicals, Carib Glass, Bestcrete, CDC and other operating entities. The Group is now focussed on leveraging these investments to optimize economies of scale and scope.

Positively, the inflationary cycle of 2007/2008 has eased but the Group will also move critically to take all "unnecessary costs out of our businesses". The mantra must be "cost competitiveness" productivity, efficiency and quality".

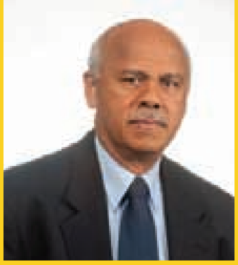
It is critical that all stakeholders subscribe to this philosophy in an environment of growing unemployment, regional and global plant closures and scarce capital. Our earlier investments leave the Group well positioned to achieve this objective and successfully navigate the current challenges.

During 2008 our Manufacturing – Shared Services Pilot was progressed. Effectively, it will enable all companies in the Sector to operate on one platform enhancing operating synergies, facilitate better management of our brands and enhance customer offerings. In 2009, this project will be further advanced. Once successful, it will be rolled out across the Sector.

Sector Heads

Beverage -
Andrew Sabga

Distribution -
José Nivet



Media -
Grenfell Kissoon

Both Beverage Sector sales and profitability enjoyed double digit growth in 2008. This trend represents a continuation, and, indeed an enhancement of the 2007 sector trajectory. Equally gratifying, our export thrust and export earnings have increased with case sales and depletions growing consistently as customers across the Caribbean, North America and Europe enjoy "the beer of the Caribbean".

The leadership of CDC was strengthened with the appointment of a new CEO Derek C. Waddell whilst our Caribbean breweries – Grenada Brewery Limited and Carib Brewery (St. Kitts & Nevis) Limited continue to dominate their local markets. In 2008, a new product – Ultra Malt was launched.It has enjoyed good customer uptake.

May I also embrace the opportunity to express our appreciation to the N.U.G.F.W. on their recognition of the Group as the "Employer of the Year". The relationship between the Group and the Union is characterized increasingly by goodwill, mature collaboration and a shared community of interest. Continuity and development of this philosophy is critical to the future of the Group and our employees.

In 2008, our Distribution Sector enjoyed its highest percentile sales and profit growth in the last five years. This is directly attributable to better brand management and enhanced working capital management. Our new Sector Head – Distribution – José Nivet, has settled in combining very well with Sector Executives and ANSA McAL (Barbados) Limited's President – David Inglefield to drive our regional distribution business. May I also commend our Barbados companies Stokes & Bynoe Limited and Brydens Distribution Limited – both of which enjoyed individually record years of performance. The Sector also again garnered several international awards reflecting continued excellence in brand building and sales excellence.

You will also recall in 2007 our Distribution business in Guyana was challenged by crime, the logistics of moving and deteriorating economic conditions. 2008 has represented a significant improvement with beverage sales and other lines enjoying excellent market growth over 2007. Our expanded team – led by new Managing Director Beverley Harper has performed extremely well in 2008. May I also record our thanks to our Deputy Chairman of ANSA McAL Trading Guyana Limited – Paul Chan-A-Sue who retired after fourteen years of service in 2008.

During the year, the Distribution Sector made substantial progress on the

Automotive -
David B. Sabga

Financial Services -
Ray A. Sumairsingh

Services -
Suresh Dutta

Manufacturing -
Kelvin Mahabir

implementation of the Shared Services initiative. A preferred suite of software has been selected and the process of migrating all companies onto one platform has progressed. It is anticipated that the exercise will be fully completed in 2009 adding greater marketing possibility, scale and size to the Sector.

Our Auto Sector maintained its robust contribution to Group sales, growth and profitability. However, the latter part of 2008 ushered in a trend of contracting sales and market demand. 2009 is expected to decline quite considerably. Notwithstanding this, the Sector is well positioned to service every segment of the market with exciting models from Mitsubishi, Ford and Honda which dominate their market segments. The new luxury brands of Land Rover and Jaguar continue to be well accepted while defining the luxury SUV and luxury segments of the market.

At Mc Enearney Motors, our new General Manager – Jerome Marquez has settled in and continues to develop the Ford Franchise. While in Barbados, our new General Manager – Alex MacKenzie has brought fresh energy and dynamism to our McEnearney Quality Inc. Barbados operations. Despite a challenging outlook for 2009, this Sector will continue to do well with its unique capacity to leverage auto financing and insurance into our unique "In One Package". Moreover, the Sector's bench strength, experience and brand equity in proven models will help in navigating this challenging period.

Our Financial Services Sector was not immune from the ravages of the Global meltdown of the financial markets. Whilst, our portfolios performed creditably, the effects of these negative movements, coupled with new interpretations of IAS Standards, led to the Sector having to record significant "marked to market" write downs which adversely affected the Sector and Group's P&L. These are all unrealized losses. All portfolios are well positioned for recovery.

During 2008, several key Executive positions were filled inclusive of the appointment of Richard Jones as Executive Director of Tatil Life. He was formerly the Group Chief Financial Officer. The Sector also launched several new products inclusive of the ANSA US Secured Fund and the Global Energy Fund. Tatil General and ANSA Finance and Merchant Bank Limited continued to perform very creditably. A new Managing Director – Chip Sa Gomes - has been employed at the Bank and the middle office has been strengthened, whilst Consolidated Finance Company Limited was able to obtain a Merchant Banking licence in Barbados. This opens a plethora of new possibilities in Barbados expanding substantially our suite of potential services to customers.

Additionally, significant emphasis was placed on deepening the Information Technology infrastructure across the Sector with the successful installation of several new suites of banking and financial services software. This Sector is well positioned to provide significant value to clients, stakeholders and the Group as the market recovers.

Our Media Sector's annualized compounded growth rate for the 2005-2008 period has been outstanding. The future is extremely promising. During 2008, the new press was installed and commissioned. It has performed flawlessly. It is the most modern and most efficient in the Caribbean providing print quality and registration that would satisfy even the most discerning advertiser. Our new look Guardian was launched and has been well accepted. It has added 5,000 copies to our daily circulation figures in the most influential market segment.

At the television level, CNC3 is now accessible to cable viewers and "Free to Air" allowing the entire country to access our programming. Our programming format has been revamped, refreshened and broadened consistent with the station's new mandate of "news, sports and entertainment". This, combined with another outstanding performance from our nationally dominant radio network, provides clients with a one stop media shop. The future of the Sector is exciting and filled with possibility.

Our Services Sector is the fastest growing Sector in the Group. It again exceeded budgeted sales and profit targets. ANSA Technologies and Alstons Shipping enjoyed record years of performance. Our new Managing Director at ANSA Technologies – Aleem Hosein is settling in very well whilst our Barbados businesses are also making a positive contribution to the Sector.

As we look ahead to 2009, it is likely to be an exponentially tougher environment. Your Group's diversity, strong governance structure, previous experience in navigating recessionary periods and prior period capex investments leave us well positioned to navigate this very challenging period. Our resolve to deliver V10 is unshaken and represents an immediate imperative. Longer term, the Group's aspiration mandates us to become a hemispheric and global powerhouse. This will draw upon our collective capacity, continued entrepreneurial savvy, a philosophy of operation excellence translated into day to day activity and tight costs management. We thank our employees for their support in delivering a commendable performance in 2008 and look forward to your support in 2009 and in delivering V10.

May I also express my thanks to our Parent Board, Chairman, Colleagues on the Executive Committee and all team members for their invaluable support during 2008. I also commend and thank the Managing Directors and Executive Teams of our subsidiary companies for their commitment and drive.

As a Group, despite the current challenges, we remain committed to achieving our V10 mission.

Gerry C. Brooks
Group Chief Operating Officer

REPORT OF THE GROUP FINANCE DIRECTOR
Aneal Maharaj

Year Ended 31st December 2008

The year 2008 reflects the second year of execution against the Group's strategic plan established back in 2006. At that time our revenues were $4.1 billion, profit before tax (PBT) $709 million and EPS of $2.77. I am pleased to report that our 2008 performance once again reflects successful execution against the plan.

Headline Performance
In 2008, we crossed the landmark $5 billion in revenues, up 7% over the prior year and PBT of $861m with EPS of $3.35. This translates to $14.5 million in revenues and $2.5 million profit a day. PBT includes a one-time mark-to-market unrealized (non-cash) loss of $130 million in our financial sector due to depressed equity prices in local and global markets. These losses have been accounted for in accordance with the new IFRS 39 directive received in February 2009 and which we applied retroactively to January 2008. I am pleased to report that the Group is resilient enough to withstand this event.

Profit from Operations
On a like-for-like basis, PBT grew by 10% over 2007 to $991 million just under the historic $1 billion mark and relative to the 2006 baseline, profitability grew by 21%. Earnings growth was well spread across the portfolio both by sector and by geographic segments; in particular the overseas businesses recorded strong year on year growth. In all areas, this growth was purely operational. Margins have improved against a backdrop of rising inflation levels which have doubled over the past year. This improvement was due to smarter procurement leveraging the Group's strength and increased operational efficiency in plant and equipment as we close the gap towards name-plate capacity.

Our net cash profit margins (PBT excluding non cash charges/Turnover) have also improved over the prior year. This is a measure of how efficiently the Group has managed its cash costs. Whilst we are satisfied with the result, especially given the rising costs of inputs, we see considerable room for improvement. This is a prime focal area during the next year.

Cash Management
The Group's businesses are naturally cash generative and continue to produce strong net cash flows from operations, which were $1.2 billion in 2008 (2007: $1.1 billion) representing 94% (2007: 86%) of earnings before interest, tax and non cash charges ("EBITDA"). This metric measures how efficiently the business converts profitability into cash flow and demonstrates an improvement over prior year. The cash generated was used primarily for expansion and re-investment into the business ($667m); to pay dividends ($154m); repay higher cost debt ($187m) and financing costs ($126m) and honour our taxation liabilities ($211m). *(See Chart 1).*

"Our balance sheet is pristine and rock-solid and we continue to find new ways of unlocking cash flows and managing the use of funds. Our cost management is progressing well and we have identified new areas where further improvements are possible. Our approach to managing risks across the firm has proven successful and we continue to monitor and where necessary implement additional controls to protect shareholder value. "

Cash outflows from investing activities remained flat in line with prior year. The main components in our investment actions for 2008 were the acquisition of new plant and machinery ($243 million), to fund an acquisition ($82 million) and various other new interest bearing investments ($396 million).

Cash outflows from financing activities in 2008 amounted to $370 million. This included the payment of dividends of $154 million to shareholders of the Group. In addition, we were able to use our strong cash position to repay over $180 million of relatively high cost debt. Our gearing ratio, which was reduced by 9% over 2007, remains low and will be further reduced in 2009. This will not only reduce our financing costs but also provide us with sufficient capacity to increase our leverage in the event that we wish to undertake major projects in the future.

In early 2Q 2008, we considerably strengthened the Group's Treasury function and implemented a singular cash management platform across the Trinidad and Tobago segment. This has improved our ability to sweep and selectively invest cash and has resulted in higher interest income ($9m+) over the prior year. All Sectors and each geographic segment are cash flow positive and every subsidiary has been mandated to be self-sufficient.

Capital Expenditure, Depreciation & Amortisation

The Group has invested well over $1.5 billion in plant and machinery over the past 5 years and completed the last of its key projects in 2008 with the commissioning of the new printing press at a cost of $70 million. This successfully completes our ambitious multi-year capital program and follows on the heels of the glass furnace upgrade, the bottling line upgrade and the installation of a new block plant - all of which are world leaders in their class.

Whilst the Group continues to reinvest at a rate higher than depreciation, going forward we will do so at a slower rate as we have already laid the foundation for future growth. We are now in a period of monitoring, measuring and maximizing the returns on our investments. In 2008, the Group invested over $240m (2007: $406m) in long term assets with a capitalization/depreciation rate of 1.25 compared with 2.27 in the prior year and for 2009 we anticipate a further reduction of our capitalization rate. Depreciation for 2008 was $195m (2007: $178m) and the increase reflects the charge on the consolidated capital pool which includes the new press. Shareholders should be pleased with the performance of our investments which have already generated improvements to our gross profit percentage through greater efficiency.

Debt Management

As at 31 December 2008, the Group's total debt stood at $1.2 billion down $297 million or 20% as the Group commenced its program of repaying higher cost debt from its free cash flows. Interest rates on the debt range from 6.5% to 13% per annum with 50% of the debt portfolio maturing beyond five years. We have seen a measure of softening in rates in the regional market and during 2009 will take the opportunity to further pay down debt and refinance as appropriate. The full benefit of the debt reduction will be seen in 2009.

Interest cover, on a like-for-like basis, improved to 8.2 times (2007: 7.5 times) and is further expected to improve in 2009. Of the cash generated from operations, 10% has been utilized to service financing costs.

The Group has complied with all covenants and conditions of the various lending institutions.

Balance Sheet Management

Our balance sheet is solid with total assets standing at $9.6 billion (2007: $9.3 billion); an increase of 3.6% or $338 million. Our provisioning policy is conservative with accounts receivables and inventories aged greater than 6 months fully provided for. In addition and as mentioned before, we have made full provisions, in accordance with IFRS 39, for quoted securities which we believe will rebound when the market upturns. With the one time unrealized loss, the return on shareholders' equity was 23.5%; however on a like-for-like basis we have maintained returns at 27% consistent with the prior year when the economy was considerably more buoyant.

The liquidity ratio (a measure of short term solvency) is healthy and has improved to 1.44 (2007: 1.08) with working capital increasing by $800 million. The Group continues to invest in inventory as new products and product upgrades were introduced to ensure high levels of availability and range breadth. Our inventory holding at 31 December, 2008 was $1.2 billion (2007: $1.0 billion) and stock levels remain reasonably well managed as the Group is increasingly vigilant to ensure that the inventory holding is balanced between meeting customer demand and minimizing warehousing and obsolescence costs. Trade receivables continue to be well managed, however we have noticed room for further improvement in the receivables turnover ratio. The Group has given this high priority. We anticipate to unlock incremental cash flow through further refinements in the management of these working capital areas in 2009.

debt position, the strength of the balance sheet will further improve.

Segmental Performance
In terms of geographic segments, 80% of the Group's total assets are based in Trinidad and Tobago, 15% in Barbados and the remainder dispersed across the Caribbean and the USA. Top line revenues are similarly spread with the majority of revenues coming from companies based in Trinidad and Tobago (69%) with Barbados accounting for 18% and 13% from the rest of the region.

Our Group can be distilled into four unique sectors which are manufacturing and packaging; automotive and distribution; insurance and financial services and media services and parent company.

Our manufacturing and packaging sector grew turnover by 10% over 2007, and as a result of improvements in operational efficiencies, discussed above, PBT rose by 13%. The PBT performance is especially impressive given the economic conditions, and the rising inflation levels globally.

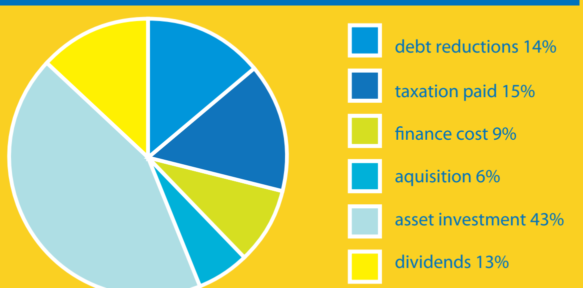
Our automotive and distribution sector performed credibly. Whilst the sector maintained market share with turnover close to the 2007 levels, our profit before tax fell by 7%. This was caused by the higher costs of sourcing foreign exchange on international markets to pay suppliers.

In our insurance and financial services sector, we significantly grew the business with revenues increasing by over 26%. This was one of our best years in terms of top line growth. The decision to apply IFRS 39 has an adverse but temporary impact on profitability but on a like-for-like basis, PBT increased by 12.8% over the prior year. This sector is poised for continued growth and is well capitalized.

The Media, Services and Parent segment experienced a good performance with PBT at $128 million (2007: $104 million). The media company maintained market share in an increasing competitive environment with contraction of corporate advertising spend. The Services sector performed credibly as we captured several new contracts in the energy and non-energy industries. The Parent company generated higher levels of income through an upgraded treasury management function.

Principal Risks and Uncertainties
The operation of a publicly quoted diverse company involves the management of a series of risks and un-

chart 1: cash flow
How has the cash generated from Operations been applied?



Heavy focus on re-investment in the business underpins our confidence agement of a series of risks and uncertainties across a range of strategic, commercial, operational and financial areas. The Executive Committee of my Parent Board considers risk assessment, its mitigation and robust internal controls to be fundamental to achieving the Group's Strategic Plan.

We have designed a corporate governance structure which guides the conduct of our 6,500-plus employees across our 60 companies regionally. We recognize that the nature and scope of risks change rapidly and have institutionalized a number of control measures to identify, prevent and detect such events. The Group has refreshed the "Blue Books" which is our operating code of good business practice. This material constitutes the "DNA" of the way each person with financial authority shall behave and act and is fundamental to the way we approach governance and risk mitigation. Outlined below are the key potential risks that the Group has managed effectively; these risks are monitored on an ongoing basis through the Group's risk management processes.

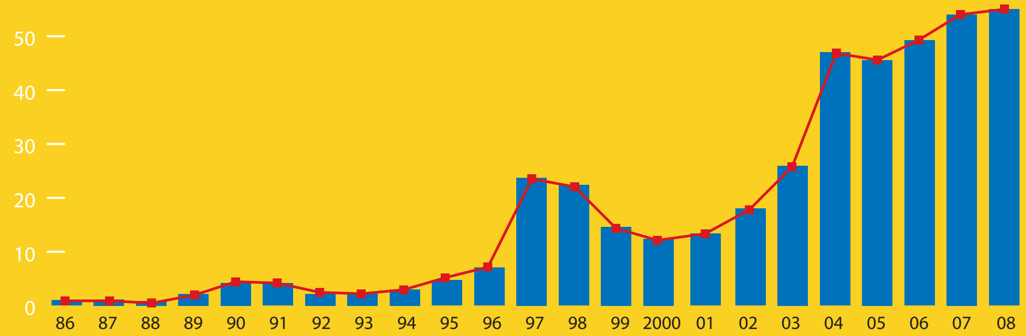
- o Credit risk – the Group's credit risk exposure comprises in the main of trade receivables risk. Within each operating company, there are credit limits approved for each customer. Any exceptions to this are approved by the Board of Directors. Our "Blue Books" are specific as to the procedures to be followed and as a result the Group has successfully minimized such risks over the years.

- o Banking Counterparties risk – this is managed by spreading financial transactions across an approved list of counterparties of high credit quality. The Group only enters into arrangements with banking counterparties who are adequately capitalized, have an international credit rating and approved by the Board.

- o Interest Rate risk – currently, all outstanding borrowings are in stable currencies and at a mixture of fixed and floating rates of interest. Given our relatively low net debt position and the reduced gearing position, this exposure to rising interest rates or a lowered interest cover ratio is considered to be low.

- o Foreign Currency risk – the Group's functional currency (income and expenditure) is the Trinidad and Tobago dollar. The Group generates income in other currencies and ensures through a dedicated treasury function that it maintains sufficient balances in other currencies

Chart 2: Share price movement



to settle non-Trinidad and Tobago payables as they fall due. Over the years the net exposure to foreign exchange fluctuation has been tightly managed and is less than 0.4% of the Group's PBT.

International Accounting Standards
The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards and in a manner consistent with that of the prior year. Of particular significance is IFRS 39 "Financial Instruments – Recognition and Measurement" which deals with impairment of publicly traded equities. As at 31st December 2008, $130m in unrealized losses was reflected in the Group profit and loss account on a conservative basis.

Shareholders should be aware that these losses are unrealized, do not represent an outflow of cash, nor do they result in additional liabilities to the Group. We are confident that the equity position will reverse as stock markets recover and the associated gains will be reflected in our financial statements. The Group re-iterates its position of complete conformance with the highest standards of public accountability and reporting.

1H 2009 Outlook
The prognosis for the first half of 2009 is a continued contraction of consumer demand across all segments as was experienced in Q4 2008. Households have already reduced their levels of discretionary expenditure with a focus on risk-free savings and consumption of basic food and household items. This trend has impacted all consumer markets across the region. We have started to see indications that the high inflation rates experienced in 2008 will soften and cost of inputs has already started to decrease. I anticipate 1Q and 2Q to be challenging quarters and am confident in our Group's resilience especially as we have already begun to see recovery in earnings.

Summary
Today, our revenues stand at over $5 billion and our PBT (excluding the one IFRS 39 loss) is just below $1 billion. Our dividend/share has grown to $1.00 - the highest in the company's history and shareholders would have experienced over 100% capital appreciation on their stock ownership since 2003 (chart 2).

All sectors performed well against their plans. Our balance sheet is pristine and rock-solid and we continue to find new ways of unlocking cash flows and managing the use of funds. Our cost management is progressing well and we have identified new areas where further improvements are possible. Our approach to managing risks across the firm has proven successful and we continue to monitor and where necessary implement additional controls to protect shareholder value. The business is resilient and growing even at bottom-cycle market conditions.

We believe that as consumers become more selective in how they spend their money, they will turn to those suppliers they know and trust to provide products and service at the best value for money. The ANSA McAL Group is ideally positioned and we have a team second to none and a business model that works.

In closing, I would like to thank my Chairman for his vision and leadership, my fellow executives and most importantly every single employee who worked tirelessly to deliver our 2008 financial performance. These ANSA McAL women and men have already started to create new possibilities which will drive the Group to a new level of performance in 2009 and beyond.

Aneal Maharaj
Group Finance Director

MANUFACTURING

ABEL
100%
Clay Products, Steel, Aluminum,
Pvc, Building Products,
Air Conditioning Solutions

BESTCRETE
100%
Concrete Products

PENTA PAINTS (CARIBBEAN) LTD
100%
Automotive, Industrial, Marine
& Decorative Paints

CARIBBEAN ROOF TILE CO LTD
50%
Clay Roof Tiles

CARIB GLASSWORKS LTD
100%
Glass Containers

ANSA POLYMER
100%
Flexible Plastic Packaging &
Plastic Crates

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

TRINIDAD MATCH LTD
100%
Safety Matches

CROWN INDUSTRIES LTD
100%
Paper Converters &
Manufacturers of
Envelopes & Printing Inks

SISSONS PAINTS LIMITED
100%
Manufacturers of Decorative Paint

SISSONS PAINTS (GRENADA) LIMITED
100%
Manufacturers of Decorative Paint

BREWING

CARIBBEAN DEVELOPMENT COMPANY LTD
80%
Carib Lager Beer, Stouts & Shandy

CARIB BREWERY LIMITED
80%
Carib Lager Beer, Stouts & Shandy

GRENADA BREWERIES LTD
55.54%
Carib Lager Beer, Stouts & Shandy

CARIB BREWERY (ST. KITTS & NEVIS) LTD
52.43%
Carib Lager Beer, Stouts & Shandy

MEDIA

TRINIDAD PUBLISHING COMPANY LTD
56.17%
Newspaper Publishers, Radio Broadcasters &
Cable Television News Channel

FINANCIAL SERVICES

ANSA MERCHANT BANK LTD
82.48%
Investment & Merchant Bank

TRINIDAD AND TOBAGO INSURANCE LTD
82.48%
Fire, Accident, Marine, Cargo
& Health Insurance

TATIL LIFE ASSURANCE LTD
82.42%
Insurance Underwriters

CONSOLIDATED FINANCE COMPANY LIMITED (Barbados)
47.49%
Hire Purchase Finance,
Fixed Deposits,
Lease Rental & Merchant Bank

BRYDENS INSURANCE INC. (Barbados)
47.49%
General Insurance Underwriters

REAL ESTATE

BAYSIDE WEST LIMITED
100%
Residential Development

O'MEARA HOLDINGS LIMITED
100%
Property Development

PROMENADE DEVELOPMENT LTD
100%
Commercial District
Trade Centre

ROBINSON CRUSOE
100%
Luxury Resort

MAPLE DEVELOPMENT
82.48%
Office Buildings

TRINIDAD LANDS LIMITED
40%
Property Lands

GRAND BAZAAR LIMITED
40%
Owner Operator of
Shopping Malls

BRYDENS INVESTMENTS Inc. (Barbados)
47.49%
Property Ownership

PIONEER INVESTMENTS Inc. (Barbados)
47.49%
Property Developers

AUTOMOTIVE

CLASSIC MOTORS
100%
Honda & Jaguar Motor
Vehicles & Service

DIAMOND MOTORS
100%
Mitsubishi Vehicles, Industrial & Agricultural
Equipment & Service

McENEARNEY MOTORS
100%
Ford & Land Rover Motor Vehicles

CARMAX
100%
Pre-owned Foreign Vehicles

McENEARNEY QUALITY Inc. (Barbados)
47.49%
Audi, Mazda, Kia, Diahatsu, Ford, Volkswagon
Motor Vehicles

CARMAX Inc. (Barbados)
47.49%
Pre-owned Foreign Vehicles

DISTRIBUTION

ALSTONS MARKETING COMPANY LTD
100%
Pharmaceuticals, Foodstuffs, Wine & Spirits, & Household Products

ANSA McAL TRADING (Guyana) LTD
100%
Pharmaceuticals, Foodstuffs, Brewery & Household Products

TOBAGO MARKETING COMPANY LTD
100%
Pharmaceuticals, Foodstuffs, Brewery & Household Products

DCI MIAMI, Inc
100%
Distributor of Brewery Products

STOKES & BYNOE LTD (Barbados)
47.49%
Pharmaceuticals, Foodstuffs, Wine & Spirits, & Hardware Products

A. S. BRYDEN & SONS LTD (Barbados)
47.49%
General Wholesale, Distribution, Pharmaceuticals & Brewery Products

A & R TEMPRO LTD (Barbados)
47.49%
Household Products, Personal Care Products & Food Distribution

BRYDENS BARBAREES LTD (Barbados)
47.49%
BAT Products & AT&T Phone Cards

SERVICES

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

ALSTONS TRAVEL LTD
100%
Travel & Tour Services & Tour Operators

R M JONES & COMPANY LTD (Barbados)
37.99%
Shipping, Freight, Stevedoring & Inspection Services

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

ANSA McAL INTERNATIONAL TRADING LTD
100%
Free zone Company

ANSA TECHNOLOGIES LTD
100%
Drilling Fluids, Tools, Equipment & Related Engineering Services To the Oil Industry

AUTOMATIC CONTROLS LTD
100%
Instrumentation & Controls For Industrial Plants

ATC LTD
100%

McENEARNEY BUSINESS MACHINES
100%
Business Machines, Office Equipment & Supplies

STANDARD EQUIPMENT
100%
Paper Products & Suppliers
For the Printing Industry

BRYDENS BUSINESS SOLUTIONS Inc.
(Barbados)
47.49%
Business Machines, Office Equipment & Supplies

BRYDENS RETAIL Inc.
(Barbados)
24.69%
Stationery & Office Supplies

BRYDENS XPRESS OFFICE SUPPLIES Inc.
(Barbados)
24.69%
Office Supplies

HOLDING COMPANIES

ALSTONS LTD
100%
Intermediate Holding Company

ANSA McAL Guyana LTD
100%
Intermediate Holding Company

THE CARIBBEAN DEVELOPMENT COMPANY (St. Kitts) LTD
100%
Intermediate Holding Company

ANSA McAL (BARBADOS) LTD
47.49
Intermediate Holding Company

FINANCIAL HIGHLIGHTS 2004 - 2008

(Expressed in thousands of Trinidad & Tobago dollars)

	2008	2007	2006	2005	2004
Sales to third parties	5,328,638	4,984,914	4,129,799	3,487,465	2,953,313
Profit before taxation	860,915	907,914	709,857	645,757	455,378
Income attributable to shareholders	575,144	604,631	474,872	447,950	308,883
Share units in issue weighted average – net of treasury shares	171,531	171,436	171,432	171,379	170,826
Earnings per stock unit	$ 3.35	$ 3.53	$ 2.77	$ 2.61	$ 1.81
Dividends: Amount	171,531	154,292	111,438	111,396	111,037
Per Unit: Interim	$ 0.30	$ 0.30	$ 0.25	$ 0.25	$ 0.25
Final	$ 0.70	$ 0.60	$ 0.50	$ 0.40	$ 0.40
Total	$ 1.00	$ 0.90	$ 0.75	$ 0.65	$ 0.65
Times covered	3.35	3.92	3.69	4.02	2.78
Shareholders' equity per stock unit	$ 17.32	$ 15.65	$ 13.29	$ 11.31	$ 9.52
Shareholders' equity	$ 2,972,446	$ 2,683,335	$ 2,279,177	$ 1,938,760	$1,626,178

INDEPENDENT AUDITORS' REPORT
TO THE SHAREHOLDERS OF ANSA McAL LIMITED

We have audited the accompanying consolidated financial statements of ANSA McAL Limited and its subsidiaries ("the Group") which comprise the consolidated balance sheet as at December 31, 2008 and the consolidated income statement, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

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. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate for the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements give a true and fair view of the financial position of the Group as at December 31 2008, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

Ernst + Young

Port of Spain
TRINIDAD:
March 27, 2009

CONSOLIDATED BALANCE SHEET

at December 31, 2008
(Expressed in thousands of Trinidad & Tobago dollars)

	Notes	December 31 2008	2007
ASSETS			
Non-current assets			
Property, plant and equipment	3	1,454,220	1,452,221
Investment properties	4	103,748	105,164
Intangible assets	5	47,896	27,621
Investment in associates and joint venture interests	6	262,544	259,432
Held to maturity financial assets	7	1,267,822	1,049,048
Available for sale financial assets	7	1,423,382	1,441,201
Loans and advances	9	900,971	948,059
Deferred tax asset	10	65,895	49,667
Employee benefit asset	11	523,335	444,464
		6,049,813	5,776,877
Current assets			
Inventories	12	1,203,527	1,026,361
Trade and other receivables	13	1,006,893	854,561
Financial assets at fair value through income statement	7	258,547	314,925
Loans and advances	9	283,778	268,150
Cash and short term deposits	14	802,814	1,026,950
		3,555,559	3,490,947
Total Assets		**9,605,372**	9,267,824

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

CONSOLIDATED BALANCE SHEET

at December 31, 2008
(Expressed in thousands of Trinidad & Tobago dollars)

	Notes	December 31 2008	2007
Equity and Liabilities			
Capital and reserves attributable to equity holders of the Parent			
Stated capital	15	157,285	153,146
Other reserves	15	229,433	345,313
Treasury shares		(13,652)	(12,996)
Retained earnings		2,599,380	2,197,872
		2,972,446	2,683,335
Minority interests		674,349	638,096
Total equity		**3,646,795**	3,321,431
Non-current Liabilities			
Amounts due to depositors	17	1,277,299	572,830
Interest bearing debt and borrowings	18	972,891	980,209
Employee benefit liability	11	65,768	56,344
Deferred tax liability	10	363,549	344,854
Insurance contract liabilities		813,892	783,901
		3,493,399	2,738,138
Current Liabilities			
Trade and other payables	19	969,065	833,102
Short term borrowings	16	212,067	501,455
Amounts due to depositors	17	1,246,668	1,810,568
Taxation payable		37,378	63,130
		2,465,178	3,208,255
Total liabilities		**5,958,577**	5,946,393
Total Equity and Liabilities		**9,605,372**	9,267,824

The accompanying notes form an integral part of these financial statements.
These financial statements were authorized for issue by the Board of Directors on March 27, 2009 and signed on its behalf by:

A. NORMAN SABGA
Chairman

DAVID B. SABGA
Director

CONSOLIDATED INCOME STATEMENT

for the year ended December 31, 2008
(Expressed in thousands of Trinidad & Tobago dollars)

	Notes	Year Ended December 31 2008	2007
Revenue	29	**5,328,638**	4,984,914
Operating profit	20	987,192	1,039,484
Finance costs	21	(137,203)	(138,130)
Share of results of associates and joint venture interests		10,926	6,560
Profit before taxation		860,915	907,914
Taxation	22	(180,579)	(198,152)
Profit for the year		**680,336**	709,762
Attributable to:			
Equity holders of parent		575,144	604,631
Minority interests		105,192	105,131
		680,336	709,762
Earnings per share:			
Basic (expressed in $ per share)	25	$ 3.35	$ 3.53
Diluted (expressed in $ per share)	25	$ 3.34	$ 3.51

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

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

for the year ended December 31, 2008
(Expressed in thousands of Trinidad & Tobago dollars)

	Attributable to equity holders of the Parent						
	Stated capital	Other Reserves (Note 15)	Treasury shares	Retained earnings	Total	Minority interests	Total equity
Year ended December 31, 2007							
Balance at January 1, 2007	152,869	484,646	(12,074)	1,653,736	2,279,177	564,948	2,844,125
Realized gains transferred to income	–	(16,873)	–	–	(16,873)	–	(16,873)
Unrealized loss on available for sale financial assets	–	(14,044)	–	–	(14,044)	–	(14,044)
Foreign currency translation	–	1,223	–	–	1,223	1,358	2,581
Total income and expense for the year recognized directly in equity	–	(29,694)	–	–	(29,694)	1,358	(28,336)
Profit for the year	–	–	–	604,631	604,631	105,131	709,762
Total income and expense for the year	–	(29,694)	–	604,631	574,937	106,489	681,426
Transfers and other movements	–	(109,639)	–	76,661	(32,978)	(3,470)	(36,448)
Net movement in unallocated ESOP shares	–	–	(922)	–	(922)	–	(922)
Value of equity settled share based compensation (Note 15)	277	–	–	–	277	–	277
Dividends (Note 23)	–	–	–	(137,156)	(137,156)	–	(137,156)
Dividends of subsidiaries	–	–	–	–	–	(29,871)	(29,871)
Balance at December 31, 2007	153,146	345,313	(12,996)	2,197,872	2,683,335	638,096	3,321,431

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

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

for the year ended December 31, 2008
(Expressed in thousands of Trinidad & Tobago dollars)

	Attributable to equity holders of the Parent						
	Stated capital	Other Reserves (Note 15)	Treasury shares	Retained earnings	Total	Minority interests	Total equity
Year ended December 31, 2008							
Balance at January 1, 2008	153,146	345,313	(12,996)	2,197,872	2,683,335	638,096	3,321,431
Realized gains transferred to income	–	(10,525)	–	–	(10,525)	–	(10,525)
Unrealized loss on available for sale financial assets	–	(93,170)	–	–	(93,170)	(17,454)	(110,624)
Foreign currency translation	–	(3,647)			(3,647)	(10,355)	(14,002)
Total income and expense for the year recognized directly in equity	–	(107,342)	–	–	(107,342)	(27,809)	(135,151)
Profit for the year	–	–	–	575,144	575,144	105,192	680,336
Total income and expense for the year	–	(107,342)	–	575,144	467,802	77,383	545,185
Exercise of stock options	2,570	–	–	–	2,570	–	2,570
Transfers and other movements		(8,538)	–	(19,335)	(27,873)	(10,543)	(38,416)
Net movement in unallocated ESOP shares	–	–	(656)	–	(656)	–	(656)
Value of equity settled share based compensation (Note 15)	1,569	–	–	–	1,569	–	1,569
Dividends (Note 23)	–	–	–	(154,301)	(154,301)	–	(154,301)
Dividends of subsidiaries	–	–	–	–	–	(30,587)	(30,587)
Balance at December 31, 2008	157,285	229,433	(13,652)	2,599,380	2,972,446	674,349	3,646,795

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

CONSOLIDATED STATEMENT OF CASH FLOWS

for the year ended December 31, 2008
(Expressed in thousands of Trinidad & Tobago dollars)

	December 31	
	2008	2007
Cash flows from operating activities		
Profit before taxation	860,915	907,914
Adjustments to reconcile net profit to net cash from operating activities:		
Depreciation	194,952	178,051
Gain on disposal of property, plant, equipment and investments	(27,583)	(81,464)
Impairment expense/(recovery) on investments	51,532	(4,459)
Foreign currency gains	(617)	(3,353)
Value of equity settled share based compensation	1,569	277
Unrealized loss/(gain) on revaluation of financial assets through income statement	67,955	(44,050)
Share of results of associates and joint venture interests	(10,926)	(6,560)
Movement in employee benefit obligations (net)	(69,447)	(70,116)
Finance costs	137,203	138,130
Operating profit before working capital changes	1,205,553	1,014,370
Increase in inventories	(144,475)	(100,129)
Increase in trade and other receivables	(128,728)	(114,963)
Increase in trade and other payables	116,075	84,578
Increase in amounts due to depositors	140,569	281,731
Decrease/(increase) in loans and advances	31,460	(148,977)
Increase in insurance contract liabilities	29,991	58,400
Increase in Central Bank reserve	(9,294)	(17,281)
Cash generated from operations	1,241,151	1,057,729
Finance costs paid	(126,552)	(130,178)
Taxation paid	(211,873)	(138,762)
Net cash inflow from operating activities	902,726	788,789
Cash flows from investing activities		
Acquisition of Subsidiary net of cash acquired	(81,661)	–
Proceeds from sale of property, plant, equipment and investment properties	34,982	42,992
Purchase of property, plant, equipment and investment properties	(242,911)	(405,925)
Dividends received from associates	12,027	11,158
Proceeds from sale or maturity of investments	1,977,233	929,192
Purchase of investments	(2,356,802)	(1,263,807)
Net cash outflow from investing activities	**(657,132)**	(686,390)

CONSOLIDATED STATEMENT OF CASH FLOW

for the year ended December 31, 2008
(Expressed in thousands of Trinidad & Tobago dollars)

	Year Ended December 31	
	2008	2007
Cash flows from financing activities		
(Decrease)/increase in interest bearing debt and borrowings	(186,439)	147,570
Dividends paid to minorities and preference shareholders	(30,597)	(29,881)
Proceeds from exercise of stock options	2,570	–
Dividends paid to ordinary shareholders	(154,291)	(137,146)
Net cash outflow from financing activities	(368,757)	(19,457)
Net (decrease)/increase in cash and cash equivalents	(123,163)	82,942
Cash and cash equivalents at beginning of year	848,238	765,296
Cash and cash equivalents at end of year (Note 14)	**725,075**	848,238

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

1. Corporate Information

ANSA McAL Limited (“the Company”), incorporated and domiciled in the Republic of Trinidad and Tobago, is the ultimate parent company of a diversified group of companies engaged in trading and distribution, manufacturing, packaging and brewing, insurance and financial services and media and service industries. ANSA McAL Limited and Consolidated Subsidiaries (“the Group”) operate in Trinidad and Tobago, the wider Caribbean region and the United States of America. A listing of the Group’s subsidiaries and associated companies/joint venture interests is detailed in note 31.

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

2. Significant Accounting Policies

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

i. Basis of preparation

These consolidated financial statements are expressed in thousands of Trinidad and Tobago dollars and have been prepared on a historical cost basis except for the measurement at fair value of certain financial assets.

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

Changes in accounting policy and disclosures

The accounting policies adopted are consistent with those of the previous financial year except that the Group has adopted the following new and amended IFRS and IFRIC (International Financial Reporting Interpretations Committee) interpretations as of January 1, 2008:

IFRIC 11 – IFRS 2 Group and Treasury Share Transactions
IFRIC 12 – Service Concession Arrangements
IFRIC 14 – IAS 19 The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their interaction.

Adoption of these Standards and interpretations did not have any effect on the financial performance or position of the Group.

2. Significant Accounting Policies *(continued)*

i. Basis of preparation (continued)

Standards in issue not yet effective

The Group has not applied the following IFRS's and IFRIC Interpretations that have been issued but are not yet effective. These standards/interpretations either do not apply to the activities of the Group or have no material impact on its financial statements.

IFRS 8 Operating Segments (effective from January 1, 2009) requires disclosure of information about the Group's operating segments and replaced the requirement to determine primary (business) and secondary (geographical) reporting segments of the Group.

IAS 23 Borrowing Costs was amended (effective from January 1, 2009) and requires capitalization of borrowing costs that relate to a qualifying asset. The transitional provisions of the standard require prospective application from the effective date.

IAS 32 Financial Instruments: Presentation was amended (effective from January 1, 2009) regarding Puttable Financial Instruments and Obligations Arising on Liquidation, and requires entities to classify certain types of financial instruments as equity, provided they have particular features and meet specific conditions.

IAS 39 Financial Instruments: Recognition and Measurement was amended (effective from July 1, 2009) regarding Hedging portions of risk, and clarifies the principles associated with designating a portion of cash flows or fair values of a financial instrument as a hedged item.

IFRS 2 Share-based Payment was amended (effective from January 1, 2009) regarding Vesting Conditions and Cancellations, and clarifies that vesting conditions are service conditions and performance conditions only, while other features of a share-based payment are not vesting conditions.

IFRS 3 Business Combinations was amended (effective from July 1, 2009). The amendments were the result of a joint project with the US FASB, and certain fundamental changes and improvements were made to reinforce the existing standard and remedy problems that have emerged with its application.

2. Significant Accounting Policies *(continued)*

i. **Basis of preparation** (continued)

Standards in issue not yet effective (continued)

IFRS 1 First-time Adoption and IAS 27 Consolidated and Separate Financial Statements was amended (effective from January 1, 2009) and provides guidance on determining the cost of investments in subsidiaries, jointly controlled entities and associates in the financial statements of a parent entity that prepares separate financial statements.

IAS 1 Presentation of Financial Statements was revised (effective January 1, 2009) and separates owner and non-owner changes in equity, through the introduction of a statement of comprehensive income.

IFRIC 13 Customer Loyalty Programmes (effective from July 1, 2008) requires that award credits granted to customers as part of a sales transaction are accounted for as a separate component of the sales transaction. Banks often grant customers award credits (or points) as part of their credit card programme, which may be redeemed for free or discounted goods. Such banks would need to consider whether their customer loyalty programme falls under the scope of the IFRIC.

IFRIC 15 Agreements for the Construction of Real Estate (effective from January 1, 2009) regarding when and how revenue and related expenses from the sale of real estate as construction progresses should be recognized, and addresses the divergence in accounting treatment arising from such arrangements.

IFRIC 16 Hedges of a Net Investment in a Foreign Operation (effective from October 1, 2008) provides guidance on identifying the foreign currency risks that qualify for hedge accounting in the hedge of a net investment. It also provides guidance on where within the group the hedging instrument can be held in the hedge of a net investment, and how an entity should determine the amount of foreign currency gain or loss, relating to both the net investment and the hedging instrument, to be recycled on disposal of the net investment.

IFRIC 17 Distributions of Non-cash Assets to Owners (effective from July 1, 2009) provides guidance on how to account for such transactions. It also provides guidance on when to recognize a liability and how to measure it and the associated assets, and when to derecognize the asset and liability and the consequences of doing so.

IFRIC 18 Transfers of Assets from Customers (effective from July 1, 2009) provides guidance on when and how an entity should recognize items of property, plant and equipment received from their customers.

(Expressed in thousands of Trinidad & Tobago dollars)

2. Significant Accounting Policies *(continued)*

i. Basis of preparation (continued)

Standards in issue not yet effective (continued)

In May 2008, the International Accounting Standards Board issued "Improvements to IFRSs", which is part of its annual improvements project, and a vehicle for making non-urgent but necessary amendments to various IFRSs. These amendments primarily become effective for annual periods beginning on or after January 1, 2009. The following table shows the IFRSs and topics addressed by these amendments:

IFRS	Subject of Amendment
Part I	**Amendments that result in accounting changes for presentation, recognition and measurement purposes**
IFRS 5	Plan to sell the controlling interest in a subsidiary.
IAS 1	Current/non-current classification of derivatives.
IAS 16	Recoverable amount.
IAS 19	Curtailments and negative past service cost. Plan administration costs. Replacement of term "fall due". Guidance on contingent liabilities.
IAS 20	Government loans with a below-market interest rate.
IAS 23	Components of borrowing costs.
IAS 27	Measurement of subsidiary held for sale in separate financial statements.
IAS 28	Required disclosures when investments in associates are accounted for at fair value through profit or loss.
IAS 31	Required disclosures when investments in jointly controlled entities are accounted for at fair value through profit or loss.
IAS 29	Description of measurement basis in financial statements.
IAS 36	Disclosure of estimates used to determine recoverable amount.
IAS 38	Advertising and promotional activities. Unit of production method of amortization.
IAS 39	Reclassification of derivatives into or out of the classification at fair value through profit or loss. Designating and documenting hedges at the segment level. Applicable effective interest rate on cessation of fair value hedge accounting.
IAS 40	Property under construction or development for future use as investment property.
IAS 41	Discount rate for fair value calculations.
Part II	**Amendments that are terminology or editorial changes only**
IFRS 7	Presentation of finance costs.
IAS 8	Status of implementation guidance.
IAS 10	Dividends declared after the end of the reporting period.
IAS 18	Costs of originating a loan.
IAS 20	Consistency of terminology with other IFRSs.
IAS 29	Consistency of terminology with other IFRSs.
IAS 34	Earnings per share disclosures in interim financial statements.
IAS 40	Consistency of terminology with IAS 8. Investment property held under lease.
IAS 41	Examples of agricultural produce and products. Point-of-sale costs.

Significant Accounting Policies *(continued)*

ii. Significant accounting estimates, assumptions and judgments

The preparation of the financial statements in conformity with IFRS necessitates the use of estimates, assumptions and judgments. These estimates and assumptions affect the reported amounts of assets and liabilities and contingent liabilities at the balance sheet date as well as affecting the reported income and expenses for the year.

Although the estimates are based on management's best knowledge and judgment of current facts as at the balance sheet date, the actual outcome may differ from these estimates, possibly significantly.

The key assumptions concerning the future and other key sources of estimation uncertainty at the balance sheet date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Impairment of goodwill
The Group determines whether goodwill is impaired at least on an annual basis. This requires an estimation of the 'value in use' of the cash generating units to which the goodwill is allocated. Estimating a value in use amount requires management to make an estimate of the expected future cash flows from the cash generating units and also to choose a suitable discount rate in order to calculate the present value of those cash flows. Further details are given in note 5.

Impairment of financial assets
Management makes judgments at each balance sheet date to determine whether financial assets are impaired when the carrying value is greater than the recoverable amount and there is objective evidence of impairment. The recoverable amount is the present value of the future cash flows.

Valuation of investments
The Group has applied IAS 39 in its classification of investments securities which requires measurement of securities at fair value. Fair values are based on quoted market prices for the specific instrument, comparisons with other highly similar financial instruments, or the use of valuation models. Establishing valuations where there are no quoted market prices inherently involves the use of judgment and applying judgment in establishing reserves against indicated valuations for aged positions, deteriorating economic conditions (including country specific risks), concentrations in specific industries, types of instruments or currencies, market liquidity, model risk itself and other factors.

Deferred tax assets
Deferred tax assets are recognized for all unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilized. Significant management judgment is required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and level of future taxable profits together with future tax planning strategies.

2. Significant Accounting Policies *(continued)*

ii. Significant accounting estimates, assumptions and judgments (continued)

Property, plant and equipment
Management exercises judgment in determining whether costs incurred can accrue significant future economic benefits to the Group to enable the value to be treated as a capital expense. Further judgment is applied in the annual review of the useful lives if all categories of property, plant and equipment and the resulting depreciation determined thereon.

Pension and other post employment benefits
The cost of defined benefit pension plans and other post employment medical benefits is determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, expected rates of return on assets, future salary increases, mortality rates and future pension increases. Due to the long term nature of these plans, such estimates are subject to significant uncertainty. Further details are given in note 11.

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

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

2. Significant Accounting Policies *(continued)*

ii. **Significant accounting estimates, assumptions and judgments** (continued)

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

iii. **Principles of consolidation**

The consolidated financial statements comprise the financial statements of ANSA McAL Limited ("the Company") and its subsidiaries, after the elimination of all inter-company transactions, balances and unrealized gains on inter-company transactions. Control is achieved where the parent company has the power to govern the financial and operating policies of an investee so as to obtain benefits from its activities. Subsidiaries are consolidated from the date the parent company obtains control until such time control ceases.

The financial statements of subsidiaries are prepared for the same reporting period as the parent company, using consistent accounting policies. Adjustments are made to conform any dissimilar material accounting policies that may exist.

Minority interests represent the interests not held by the Group, in ANSA Merchant Bank Limited, Trinidad Publishing Company Limited, Caribbean Development Company Limited, Carib Brewery Limited, Carib Brewery (St. Kitts & Nevis) Limited, ANSA McAL (Barbados) Limited and Grenada Breweries Limited.

Minority interests are presented separately in the consolidated income statement and within equity in the consolidated balance sheet, separately from parent shareholders' equity.

2. Significant Accounting Policies *(continued)*

iv. Investment in associated companies and joint venture interests

Investment in associated companies
The Group's investment in associates, over which it has significant influence but not control, is accounted for under the equity method of accounting. Under the equity method, the investment in the associate is carried in the balance sheet at cost plus post acquisition changes in the Group's share of net assets of the associate, less any impairment in value. The Group's share of the post-acquisition profits or losses after tax is recognized in the consolidated income statement and its share of post-acquisition movements in reserves is recognized in the statement of changes in equity.

Joint venture interests
The Group's joint venture interests, which are jointly controlled entities, whereby the venturers have a contractual arrangement that establishes joint control over the economic activities of the entity, are recognized under the equity method. Under this method, the Group accounts for its proportionate share of the net assets of the joint venture entity in the consolidated balance sheet and records its share of the results of operations in the consolidated income statement.

v. Business combinations and goodwill

Business combinations are accounted for using the purchase method of accounting. This involves recognizing identifiable assets (including previously unrecognized intangible assets) and liabilities (including contingent liabilities and excluding future restructuring) of the acquired business at fair value.

Goodwill acquired in a business combination is initially measured at cost, being the excess of the cost of the business combination over the Group's interests in the net fair value of the identifiable assets, liabilities and contingent liabilities. Following initial recognition, goodwill is measured at cost less any accumulated impairment losses. If the cost of the acquisition is less than the fair value of the net assets of the subsidiary acquired, the difference is recognized directly in the consolidated income statement.

Goodwill is allocated to cash generating units for the purpose of impairment testing. From the acquisition date goodwill is allocated to these cash generating units or groups of cash generating units which benefit from the synergies of the combination. Goodwill is reviewed for impairment annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. Impairment is determined for goodwill by assessing the recoverable amount of the cash generating unit (or group of cash-generating units) to which the goodwill relates. When the recoverable amount of the cash-generating unit (or group of cash-generating units) is less than the carrying amount of the cash-generating unit (group of cash-generating units) to which goodwill has been allocated, an impairment loss is recognized. Impairment losses relating to goodwill cannot be reversed in future periods. The Group performs its annual impairment test of goodwill as at December 31.

2. Significant Accounting Policies *(continued)*

vi. Impairment of non-financial assets

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash generating unit's fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

Impairment losses of continuing operations are recognized in the income statement in those expense categories consistent with the function of the impaired asset.

For assets excluding goodwill, an assessment is made at each reporting date as to whether there is any indication that previously recognized impairment losses may no longer exist or may have decreased. If such indication exists, the Group makes an estimate of recoverable amount. A previously recognized impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognized. If that is the case the carrying amount of the asset is increased to its recoverable amount. That increased amount cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment been recognized for the asset in prior years. Such reversal is treated as a revaluation increase.

vii. Impairment of financial assets

The carrying value of all financial assets not carried at fair value through the income statement is reviewed for impairment whenever events or circumstances indicate that the carrying amount may not be recoverable. The identification of impairment and the determination of recoverable amounts is an inherently uncertain process involving various assumptions and factors, including the financial condition of the counterparty, expected future cash flows, observable market prices and expected net selling prices.

2. Significant Accounting Policies *(continued)*

vii. **Impairment of financial assets** (continued)

In order to determine whether negative revaluations on investment securities correctly represent impairment, all investment securities for which the market value has been significantly below cost price for a considerable period of time, are individually reviewed. A distinction is made between negative revaluations due to general market fluctuations and due to issuer specific developments. The impairment review focuses on issuer specific developments regarding financial condition and future prospects, taking into account the intent and ability to hold the securities under the Group's long term investment strategy.

If there is objective evidence that the cost may not be recovered, an available-for-sale equity security is considered to be impaired. Objective evidence that the cost may not be recovered, in addition to qualitative impairment criteria, include a significant or prolonged decline in the fair value below cost. The Group's policy considers a significant decline to be one in which the fair value is below the weighted-average cost by more than 30% and a prolonged decline to be one in which fair value is below the weighted-average cost for greater than one year. This policy is applied by all subsidiaries at the individual security level.

If an available-for-sale equity security is impaired based upon the Group's qualitative or quantitative impairment criteria, any further declines in the fair value at subsequent reporting dates are recognized as impairments. Therefore, at each reporting period, for an equity security that is determined to be impaired based upon the Group's impairment criteria, an impairment is recognized for the difference between the fair value and the original cost basis, less any previously recognized impairments.

For held to maturity financial assets and loans and receivables carried at amortised cost, the amount of the loss is measured as the difference between the financial asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. Any impairment loss is recorded in the income statement.

In relation to trade receivables, a provision for impairment is made when there is objective evidence (such as the probability of insolvency or significant financial difficulties of the debtor) that the Group will not be able to collect all of the amounts due under the original terms of the invoice. The carrying amount of the receivable is reduced through use of an allowance account. Impaired debts are derecognized when they are assessed as uncollectible.

2. Significant Accounting Policies *(continued)*

viii. Foreign currency translation

Foreign currency transactions
The consolidated financial statements are presented in Trinidad and Tobago dollars (expressed in thousands), which is the currency of the primary economic environment in which the Group operates. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

Transactions in foreign currencies are initially recorded in the functional currency at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Trinidad and Tobago dollars at the rate of exchange ruling at the balance sheet date. Non-monetary assets and liabilities are translated using exchange rates that existed when the values were determined. Exchange differences on foreign currency transactions are recognized in the income statement.

Foreign entities
On consolidation, assets and liabilities of foreign entities are translated into Trinidad and Tobago dollars at the rate of exchange ruling at the balance sheet date and their income statements are translated at the weighted average exchange rates for the year. The exchange differences arising on re-translation are taken directly to reserves. On disposal of a foreign operation, the deferred cumulative amount recognized in equity relating to that particular foreign operation is recognized in the consolidated income statement.

ix. Property, plant and equipment

Property, plant and equipment held for use in the production or supply of goods and services, or for administrative purposes, are stated in the balance sheet at cost less accumulated depreciation and accumulated impairment losses.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, only when it is probable that future economic benefits will accrue to the Group and the cost can be measured reliably. All other repairs and maintenance are charged to the income statement when incurred.

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

2. Significant Accounting Policies *(continued)*

ix. Property, plant and equipment (continued)

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

The estimated useful lives of property, plant and equipment is reviewed and adjusted if appropriate, at each financial year end.

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

x. Investment properties

Investment properties principally comprise office buildings and land not occupied by the Group, which is held for long term rental yields and capital appreciation. Investment properties are classified as non-current assets and carried at cost less accumulated depreciation and accumulated impairment losses. Buildings are depreciated on a straight line basis at a rate of 2% per annum. Land is not depreciated.

Investment properties are derecognized when either they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefits are expected. Any gain or loss arising on disposal is recognized in the income statement.

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

xi. Investments

The Group classifies its investments into the following categories: held to maturity financial assets, available for sale financial assets, financial assets at fair value through income statement and loans and advances. The classification depends on the purpose for which the investments were acquired or originated.

The Group has unquoted stock within the investments portfolio that is quoted at cost as a result of there being insufficient detailed financial and cash flow information upon which to make informed valuation decisions.

All regular way purchases and sales of financial assets are recognised on the settlement date.

2. Significant Accounting Policies *(continued)*

xi. **Investments** (continued)

All investments are initially recognised at cost, being the fair value plus, in the case of financial assets not at fair value through income statement, the transaction costs that are directly attributable to the acquisition of the investment. A financial asset shall be derecognised when the contractual right to receive cash flows expires or when the asset is transferred.

Held to maturity financial assets comprise fixed or determinable income securities that the Group has the positive intention and ability to hold until maturity. After initial measurement, held to maturity financial assets are measured at amortized cost. Premiums and discounts are amortised over the life of the instrument using the effective interest rate method. The amortisation of premiums and discounts is taken to the income statement.

Available for sale financial assets are securities intended to be held for an indefinite period of time, but may be sold in response to needs for liquidity or changes in interest rates, exchange rates, or equity prices. After initial recognition, available for sale financial assets are measured at fair value, based on quoted market prices where available or discounted cash flow models.

Fair values for unlisted securities are estimated using applicable price/earnings or price/cash flow ratios refined to reflect the specific circumstances of the issuer. Unrealised gains and losses are reported within equity until the investment is derecognised or the investment is determined to be impaired, net of deferred tax. On derecognition or impairment, the cumulative gain or loss previously reported in equity is transferred to the income statement.

Financial assets at fair value through the income statement have all been designated financial assets held for trading and those designated at fair value through the income statement at inception. These investments are held in portfolios managed by international investment institution's and comprise international equities, corporate and sovereign bonds and structured products such as hedge funds and principal protected investment notes. These are initially recorded at cost and subsequently measured at fair value. Fair value and realised gains and losses adjustments are recorded in the income statement.

Loans and advances are financial assets with fixed or determinable payments. Loans and advances are measured at amortised cost, using the effective interest method. Investments in leased assets and other instalment loans are stated net of unearned interest and provisions for doubtful loans.

2. Significant Accounting Policies *(continued)*

xii. Leases

Leases where the Group is the Lessor and transfers substantially all the risks and rewards of ownership of the leased asset to the lessee is treated as a finance lease. The amount due from customers under such finance lease arrangements is presented on the balance sheet as loans and advances.

xiii. Inventories

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

xiv. Trade and other receivables

Trade and other receivables which generally have 30-90 day terms are recognized and carried at original invoice amounts less an allowance for any uncollectible amounts. An estimate for doubtful debts is established when there is objective evidence that the amount will not be collected according to the original terms of the invoice. When a trade receivable is uncollectible, it is written off against the allowance accounts for trade receivables.

xv. Reinsurance assets

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

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

xvi. Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks and other short term deposits with original maturity of three months or less, net of bank overdrafts. They are carried at cost which approximates their fair value.

2. Significant Accounting Policies *(continued)*

xvii. Income taxes

Current income tax
Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the balance sheet date.

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

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

Deferred income tax relating to items recognized directly in equity is recognized in equity and not in the income statement.

xviii. Employee benefits

The Group operates a number of defined benefit plans, the assets of which are generally held in separate trustee-administered funds. The pension plans are generally funded by payments from employees and by the relevant Group companies, taking account of the rules of the pension plans and recommendations of independent qualified actuaries.

The pension accounting costs for the plans are assessed using the projected unit credit method. Under this method the cost of providing pensions is charged to the income statement so as to spread the regular cost over the service lives of the employees in accordance with the advice of qualified actuaries who carry out a full funding valuation of the plans every three years.

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

Actuarial gains and losses are amortized over the expected average remaining working lives of the participating employees.

2. Significant Accounting Policies *(continued)*

xix. Interest bearing debt and borrowings

Borrowings and interest bearing debt are initially recognized at the fair value of the consideration received, net of transaction costs incurred. After initial recognition, these borrowings are subsequently measured at amortized cost using the effective interest rate method. Amortized cost is calculated by taking into account any transaction cost, discount or premium on issue. Gains and losses are recognized in the income statement when the liabilities are derecognized, as well as through the amortization process.

xx. Borrowing costs

Borrowing costs are recognized as an expense in the period in which they are incurred.

xxi. Stated capital

Ordinary stated capital is classified within equity and is recognized at the fair value of the consideration received by the Company. As equity is repurchased, the amount of consideration paid is recognized as a charge to equity and reported in the balance sheet as treasury shares.

xxii. Share based payment transactions

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

The cost of equity settled transactions is recognized, together with a corresponding increase in equity, over the period in which the performance and/or service conditions are fulfilled, ending on the date on which the relevant executive becomes fully entitled to the award (the vesting date). The cumulative expense recognized at each reporting date reflects the extent of which the vesting period has expired and the Group's best estimate of the number of equity instruments that will ultimately vest. The income statement expense or credit for the period represents the movement in cumulative expense recognized as at the beginning and end of that period. No expense is recognized for awards that do not ultimately vest, except for awards where vesting is conditional upon a market condition, which are treated as vesting irrespective of whether or not the market condition is satisfied, provided that all other performance and/or service conditions are satisfied.

The dilutive effect of outstanding options is reflected as an additional share dilution in the computation of earnings per share (see note 25).

2. Significant Accounting Policies *(continued)*

xxiii. Employee share ownership plan ("ESOP")

As stated in note 15, the Group operates an ESOP, whereby employees of the Group have the option to receive a percentage of their profit share bonuses in the form of ordinary shares of the parent company. The Group recognizes an expense within staff costs when bonuses are awarded. Shares acquired by the ESOP are funded by parent company contributions and the cost of the unallocated ESOP shares is presented as a separate component within equity (treasury shares).

xxiv. Treasury shares

Own equity instruments which are re-acquired ("treasury shares") are deducted from equity. No gain or loss is recognized in the income statement on the purchase, sale, issue or cancellation of the Group's own equity instruments. Such treasury shares are presented separately within equity and are stated at cost.

xxv. Product classification

Insurance contracts
Insurance contracts are defined as those containing significant insurance risk at the inception of the contract. The significance of insurance risk is dependant on both the probability of an insured event and the magnitude of its potential effect. These contracts are with and without discretionary participation features "DPF". For insurance contracts with DPFs, the guaranteed element has not been recognized separately.

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

Investment contracts
Any contracts not considered insurance contracts under IFRS are classified as investment contracts. Deposits collected and benefit payments under investment contracts are not accounted for through the income statement, but are accounted for directly through the balance sheet as a movement in the investment contract liability.

2. Significant Accounting Policies *(continued)*

xxvi. Insurance contract liabilities

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

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

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

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

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

Liability adequacy test
In accordance with IFRS 4, reserving for liabilities existing as at the balance sheet date from property and casualty lines of business has been tested for adequacy.

The conclusion reached was that the carrying amounts of the insurance liabilities of the General Insurance Subsidiary as at December 31, 2008, in respect of IBNR claims and claims from unexpired contracts were adequate.

xxvii. Trade and other payables

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

2. Significant Accounting Policies *(continued)*

xxviii. Provisions

Provisions are recognized when the Group has a present obligation (legal or constructive) as a result of a past event, where it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

xxix. Revenue recognition

Revenue is recognized to the extent that it is probable that economic benefits will flow to the Group and the revenue can be reliably measured. Revenue is measured at the fair value of the consideration received, excluding discounts, rebates, and other sales taxes. The following specific recognition criteria applies to the relevant category of revenue:

Sales to third parties
Revenue from the sale of products to third parties is recognized when the significant risks and rewards of ownership have passed to the buyer and the amounts can be measured reliably.

Rendering of services
Revenue is recognized in the accounting period in which the services are rendered by reference to the stage of completion.

Interest income
Income from loans and advances including origination fees is recognized on an amortised basis. Interest is accounted for on the accruals basis except where a loan becomes contractually three months in arrears, in which case the interest is suspended and then accounted for on a cash basis until the loan is brought up to date. Interest income from investments is recognized in the income statement as it accrues, taking into account the effective yield of the asset or an applicable floating rate. Other interest income is recognized as the interest accrues, unless collectibility is in doubt.

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

2. Significant Accounting Policies *(continued)*

xxix. Revenue recognition (continued)

Premium income
Premiums from life insurance contracts are recognized as revenue when payable by the policyholders. For single premium business this is the date from which the policy is effective.

For non-life business, premiums written are recognized on policy inception and earned on a pro-rated basis over the term of the related policy coverage.

Rental income
Rental income arising on investment properties under operating lease is accounted for on a straight-line basis over the lease term.

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

xxx. Benefits and claims

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

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

xxxi. Deposit insurance contribution

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

2. Significant Accounting Policies *(continued)*

xxxii. Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is fair value as at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and any accumulated impairment losses. Internally generated intangible, excluding capitalized development costs, are not capitalized and expenditure is reflected in the statement of income in the year in which the expenditure is incurred. The useful lives of intangible assets have been assessed as indefinite.

Intangible assets with indefinite lives are not amortised, but are tested for impairment annually either individually or at the cash generating level. The assessment of indefinite life is reviewed annually, to determine whether the indefinite life continues to be supportable, if not, the change in useful live from indefinite to finite is made on a prospective basis.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the income statement when the asset is derecognised.

(Expressed in thousands of Trinidad & Tobago dollars)

3. Property, Plant and Equipment

Year ended December 31, 2008	Land & building freehold	Land & building leasehold	Plant	Other assets	Capital W.I.P.	Total
Gross carrying amounts, January 1, 2008	512,132	57,234	1,350,791	607,339	80,830	2,608,326
Subsidiary acquired (note 32)	20,343	4,191	11,069	9,387	–	44,990
Additions	30,071	2,179	56,809	120,809	32,903	242,771
Transfers from work in progress	2,835	110	68,640	5,273	(76,858)	–
Transfers to investment properties (note 4)	(410)	–	–	–	–	(410)
Disposals, write downs and other movements	(35,271)	(1,654)	(78,819)	(84,609)	–	(200,353)
Gross carrying amounts, December 31, 2008	529,700	62,060	1,408,490	658,199	36,875	2,695,324
Accumulated depreciation, January 1, 2008	105,670	10,771	702,814	336,850	–	1,156,105
Subsidiary acquired (note 32)	2,380	1,556	6,604	6,996	–	17,536
Depreciation	9,838	1,670	97,317	84,161	–	192,986
Disposals, write downs and other movements	(18,266)	(5)	(54,895)	(52,357)	–	(125,523)
Accumulated depreciation, December 31, 2008	99,622	13,992	751,840	375,650	–	1,241,104
Net carrying amounts, December 31, 2008	430,078	48,068	656,650	282,549	36,875	1,454,220

(Expressed in thousands of Trinidad & Tobago dollars)

3. Property, Plant and Equipment *(continued)*

Year ended December 31, 2007	Land & building freehold	Land & building leasehold	Plant	Other assets	Capital W.I.P.	Total
Gross carrying amounts, January 1, 2008	529,548	56,043	1,134,901	555,794	96,767	2,373,053
Additions	12,647	1,094	139,676	136,342	98,129	387,888
Transfers from work in progress	9,133	86	104,684	163	(114,066)	–
Transfers to investment properties (note 4)	(522)	–	–	–	–	(522)
Disposals, write downs and other movements	(38,674)	11	(28,470)	(84,960)	–	(152,093)
Gross carrying amounts, December 31, 2007	512,132	57,234	1,350,791	607,339	80,830	2,608,326
Accumulated depreciation, January 1, 2007	103,928	8,962	641,129	313,845	–	1,067,864
Depreciation	8,776	1,809	89,245	76,716	–	176,546
Disposals, write downs and other movements	(7,034)	–	(27,560)	(53,711)	–	(88,305)
Accumulated depreciation, December 31, 2007	105,670	10,771	702,814	336,850	–	1,156,105
Net carrying amounts, December 31, 2007	406,462	46,463	647,977	270,489	80,830	1,452,221

(Expressed in thousands of Trinidad & Tobago dollars)

4. Investment Properties

	2008	2007
Balance January 1	105,164	88,110
Additions	140	18,037
Transfers from property, plant and equipment (net – note 3)	410	522
Depreciation for the year	(1,966)	(1,505)
Balance December 31	**103,748**	105,164
Investment properties at cost	116,315	115,765
Accumulated depreciation	(12,567)	(10,601)
Net carrying amount	**103,748**	105,164

The property rental income earned by the Group during the year from its investment properties, amounted to $30,247 (2007: $27,739). Direct operating expenses arising on the investment properties amounted to $10,572 (2007: $9,154).

5. Intangible Assets

	Goodwill	Brand	Total
Gross carrying amounts, January 1, 2008	36,002	–	36,002
Acquisitions during the year (Note 32)	6,167	14,108	20,275
Gross carrying amounts, December 31, 2008	42,169	14,108	56,277
Accumulated impairment, January 1, 2008	(8,381)	–	(8,381)
Impairment charge for the year	–	–	–
Accumulated impairment, December 31, 2008	(8,381)	–	(8,381)
Net carrying amounts, December 31, 2008	33,788	14,108	47,896
Net carrying amounts, December 31, 2007	27,621	–	27,621

Goodwill
In accordance with International Financial Reporting Standard 3: Business Combinations, goodwill acquired through business combinations has been allocated to the Group's cash generating units that are expected to benefit from the synergies of the combination. Impairment is determined by assessing the recoverable amount of the cash generating units to which goodwill relates.

(Expressed in thousands of Trinidad & Tobago dollars)

5. Intangible Assets *(continued)*

Impairment testing of goodwill

Goodwill arising through business combinations was generated by the acquisition of Grenada Breweries Limited in 2002, A.S. Bryden and Sons (Barbados) Limited in 2004, Sissons Paints Limited in 2008 and Food Service Products Limited in 2008 (a subsidiary of ANSA McAL (Barbados) Limited).

The following table highlights the goodwill and impairment information for each cash generating unit:

	Grenada Breweries Ltd.	A.S. Bryden & Sons (Barbados) Ltd.	Sissons Paints Limited
Carrying amount of goodwill	1,134	26,487	6,167
Basis of recoverable amount	Value in use	Value in use	Value in use
Discount rate	15%	7.75%	15%
Cash flow projection term	Five years	Five years	Five years
Growth rate (extrapolation period)	1%	5%	1%

The values assigned to key assumptions reflect past experience. The recoverable amount of business units has been determined based on value in use calculations using pre-tax cash flow projections based on financial budgets approved by the Board of Directors of the respective companies.

Brand
Intangible assets acquired in 2008, represents the brand acquired from the acquisition of Sissons Paints Limited (refer to Note 32). The brand is recognized at the fair value at the acquisition date. Subsequent to initial recognition, the brand is carried at cost and is expected to have an indefinite life and no impairment charge has been recognized to date.

6. Investment in Associates and Joint Venture Interests

	2008	2007
Associated companies	221,422	202,108
Joint venture interests	41,122	57,324
	262,544	259,432

Associated companies
The Group's investment in associated companies consists of a 40% ownership interest in Trinidad Lands Limited and various interests (23.5 – 49.5%) held by ANSA McAL (Barbados) Limited.

(Expressed in thousands of Trinidad & Tobago dollars)

6. Investment in Associates and Joint Venture Interests *(continued)*

Associated companies *(continued)*

The Group's share of results, assets and liabilities of the associates are as follows:

	2008	2007
Assets:		
Non-current assets	190,842	176,126
Current assets	181,805	146,964
	372,647	323,090
Liabilities:		
Non-current liabilities	36,197	25,315
Current liabilities	115,028	95,667
	151,225	120,982
Net assets	**221,422**	202,108
Share of the associates' results:		
Revenue	**424,506**	389,874
Profit after taxation	**21,049**	20,526

Joint venture interests

The Group has a 50% interest in joint venture companies, Caribbean Roof Tile Company Limited, a company incorporated in the Republic of Trinidad and Tobago and US Tiles Incorporated, a company incorporated in the United States of America. Collectively, the companies are involved in the manufacture and sale of clay roof tile products and commenced commercial production and distribution in 2006.

(Expressed in thousands of Trinidad & Tobago dollars)

6. Investment in Associates and Joint Venture Interests *(continued)*

Joint venture interests *(continued)*

The Group's share of results, assets and liabilities of the joint ventures are as follows:

	2008	2007
Assets:		
Non-current assets	50,415	50,825
Current assets	17,003	24,135
	67,418	74,960
Liabilities:		
Non-current liabilities	12,687	4,448
Current liabilities	13,609	13,188
	26,296	17,636
Net assets	**41,122**	57,324
Share of joint ventures' income and expenses:		
Revenue	12,730	17,213
Cost of sales	(19,844)	(23,995)
Other income	33	–
Administrative expenses	(3,042)	(7,184)
Loss for the year	(10,123)	(13,966)
Proportionate interest in joint ventures' commitments	**2,918**	668

7. Investments

	2008	2007
Held to maturity financial assets		
Corporate bonds	968,348	861,886
Government securities	299,474	187,162
	1,267,822	1,049,048
Available for sale financial assets		
Quoted securities	245,245	253,639
Bonds and debentures	1,166,864	1,183,812
Mutual funds	6,980	49
Unquoted securities	4,293	3,701
	1,423,382	1,441,201
Financial assets at fair value through income statement		
Bonds and debentures	105,296	96,781
Quoted and other securities	**153,251**	218,144
	258,547	314,925

(Expressed in thousands of Trinidad & Tobago dollars)

8. Assets Pledged

	2008	2007
Cash and short term funds	174,411	374,324
Loans and advances	458,043	421,830
Government/Government Guaranteed and Corporate bonds	1,367,520	1,028,383
Equities	269,521	232,512
Real Estate	22,000	22,000
Other	74,790	–
	2,366,285	2,079,049

Under the provisions of the Insurance Act, 1980 the Group has established and maintains a statutory fund and a statutory deposit of which the assets are pledged and held to the order of the Inspector of Financial Institutions. In addition the depositors liabilities are secured against the above pledged assets held under a declaration of Trust dated February 18, 1999.

9. LOANS AND ADVANCES

	2008	2007
Hire purchase	1,198,447	1,035,107
Finance leases	39,214	177,450
Other loans and advances	204,566	253,172
	1,442,227	1,465,729
Less: Unearned finance charges	(243,209)	(237,960)
	1,199,018	1,227,769
Less: Provision for leases and other loan losses	(14,269)	(11,560)
	1,184,749	1,216,209
Current portion	(283,778)	(268,150)
	900,971	948,059
Maturity profile of loans and receivables:		
Amounts due:		
Within 1 year	283,778	268,150
Over 1 to 5 years	797,597	796,917
Over 5 years	103,374	151,142
	1,184,749	1,216,209

(Expressed in thousands of Trinidad & Tobago dollars)

9. Loans and Advances *(continued)*

This balance includes amounts receivable under hire purchase and finance lease agreements in the financial statements of the various subsidiary companies that are financial institutions. Also included, are other interest bearing loans and advances of the Group which are stated at amortized cost.

	2008	2007
Sectoral analysis of loans and advances:		
Personal	456,394	766,174
Commercial	334,211	268,158
Professional and other services	394,144	181,877
	1,184,749	1,216,209

The carrying value of non performing loans amounted to $20,593 (2007: $12,586). The movement in specific provision on non performing loans and advances are as follows:

	2008			2007		
	Hire purchase	**Finance leases**	**Total**	**Hire purchase**	**Finance leases**	**Total**
Balance at January 1	5,018	6,542	11,560	17,726	6,992	24,718
Charge for the year	2,200	5,511	7,711	1,249	3,942	5,191
Recoveries	(13)	(5)	(18)	(1,272)	(134)	(1,406)
Amounts written off	(1,276)	(3,708)	(4,984)	(12,685)	(4,258)	(16,943)
At December 31	**5,929**	**8,340**	**14,269**	5,018	6,542	11,560

10. Deferred Taxation

Components of the deferred tax asset are as follows:

	2008	2007
Unutilised tax losses	27,477	29,716
Employee benefit liability, finance leases and others	38,418	19,951
	65,895	49,667

Components of the deferred tax liability are as follows:

	2008	2007
Property, plant and equipment	156,393	159,629
Employee benefit asset	130,834	111,117
Unrealised investment gains and others	76,322	74,108
	363,549	344,854

(Expressed in thousands of Trinidad & Tobago dollars)

11. Employee Benefits

	2008	2007
Employee benefit asset		
Trinidad & Tobago plans (see note 11 (a))	518,365	440,098
Overseas plans (see note 11 (b))	4,970	4,366
	523,335	444,464
Employee benefit liability		
Trinidad & Tobago plans (see note 11 (a))	55,818	48,492
Overseas plans (see note 11 (b))	9,950	7,852
	65,768	56,344

(a) Trinidad and Tobago plans

The amounts recognized in the balance sheet are as follows:

Defined benefit pension plans 2007	Defined benefit pension plans **2008**		Post-retirement health benefits **2008**	Post-retirement health benefits 2007
373,641	397,673	Present value of obligations	62,674	59,988
(963,276)	(977,372)	Fair value of plan assets	–	–
(589,635)	(579,699)	Benefit (surplus)/deficit	62,674	59,988
27,754	2,932	Unrecognized actuarial gains/(losses)	(1,769)	(3,515)
(561,881)	(576,767)	Benefit (asset)/liability	60,905	56,473
121,783	58,402	Unrecognized portion	(5,087)	(7,981)
(440,098)	**(518,365)**	Recognized portion	**55,818**	48,492

Based on the report of the Pension Plans' actuary, the present value of any economic benefits available in the form of reductions in future contributions to the defined benefit plans has been limited in accordance with IAS 19: Employee Benefits.

(Expressed in thousands of Trinidad & Tobago dollars)

11. Employee Benefits *(continued)*

The amounts recognized in the income statement are as follows:

Defined benefit pension plans 2007	Defined benefit pension plans 2008		Post-retirement health benefits 2008	Post-retirement health benefits 2007
15,456	16,446	Current service cost	4,654	3,121
265	–	Past service cost	–	–
30,466	33,032	Interest on obligation	4,455	4,427
(2,742)	34,114	Recognized loss/(gain)	828	2,440
(84,310)	(88,967)	Expected return on plan assets	–	–
(40,865)	(5,375)		9,937	9,988
(43,798)	(65,337)	Decrease in unrecognized portion	–	–
(84,663)	**(70,712)**	Recognized portion	**9,937**	9,988

Return on plan assets

Defined benefit pension plans 2007	Defined benefit pension plans 2008		Post-retirement health benefits 2008	Post-retirement health benefits 2007
84,310	88,967	Expected return on plan assets	–	–
(31,980)	(71,937)	Actuarial loss on plan assets	–	–
52,330	**17,030**	Actual return on plan assets	**–**	–

Movements in the net (asset)/liability recognized in the balance sheet are as follows:

Defined benefit pension plans 2007	Defined benefit pension plans 2008		Post-retirement health benefits 2008	Post-retirement health benefits 2007
(348,269)	(440,098)	Net (asset)/liability at start of year	48,492	40,561
(84,663)	(70,712)	Net (income)/expense recognized in the income statement	9,937	9,988
(7,166)	(7,555)	Contributions/benefits paid	(2,611)	(2,057)
(440,098)	**(518,365)**	Net (asset)/liability at end of year	**55,818**	48,492

(Expressed in thousands of Trinidad & Tobago dollars)

11. Employee Benefits *(continued)*

Changes in the present value of the defined benefit obligation are as follows:

	Defined – benefit pension plans	Post-retirement health benefits
Defined benefit obligation at January 1, 2007	343,235	55,544
Current service cost	15,456	3,121
Plan participant contributions	7,166	–
Past Service	265	–
Interest cost	30,466	4,427
Actuarial (gains)/losses on obligation	(7,631)	(2,771)
Other movements	–	1,724
Benefits paid	(15,316)	(2,057)
Defined benefit obligation at December 31, 2007	373,641	59,988
Current service cost	16,446	4,654
Plan participant contributions	7,555	–
Past service cost	–	–
Interest cost	33,032	4,455
Actuarial gains on obligation	(14,957)	(6,027)
Other movements	–	2,215
Benefits paid	(18,044)	(2,611)
Defined benefit obligation at December 31, 2008	397,673	62,674

(Expressed in thousands of Trinidad & Tobago dollars)

11. Employee Benefits *(continued)*

Changes in the present value of the defined benefit obligation are as follows:

	Defined – benefit pension plans	Post-retirement health benefits
Fair value of plan assets at January 1, 2007	912,907	–
Expected return on plan assets	84,310	–
Actuarial losses on plan assets	(31,980)	
Employer contributions for current service	6,898	2,057
Plan participant contributions for current service	6,898	–
Employer contributions for transfers in	265	–
Plan participant contribution for transfers in	231	–
Other movements	(937)	–
Benefits paid	(15,316)	(2,057)
Fair value of plan assets at December 31, 2007	963,276	–
Expected return on plan assets	88,967	–
Actuarial losses on plan assets	(71,937)	–
Employer contributions for current service	7,555	2,611
Plan participant contributions for current service	7,555	–
Employer contributions for past service	–	–
Plan participant contributions for past service	–	–
Other movements	–	–
Benefits paid	(18,044)	(2,611)
Fair value of plan assets at December 31, 2008	977,372	–

The major categories of plan assets as a percentage of total plan assets are as follows:

	2008	2007
Local equities	27 %	36 %
Local bonds	33 %	24 %
Foreign investments	18 %	15 %
Real estate/mortgages	2 %	2 %
Mutual funds	8 %	10 %
Short term securities	12 %	13 %

The Group is expected to contribute $7,933 to its defined benefit plan in 2009.

(Expressed in thousands of Trinidad & Tobago dollars)

11. Employee Benefits *(continued)*

Principal actuarial assumptions at the balance sheet date:

	2008	2007
Discount rate at December 31	8.75 %	8-8.5 %
Expected return on plan assets at December 31	9.25 %	9.25 %
Future salary increases	7.5 %	6-7.5 %
Future medical claims inflation	5 %	5 %

Experience history for the current and previous two periods is as follows:

	2008	2007	2006
Employee benefit asset			
Defined benefit obligation	397,673	373,641	343,235
Plan assets	(977,372)	(963,276)	(912,907)
Surplus	(579,699)	(589,635)	(569,672)
Experience adjustments on plan liabilities	(14,957)	(7,631)	(11,380)
Experience adjustments on plan assets	(71,937)	(31,980)	(59,210)
Post retirement-health benefits			
Defined benefit obligation	62,674	59,988	55,544
Deficit	62,674	59,988	55,544
Experience adjustments on plan liabilities	(6,027)	(2,771)	784

A one percentage point change in the assumed rate of increase in medical claims inflation would have the following effects:

	Increase	**Decrease**
2008		
Effect on the aggregate current service cost and interest cost	958	(731)
Defined benefit obligation	5,016	(3,975)
2007		
Effect on the aggregate current service cost and interest cost	873	(671)
Defined benefit obligation	4,859	(3,831)

(Expressed in thousands of Trinidad & Tobago dollars)

11. Employee Benefits *(continued)*

(b) Overseas plans

The amounts recognized in the balance sheet are as follows:

Defined benefit pension plans 2007	Defined benefit pension plans 2008		Post-retirement health benefits 2008	Post-retirement health benefits 2007
117,396	119,343	Present value of obligations	12,970	12,058
(122,396)	(119,123)	Fair value of plan assets	–	–
(5,000)	220	Benefit (surplus)/deficit	12,970	12,058
634	(5,190)	Unrecognised actuarial (losses)/gains	(3,020)	(4,206)
(4,366)	**(4,970)**	Benefit (asset)/liability	**9,950**	7,852

The amounts recognized in the income statement are as follows:

Defined benefit pension plans 2007	Defined benefit pension plans 2008		Post-retirement health benefits 2008	Post-retirement health benefits 2007
3,685	3,727	Current service cost	763	862
8,947	8,911	Interest on obligation	945	1,057
4,034	–	Past service costs	–	6,117
1,053	(142)	Actuarial (gains)/losses recognised	822	120
(9,013)	(9,260)	Expected return on plan assets	–	–
8,706	**3,236**	Recognized portion	**2,530**	8,156

Return on plan assets

Defined benefit pension plans 2007	Defined benefit pension plans 2008		Post-retirement health benefits 2008	Post-retirement health benefits 2007
9,013	9,260	Expected return on plan assets	–	–
2,156	(9,761)	Actuarial (loss)/gain on plan assets	–	–
11,169	**(501)**	Actual return on plan assets	**–**	–

(Expressed in thousands of Trinidad & Tobago dollars)

11. Employee Benefits

(b) Overseas plans (continued)

Movements in net (asset)/liability recognized in the balance sheet is as follows:

Defined benefit pension plans 2007	Defined benefit pension plans 2008		Post-retirement health benefits 2008	Post-retirement health benefits 2007
(10,296)	(4,366)	Net (asset)/liability at start of year	7,852	–
8,706	3,236	Net expense recognized in the income statement	2,530	8,156
(2,776)	(3,840)	Contributions/benefits paid	(432)	(304)
(4,366)	**(4,970)**	Net (asset)/Liability at end of year	**9,950**	7,852

Changes in the present value of the defined benefit obligation are as follows:

	Defined benefit pension plans	Post-retirement health benefits
Defined benefit obligation at January 1, 2007	111,237	–
Current service cost	3,685	862
Actuarial (gains)/losses on obligation	(4,681)	4,325
Interest cost	8,947	6,117
Past service cost – vested benefits	4,034	1,057
Other movements	(27)	
Benefits paid	(5,923)	(303)
Exchange differences on foreign plans	124	–
Defined benefit obligation at December 31, 2007	117,396	12,058
Current service cost	3,727	763
Actuarial gains on obligation	(4,218)	(260)
Interest cost	8,911	945
Other movements	2,104	–
Benefits paid	(5,879)	(432)
Exchange differences on foreign plans	(2698)	(104)
Defined benefit obligation at December 31, 2008	119,343	12,970

(Expressed in thousands of Trinidad & Tobago dollars)

11. Employee Benefits *(continued)*

(b) Overseas plans (continued)

Changes in the fair value of plan assets are as follows:

	Defined – benefit pension plans	Post-retirement health benefits
Fair value of plan assets at January 1, 2007	113,543	
Expected return on plan assets	9,013	–
Actuarial gain on plan assets	2,156	–
Employer contributions for current service	4,972	303
Other movements	(1,497)	–
Benefits paid	(5,923)	(303)
Exchange differences on foreign plans	132	–
Fair value of plan assets at December 31, 2007	122,396	–
Expected return on plan assets	9,260	–
Actuarial losses on plan assets	(9,761)	–
Employer contributions for current service	6,178	432
Other movements	-	–
Benefits paid	(5,879)	(432)
Exchange differences on foreign plans	(3,071)	–
Fair value of plan assets at December 31, 2008	119,123	-

The major categories of plan assets as a percentage of the fair value of total plan assets are as follows:

	2008	2007
Equities	40 %	48 %
Bonds	26 %	40 %
Property	11 %	11 %
Mortgages	19 %	–
Other	4 %	1 %

The Group is expected to contribute $3,733 to its defined benefit plan in 2009.

(Expressed in thousands of Trinidad & Tobago dollars)

11. Employee Benefits *(continued)*

(b) Overseas plans (continued)

Principal actuarial assumptions at the balance sheet date:

		2008	2007
Discount rate at December 31		7.5 %	7.75 %
Expected return on plan assets at December 31		7.5 %	7.75 %
Future salary increases		2 %	3 %
Future inflationary salary increases		4 %	3.5 %
Future pension increases		2 %	2.25 %
Future medical claims/premium inflation		4.75 %	5 %
Post retirement mortality for pensioners at 65:	Male	19	19
	Female	22	22

Experience history for the current and previous two periods is as follows:

	2008	2007	2006
Employee benefit asset			
Defined benefit obligation	119,343	117,396	111,237
Plan assets	(119,123)	(122,396)	(113,543)
Deficit/(surplus)	220	(5,000)	(2,306)
Experience adjustments on plan liabilities	4,185	(4,681)	1,723
Experience adjustments on plan assets	(9,761)	2,156	(7,294)
Post retirement-health benefits			
Defined benefit obligation	12,970	12,058	–
Deficit	12,970	12,058	–
Experience adjustments on plan liabilities	(3,128)	4,325	–

A one percentage point change in the assumed rate of increase in healthcare costs would have the following effects:

	Increase	Decrease
2008		
Effect on the aggregate current service cost and interest cost	2,158	(1,373)
Defined benefit obligation	15,615	(10,914)
2007		
Effect on the aggregate current service cost and interest cost	1,376	(877)
Defined benefit obligation	14,572	(1,011)

(Expressed in thousands of Trinidad & Tobago dollars)

12. Inventories

	2008	2007
Raw materials and work in progress	193,754	186,314
Finished goods and returnable containers	777,925	584,373
Goods in transit	150,460	178,942
Consumables and spares	81,388	76,732
	1,203,527	1,026,361

The amount of write down of inventories recognized as an expense for the year amounted to $2,270 (2007: $14,247) and is recognized in cost of sales.

13. Trade and other Receivables

	2008	2007
Trade	600,020	481,868
Due from associated companies and joint venture interests	31,425	21,070
Due from other related parties	11,738	16,500
Reinsurance assets	67,738	100,266
Other receivables and prepayments	284,683	227,097
Taxation recoverable	11,289	7,760
	1,006,893	854,561

For terms and conditions relating to related party receivables, refer to note 31.

As at December 31, 2008, trade receivables at a value of $42,638 (2007: $38,148) were impaired and fully provided for. Movements in the provision for impairment of trade receivables were as follows:

	2008	2007
Balance at January 1	38,148	33,624
Charge for the year	4,490	4,524
Balance at December 31	**42,638**	38,148

(Expressed in thousands of Trinidad & Tobago dollars)

13. Trade and Other Receivables *(continued)*

As at December 31, the ageing analysis of trade receivables is as follows:

	Total	Neither past due nor impaired	Past due but not impaired: 30 to 90 days	Past due but not impaired: Over 90 days
2008	600,020	302,956	239,425	57,639
2007	481,868	244,535	183,909	53,424

14. Cash and Short term Deposits

	2008	2007
Cash and bank balances	348,353	522,929
Short term deposits	**454,461**	504,021
	802,814	1,026,950

For the purpose of the cash flow statement, cash and cash equivalents is derived as follows:

	2008	2007
Cash and short term deposits	802,814	1,026,950
Less: Central Bank reserve	(41,264)	(31,970)
Bank overdrafts and short term debt (note 16)	(36,475)	(146,742)
Cash and cash equivalents per cash flow	**725,075**	848,238

In accordance with the Financial Institutions Act, 1993 one of the Group's subsidiaries which is licensed under the provisions of the Act is required to maintain an account with the Central Bank of Trinidad and Tobago to be called a reserve which at present is to be equivalent to 9% of the average total liabilities of depositors of the institution. This reserve is non-interest bearing.

15. Stated Capital and Reserves

	2008	2007
Authorized		
2,500 6% Cumulative Preference shares of no par value		
Unlimited Ordinary Shares of no par value		
Issued and fully paid		
1,630 6% Cumulative Preference shares of no par value	163	163
175,533,805 (2007: 175,289,312) Ordinary Shares of no par value converted into ordinary stock transferable in units of no par value	157,122	152,983
	157,285	153,146

A reconciliation of the issued and fully paid ordinary stated capital is summarized as follows:

	# of units Thousands	$
At December 31, 2006	175,289	152,706
Value of equity settled share based compensation	–	277
At December 31, 2007	175,289	152,983
Value of equity settled share based compensation	–	1,569
Stock options exercised during the year	244	2,570
At December 31, 2008	175,533	157,122

Treasury shares

The number and value of own equity shares (treasury shares) held by the Group is:

	2008	2007
Treasury shares		
- Number of shares (000's)	3,880	3,854
- Value of shares (cost - $000's)	13,652	12,996

As detailed in note 2 (xxiii), the Group operates an Employee Share Ownership Plan (ESOP) in which shares purchased by the Plan are vested in the names of three trustees. The cost of these unallocated ESOP shares are accounted for and disclosed within equity as treasury shares.

Participation in the Plan is entirely voluntary and details are as follows:

	2008	2007
Number of members	401	391
Number of allocated shares (000's)	1,873	1,855
Market value of allocated shares held at December 31 ($000's)	91,496	89,021

(Expressed in thousands of Trinidad & Tobago dollars)

15. Stated Capital and other Reserves *(continued)*

Other reserves

	Attributable to equity holders of the Parent				
	Statutory reserve fund	Statutory surplus reserve	General currency reserve	Foreign loan loss & other	Total
Year ended December 31, 2007					
Balance at January 1, 2007	69,557	14,528	2,351	398,210	484,646
Realized gains transferred to income	–	–	–	(16,873)	(16,873)
Unrealized loss on available for sale financial assets	–	–	–	(14,044)	(14,044)
Foreign currency translation	-	–	–	1,223	1,223
Total income and expense for the year recognized directly in equity	-	–	–	(29,694)	(29,694)
Profit for the year	-	–	–	–	–
Total income and expense for the year	–	–	–	(29,694)	(29,694)
Transfers and other movements	10,771	–	2,144	(122,554)	(109,639)
Balance at December 31, 2007	80,328	14,528	4,495	245,962	345,313

(Expressed in thousands of Trinidad & Tobago dollars)

15. Stated Capital and other Reserves *(continued)*

Other reserves (continued)

	Attributable to equity holders of the Parent				
	Statutory reserve fund	Statutory surplus reserve	General currency reserve	Foreign loan loss & other	Total
Year ended December 31, 2008					
Balance at January 1, 2008	80,328	14,528	4,495	245,962	345,313
Realized gains transferred to income	–	–	–	(10,525)	(10,525)
Unrealized loss on available for sale financial assets	–	–	–	(93,170)	(93,170)
Foreign currency translation	–	–	–	(3,647)	(3,647)
Total income and expense for the year recognized directly in equity	–	–	–	(107,342)	(107,342)
Profit for the year	–	–	–	–	–
Total income and expense for the year	–	–	–	(107,342)	(107,342)
Transfers and other movements	11,155	–	(965)	(18,728)	(8,538)
Balance at December 31, 2008	91,483	14,528	3,530	119,892	229,433

(Expressed in thousands of Trinidad & Tobago dollars)

16. Short term Borrowings

	2008	2007
Bank overdrafts and short term debt (note 14)	36,475	146,742
Short term loan from Director	120,000	148,942
Other short term loans	–	146,058
Current portion of medium and long term debt	55,592	59,713
	212,067	501,455

The short term loan from Director is unsecured and bears interest at the rate of 8% per annum.

The other short term borrowings and medium and long-term debt are secured by mortgages and debentures creating fixed and floating charges on the assets and/or the parent company for certain subsidiaries. Fire insurance policies have been assigned as security in respect of the overdrafts of certain subsidiaries. Interest charges vary from 6.5% to 13% per annum (2007: 6.5% to 11.75%).

17. Amounts Due to Depositors

	2008	2007
Amounts due:		
Within 1 year	1,246,668	1,810,568
Over 1 year	1,277,299	572,830
	2,523,967	2,383,398

This balance represents deposit liabilities and other fund raising instruments included in the financial statements of the various subsidiary companies that are financial institutions.

	2008	2007
Sectoral analysis of depositors liabilities is as follows:		
Individuals	466,135	676,522
Pension funds/Credit Unions/trustees	65,389	430,705
Private companies/estates/financial institutions	1,992,443	1,276,171
	2,523,967	2,383,398

(Expressed in thousands of Trinidad & Tobago dollars)

18. Interest Bearing Debt and Borrowings

	2008	2007
RBTT Merchant Bank Limited	786,500	786,172
BNB Finance & Trust Corporation	146,261	149,666
Bank of Nova Scotia Trust Company (Caribbean) Limited	43,803	51,267
	976,564	987,105
Current portion	(3,673)	(6,896)
	972,891	980,209
Maturity profile of bonds payable:		
Due within 1 year	3,673	6,896
Due over 1 to 5 years	188,741	209,308
Due over 5 years	784,150	770,901
	976,564	987,105

RBTT Merchant Bank Limited

Interest on these bonds is payable quarterly in arrears and accrues at the fixed interest rate of 12.625% per annum. The bonds are secured by a charge on certain interest bearing assets of the Group. The bonds are payable by a single bullet payment on the maturity date (June 2016), however the Company has the option to repay the bonds after the expiration of seven years. These bonds are denominated in Trinidad and Tobago dollars.

BNB Finance & Trust Corporation

The bond is repayable in March 2011 and bears interest at rate of 5.25% per annum (2007: 5.25%). The bond is secured by a first legal debenture stamped to cover $191,106 over the fixed and floating assets of certain Group Companies, including assignment of the McAL Trading Inc. shares purchased. In addition, all risk insurance policy over property, furniture, fixtures and equipment has also been assigned to the bank. These bonds are denominated in Barbados dollars.

(Expressed in thousands of Trinidad & Tobago dollars)

18. Interest Bearing Debt and Borrowings *(continued)*

Bank of Nova Scotia Trust Company (Caribbean) Limited

This bond is structured into three (3) series as follows:

1. Series A – 12 year Bond – repayable in twenty (20) equal quarterly principal repayments commencing August 2010, bearing interest at 6.7% per annum (2007: 6.7%).
2. Series B – 7 year Bond – repayable in twenty (20) equal quarterly principal repayments which commenced in August 2006, bearing interest at 5.45% per annum (2007: 5.45%).
3. Series C – 5 year Bond – repayable in twelve (12) equal quarterly principal repayments which commenced in August 2006, bearing interest at 5.30% per annum (2007: 5.3%).

The bonds are secured by first and second debenture mortgages over a certain subsidiaries' fixed and floating assets stamped to secure $134,484 and an assignment of shares in certain associated companies. The debenture mortgage incorporates a negative pledge not to encumber the assets of the companies without consent of the bank. In addition, there are various covenants with which certain subsidiaries must comply under the terms of the bond facility. These bonds are denominated in Barbados dollars.

19. Trade and other Payables

	2008	2007
Trade	447,449	398,719
Due to associated companies and joint venture interests	13,783	12,787
Due to other related parties	26,039	34,922
Other payables and accruals	481,794	386,674
	969,065	833,102

For terms and conditions relating to related party payables, refer to Note 31.

(Expressed in thousands of Trinidad & Tobago dollars)

20. Profit from Operating Activities

	2008	2007
Revenue		
Sale of goods	4,536,207	4,261,430
Rendering of services	792,431	723,484
Total revenue	5,328,638	4,984,914
Cost of sales	(3,273,347)	(3,125,545)
Gross profit	2,055,291	1,859,369
Other income	178,712	206,764
Net gain on disposal of property, plant & equipment and investments	27,583	81,464
Staff costs	(382,608)	(335,278)
(Impairment)/recovery on investments	(51,532)	4,459
Depreciation	(95,819)	(88,806)
Other administrative, distribution and general costs	(744,435)	(688,488)
Operating profit	**987,192**	1,039,484

Depreciation included in cost of sales above amounts to $99,133 (2007: $89,245).

The global credit crisis and its ripple effect on the local and regional financial markets resulted in significant declines in market values in the latter part of the financial year. Management considers significant or prolonged declines in value below cost to be an indicator of impairment, and in accordance with the Group's accounting policy, these unrealized losses have been recognized as impairment charges through the consolidated income statement.

	2008	2007
The components of other income are as follows:		
Interest and investment income	187,028	115,311
Net (losses)/gains on assets at fair value through income statement	(78,601)	30,261
Rental income	32,648	31,646
Miscellaneous income	10,056	11,972
Commission income	8,011	8,088
Net exchange gains	8,056	6,571
Dividend income	9,074	1,555
Promotional income	1,840	1,024
Management and service fees	497	327
Royalty income	103	9
	178,712	206,764

(Expressed in thousands of Trinidad & Tobago dollars)

21. Finance Costs

	2008	2007
Interest on debt and borrowings	133,930	135,088
Interest on overdrafts and other finance costs	3,273	3,042
	137,203	138,130

22. Taxation

	2008	2007
Current year provision	179,394	153,436
Green fund levy	5,787	5,157
Adjustments to prior year tax provisions	(2,588)	1,170
Deferred tax (credit)/expense	(2,014)	38,389
	180,579	198,152
The provision for income tax is as follows:		
Current year and green fund levy:		
Trinidad and Tobago	166,001	144,061
Other countries	19,180	14,532
	185,181	158,593
Adjustments to prior year tax provisions:		
Trinidad and Tobago	(2,574)	1,208
Other countries	(14)	(38)
	(2,588)	1,170
Deferred taxes:		
Trinidad and Tobago	(2,790)	36,575
Other countries	776	1,814
	(2,014)	38,389

(Expressed in thousands of Trinidad & Tobago dollars)

22. Taxation *(continued)*

The following items represent the principal differences between income taxes computed at the aggregate statutory tax rates of all jurisdictions and the tax reported in the consolidated income statement:

	2008	2007
Taxes at aggregate statutory tax rates of all jurisdictions:		
Trinidad and Tobago	193,106	198,011
Other countries	24,353	24,495
	217,459	222,506
Differences resulting from:		
Exempt income	(44,597)	(48,974)
Allowances	(5,066)	(5,839)
Adjustments to prior year tax provisions	(2,588)	1,170
Tax losses utilized	(11,993)	(3,552)
Non-allowable expenses	15,937	5,195
Green fund and business levies	8,902	5,702
Other permanent differences	2,525	21,944
	180,579	198,152

The Group has unutilized tax losses of $160,426 (2007: $192,576) available for carry forward and to be applied against future taxable income of the Group. These losses have not yet been verified by the Board of Inland Revenue.

23. Dividends

	2008	2007
6% Cumulative Preference	10	10
2008: 30c Interim ordinary - paid (2007: 30c)	51,430	51,430
2007: 60c Final ordinary - paid (2006: 50c)	102,861	85,716
	154,301	137,156

During the year ended December 31, 2008, an interim dividend of 30 cents per ordinary share (amounting to $51,430) was declared and paid. The 2007 final ordinary dividend of 60 cents per ordinary share (amounting to $102,861) has been included as a charge against retained earnings in the current year.

In addition, on March 27, 2009 a final dividend of 70 cents (2007: 60 cents) per ordinary share in respect of 2008 has been declared by the Directors. This 2008 dividend amounting to $120,157 (2007: $102,861) is not recorded as a liability as at December 31, 2008.

(Expressed in thousands of Trinidad & Tobago dollars)

24. Contingent Liabilities and Capital Commitments

	2008	2007
(i) Bills discounted, performance and custom bonds, acceptances and other contingencies	105,678	62,847

(ii) Insurance claims

Claims have been filed by insureds who have suffered losses from events connected with the 27th July, 1990 coup attempt, for which reinsurers have denied liability. Several writs have been served against the Group and these are being defended. No provision has been made in these financial statements for these claims but provision has been made for the estimated costs of defending the legal actions arising there from. On the basis of the legal advice obtained, the directors are of the opinion that the Group is not liable under the respective policies of insurance.

The Group is contingently liable in respect of these matters to the maximum extent of $500 net of reinsurance recoveries.

(iii) Litigation

In the ordinary course of business, certain subsidiaries became defendants in various legal claims and proceedings. Provisions have been established where necessary based on the professional advice received. In the opinion of the Directors, the ultimate resolution of these proceedings would not give rise to any significant losses.

(iv) Capital commitments

	2008	2007
Contracts for capital expenditure and other commitments not accounted for in these financial statements	16,132	35,659

25. Earnings per Share

Basic earnings per share is computed by relating profit attributable to ordinary shareholders of the Parent (net of preference dividends) to the weighted average number of ordinary share units outstanding during the year. The weighted average number of shares has been adjusted for the removal of treasury shares.

Diluted earnings per share is computed by relating profit attributable to ordinary shareholders of the parent to the weighted average number of shares outstanding during the year plus the weighted average number of ordinary shares that would be issued on the conversion of all potential dilutive ordinary shares into issued ordinary shares.

	2008	2007
	$	$
Profit attributable to ordinary shareholders of the Parent (net of preference dividend) ($000's)	575,134	604,621
	Thousands	Thousands
Weighted average number of ordinary shares in issue (000's) – Basic	171,531	171,436
Effect of dilution of share options	415	595
Weighted average number of ordinary shares in issue (000's) – Diluted	171,946	172,031
Basic earnings per share	$ 3.35	$ 3 .53
Diluted earnings per share	$ 3.34	$ 3 .51

(Expressed in thousands of Trinidad & Tobago dollars)

26. Share Based Transactions

In accordance with the Ordinary Resolution approved by members in the General Meeting dated May 19, 1988, 6,000,000 share units were allocated for share options under the control of the Board of Directors. Of that number 4,024,493 were granted and exercised and 908,957 (2007: 847,595) have been granted but not yet exercised. 244,493 Options were exercised during 2008.
The following table summarizes the number and weighted average price of and movements in share options during the period:

	2008		2007	
	No. of options	Weighted Average exercise price per share ($)	No. of options	Weighted Average exercise price per share ($)
At 1 January	847,595	13.62	827,654	12.98
Granted	308,225	48.35	21,971	40.90
Forfeited	(2,370)	46.02	(2,030)	44.77
Expired	–	–	–	–
Exercised	(244,493)	10.51	–	–
At 31 December	**908,957**	26.15	847,595	13.62

Share options are granted to Senior Executives of the Group, and are settled by cash consideration. The exercise price of the granted options is equal to the market price of the shares at the grant date. Options are conditional on the Executives remaining in the Company's employ for periods ranging from a minimum of ten months to seven years after the date of issue. Thereafter, eligible Executives have one year within which to exercise the option.

The table below summarizes the share options that have been granted to Executives but have not been exercised at year end.

(Expressed in thousands of Trinidad & Tobago dollars)

26. Share Based Transactions *(continued)*

Tranche	Grant date	Number of options granted	Exercise price ($)	Fair value ($'000)	Expiry date
1	May 29, 2001	120,000	10.00	85	May 28, 2009
2	March 26, 2002	250,000	11.65	245	March 25, 2010
3	July 1, 2003	200,000	17.32	547	June 30, 2011
4	July 1, 2006	10,001	44.77	42	June 30, 2009
6	July 1, 2007	21,971	40.90	306	June 30, 2010
7	July 1, 2008	83,330	47.87	1,450	June 30, 2011
8	May 7, 2007	50,000	49.48	296	Dec 31, 2009
9	May 7, 2007	50,000	49.48	572	Dec 31, 2011
10	May 7, 2007	50,000	49.48	797	Dec 31, 2013
11	May 7, 2007	50,000	49.48	992	Dec 31, 2015
12	June 30, 2007	15,403	40.90	208	June 29, 2011
13	June 30, 2007	8,252	40.90	111	June 29, 2011
		908,957			

Tranche 5 and a portion of tranche 1 was exercised during the year.

The expense for share options charged within administrative expenses for the year was $1,569 (2007: $277)

The fair value of the equity settled share options granted was estimated using the binomial model.
The following summarizes the key inputs to the model:

	2008	2007
Risk free rate	7 – 7.5 % p.a.	6 – 7.5 % p.a.
Dividend growth rate	3 % p.a.	3 % p.a.
Volatility	12 % p.a.	12 % p.a.

27. Fair Values

With the exception of insurance contracts which are specifically excluded under IFRS 7, the estimated fair values of certain financial instruments have been determined using available market information or other appropriate valuation methodologies that require considerable judgment in interpreting market data and developing estimates. Accordingly, the estimates presented herein are not necessarily indicative of the amounts that the Group could realize in a current market exchange. The use of different assumptions and/or estimation methodologies may have a material effect on the estimated fair values.

27. Fair Values *(continued)*

The fair value information is based on information available to management as at the dates presented. Although management is not aware of any factors that would significantly affect the fair value amounts, such amounts have not been comprehensively revalued for the purposes of these financial statements and, therefore the current estimates of the fair value may be significantly different from the amounts presented herein.

The method and assumptions used to estimate the fair value of each class of financial instruments for which it is practical to estimate a value are as follows:

(i) Short term financial assets and liabilities

The carrying amounts of short term financial assets and liabilities comprising of the Group's cash and short term deposits, short term borrowings, amounts due to depositors, trade and other receivables and trade and other payables approximate their fair values because of the short term maturities of these instruments.

(ii) Investment securities

The fair value of trading investments is based on market quotations, when available. When market quotations are not readily available, fair values are based on discounted cash flows or estimated using quoted market prices of similar investments. In the absence of a market value, discounted cash flows will approximate fair value. This process relied on available market data to generate a yield curve for each country in which valuations were undertaken, using interpolated results where there were no market observable rates.

In pricing callable bonds, where information is available, the price of a callable bond is determined as at the call date using the Yield to Worst. For bonds with irregular cash flows (sinking funds, capitalization of interest, moratoria, amortizations or balloon payments) a process of iteration using the Internal Rate of Return is used to arrive at bond values. Yields on all tax-free bonds are grossed-up to correspond to similar taxable bonds at the prevailing rate of corporation tax.

(iii) Loans and advances

The estimated fair value for performing loans is computed as the future cash flows discounted and the yield to maturity based on the carrying values as the inherent rates of interest in the portfolio as those rates approximate market conditions. When discounted, the cash flow values are substantially equal to the carrying value.

(Expressed in thousands of Trinidad & Tobago dollars)

27. Fair Values *(continued)*

(iv) Debt securities in issue

The fair value of these debt securities is arrived at based on discounting the future cash flows at the interest rates to maturity.

(v) Carrying amounts and fair values

The following table summarises the carrying amounts and the fair values of the Group's financial assets and liabilities:

	Carrying amount **2008**	Fair value **2008**	Carrying amount 2007	Fair value 2007
Financial assets:				
Cash and short term deposits	802,814	802,814	1,026,950	1,026,950
Trade and other receivables	1,006,893	1,006,893	854,561	854,561
Loans and advances	1,184,749	1,200,220	1,216,209	1,220,282
Investment securities	2,949,751	2,925,779	2,805,174	2,834,510
Financial liabilities:				
Bank overdrafts	36,475	36,475	146,742	146,742
Other short term borrowings	175,592	175,592	354,713	354,713
Interest bearing debt & borrowings	972,891	968,041	980,209	944,489
Amounts due to depositors	2,523,967	2,562,767	2,383,398	2,271,161
Trade and other payables	969,065	969,065	833,102	833,102
Insurance contract liabilities	813,892	813,892	783,901	783,901

28. Risk Management

Introduction

Risk is inherent in the Group's activities but it is managed through a process of ongoing identification, measurement and monitoring, subject to risk limits and other controls. This process of risk management is critical to the Group's continuing profitability and each individual within the Group is accountable for the risk exposures relating to their responsibilities. The Group is exposed to credit risk, liquidity risk, and market risk.

Board of Directors

The Board of Directors is responsible for the overall risk management approach and for approving the risk strategies, principles, policies and procedures. Day to day adherence to risk principles is carried out by the executive management of the Group in compliance with the policies approved by the Board of Directors.

28. Risk Management *(continued)*

Treasury management

Head Office employs a Treasury function which is responsible for managing the assets, liabilities and the overall financial structure of the Group. The Treasury function is also primarily responsible for the funding and liquidity risks of the Group.

Interest rate risk

Interest rate risk arises from the possibility that changes in interest rates will affect future cash flows or the fair values of financial instruments. The Group manages its interest rate exposure by offering fixed rates on its deposits over the respective term. The Group's long term debt and borrowings consist primarily of fixed interest rate loans. On the lending side hire purchase loans are granted at fixed rates over specified periods. As the rates on most of the financial instruments remain fixed over their lives, the risk of fluctuations in market conditions is mitigated.

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fair value interest rate risk is the risk that the value of a financial instrument will fluctuate because of changes in market interest rates. The Group takes on exposure to the effects of fluctuations in the prevailing levels of market interest rates on both its fair value and cash flow risks. Interest margins may increase as a result of such changes but may reduce losses in the event that unexpected movements arise.

The Board sets limits on the level of mismatch of interest rate re-pricing that may be undertaken, which is monitored daily by the Group Treasury Department.

The Group has assessed its financial assets and liabilities to determine the impact of a change in interest rates by 100 basis points, and has concluded that this change will not be material to the income statement or statement of changes in equity of the Group.

Currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates. Such exposure arises from sales or purchases by an operating unit in currencies other than the unit's functional currency. Management monitors its exposure to foreign currency fluctuations and employs appropriate strategies to mitigate any potential losses.

(Expressed in thousands of Trinidad & Tobago dollars)

28. Risk Management *(continued)*

Currency risk (continued)

The aggregate value of financial assets and liabilities by reporting currency are as follows:

Year ended December 31, 2008	**TTD**	**USD**	**ECD**	**BDS**	**OTHER**	**TOTAL**
Assets						
Cash and short term deposits	427,140	263,278	40,583	65,635	6,178	802,814
Investment securities	1,962,212	952,722	3,110	31,040	667	2,949,751
Loans and advances	562,693	170,663	–	451,393	–-	1,184,749
Trade & other receivables	560,849	289,879	10,357	134,719	11,089	1,006,893
	3,512,894	1,676,542	54,050	682,787	17,934	5,944,207
Liabilities						
Short term borrowings	138,669	–	–	73,398	–	212,067
Interest bearing debt & borrowings	786,500	–	–	186,391	–	972,891
Amounts due to depositors	704,206	1,194,377	–	559,959	65,425	2,523,967
Trade & other payables	495,679	376,217	5,747	79,955	11,467	969,065
Insurance contract liabilities	813,892	–	–	–	–	813,892
	2,938,946	1,570,594	5,747	899,703	76,892	5,491,882

(Expressed in thousands of Trinidad & Tobago dollars)

28. Risk Management *(continued)*

Currency risk (continued)

The aggregate value of financial assets and liabilities by reporting currency are as follows:

Year ended December 31, 2007	TTD	USD	ECD	BDS	OTHER	TOTAL
Assets						
Cash and short term deposits	489,267	282,356	21,144	216,313	17,870	1,026,950
Investment securities	1,889,345	872,242	58	40,563	2,966	2,805,174
Loans and advances	766,345	–	–	449,864	–	1,216,209
Trade & other receivables	602,154	69,166	8,307	164,896	10,038	854,561
	3,747,111	1,223,764	29,509	871,636	30,875	5,902,895
Liabilities						
Short term borrowings	379,737	8,914	–	112,804	–	501,455
Interest bearing debt & borrowings	786,172	–	–	194,037	–	980,209
Amounts due to depositors	724,378	987,790	–	671,230	–	2,383,398
Trade & other payables	320,266	424,023	5,811	66,601	16,401	833,102
Insurance contract liabilities	742,923	–	–	40,978	–	783,901
	2,953,476	1,420,727	5,811	1,085,650	16,401	5,482,065

Credit risk management

The Group takes on exposure to credit risk, which is the potential for loss due to a debtor, counter-party or borrower's failure to pay amounts when due. Credit risk arises from trading with third parties, traditional lending, underwriting and investing activity, and from settling payments between financial institutions. Impairment provisions are established for losses that have been incurred at the balance sheet date. The Group extends credit to recognised, creditworthy third parties who are subject to credit verification procedures.

Significant changes in the economy, or in the state of a particular industry segment that represents a concentration in the Group's portfolio, could result in losses that are different from those provided at the balance sheet date. Management therefore carefully manages its exposure to credit risk.

(Expressed in thousands of Trinidad & Tobago dollars)

28. Risk Management *(continued)*

Credit risk management (continued)

The Group structures the level of credit risk it undertakes by placing limits on the amount of risk accepted in relation to one borrower/debtor, or group of borrowers/debtors, and to geographical and industry segments. Such risks are monitored on an ongoing basis, and limits on the levels of credit risk that the Group can engage in are approved by the Board of Directors. Exposure to credit risk is further managed through regular analysis of the ability of debtors and borrowers to settle outstanding balances, meet capital and interest repayment obligations and by changing these lending limits when appropriate. In addition, collateral, corporate, state and personal guarantees are obtained.

In relation to subsidiaries involved in the insurance business, reinsurance is used to manage insurance risk. This does not, however, discharge the Group's liability as the primary underwriter. If a reinsurer fails to pay a claim for any reason, the Group remains liable for the payment to the policyholder. The creditworthiness of reinsurers is considered on an annual basis by reviewing their financial strength prior to finalisation of any contract.

The following table shows the maximum exposure to credit risk for the components of the balance sheet, without taking account of any collateral held or other credit enhancements:

	Gross maximum exposure 2008	Gross maximum exposure 2007
Trade and other receivables	1,006,893	854,561
Cash and short term deposits (excluding Central Bank Reserve)	761,550	994,980
Loans and advances	1,184,749	1,216,209
Financial assets at fair value through statement of income	139,045	113,638
Financial assets available-for-sale	1,166,206	1,139,831
Financial assets held to maturity	1,267,822	1,049,048
Sub-Total	5,526,265	5,368,267
Contingent liabilities	2,019	4,392
Mortgages with recourse	299	1,200
Commitments	32,615	4,843
Total	**5,561,198**	**5,378,702**

28. Risk Management *(continued)*

Credit risk management (continued)

The table above represents a worst case scenario of credit risk exposure, without taking account of any collateral held or other credit enhancements attached. The amount and type of collateral required depends on an assessment of the credit risk of the counter-party. Guidelines are implemented regarding the acceptability of types of collateral and valuation parameters.

Cash and short term deposits

These funds are placed with highly rated banks, and with the Central Bank of Trinidad & Tobago. In addition cash is held by international financial institutions with whom the Group has relationships as custodians or fund managers. All custodians and fund managers are highly rated by Fitch and have been classified with a 'stable' outlook. Management therefore considers the risk of default of these counterparties to be very low.

Net Investment in Leased Assets and Other Installment Loans, Mortgages and Policy Loans

These leases and loans are individually insignificant. With the exception of Policy Loans, these facilities are typically secured by the related asset. Policy loans are lent to the maximum cash surrender value of the policy to which it relates, and therefore there is no risk of loss to the Group.

Investment Securities

The credit quality of other investment securities has been analyzed into the following categories:

High Grade	These comprise of Regional Sovereign Debt Securities issued directly or through state intermediary bodies where there has been no history of default.
Standard	These securities are current and have been serviced in accordance with the terms and conditions of the underlying agreements. Also included in this category are securities issued by related parties.
Sub-standard	These securities are either greater than 90 days in arrears but are not considered to be impaired, or have been restructured in the past financial year.
Impaired	These securities are non-performing.

(Expressed in thousands of Trinidad & Tobago dollars)

28. Risk Management *(continued)*

Investment Securities (continued)

	High Grade	Standard	Sub-standard	Impaired	Total
2008	**761,932**	**1,013,053**	**130,827**	**105,595**	**2,011,406**
2007	**336,214**	**1,301,164**	**124,037**	**3,181**	**1,764,596**

Liquidity risk

Liquidity risk is the risk that the Group will be unable to meet its payment obligations when they fall due under normal and stress circumstances. The Group monitors its liquidity risk by considering the maturity of both its financial investments and financial assets and projected cash flows from operations. Where possible the Group utilises surplus internal funds to a large extent to finance its operations and ongoing projects. However, the Group also utilises available credit facilities such as loans, overdrafts and other financing options where required.

For subsidiaries that are financial institutions, the matching and controlled mismatching of the maturities and interest rates of assets and liabilities are fundamental to liquidity management and the Group employs various asset/liability techniques to manage liquidity gaps. Liquidity gaps are mitigated by the marketable nature of a substantial segment of the Group's assets as well as generating sufficient cash from new and renewed customer deposits.

The table below summaries the maturity profile of the Group's financial liabilities at December 31 based on undiscounted repayment obligations over the remaining life of those liabilities:

	On demand	1 year	1 to 5 years	>5 years	Total
Short term borrowings & overdrafts	36,475	` 175,592	–	–	212,067
Interest bearing debt & borrowings	–	3,673	182,718	786,500	972,891
Amounts due to depositors	–	1,246,668	1,277,299	–	2,523,967
Trade and other payables	–	969,065	–	–	969,065
	36,475	2,394,998	1,460,017	786,500	4,677,990

(Expressed in thousands of Trinidad & Tobago dollars)

28. Risk Management *(continued)*

Liquidity risk (continued)

Year Ended December 31, 2007

	On Demand	1 year	1 to 5 years	>5 years	Total
Short term borrowings & overdrafts	146,742	354,713	–	–	501,455
Interest bearing debt & borrowings	–	6,896	187,141	786,172	980,209
Amounts due to depositors	–	1,810,568	572,830	–	2,383,398
Trade and other payables	–	833,102	–	–	833,102
	146,742	3,005,279	759,971	786,172	4,698,164

29. Capital Management

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximize shareholder value, and comply with the capital requirements set by the regulators of the market where the Group operates.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the years ended December 31, 2008 and December 31, 2007. For 2008 and 2007, the Group complied with all externally imposed capital requirements to which they are subject.

(Expressed in thousands of Trinidad & Tobago dollars)

30. Segment Information

The Group's operating businesses are organized and managed separately according to the nature of products and services provided, with each segment representing a strategic business unit that offers different products and serves different markets. The primary segment reporting format of the Group is business segment and secondary format is geographical segment.

The manufacturing, packaging and brewing segment is a diversified supplier of beverage, glass, chemicals and paint products. The automotive, trading and distribution segment provides services in passenger vehicles, spare parts and household/consumer products. The insurance and financial services segment provides services relating to life and general insurance, vehicle financing and merchant banking. The media, services and parent company segment includes newspaper, radio, shipping and corporate services. Transfer prices amongst business and/or geographical segments are set on an arm's length basis under normal commercial terms and conditions, similar to transactions with unrelated third parties. Segment revenue, expense and results include transfers amongst business and geographical segments. Those transfers are eliminated upon consolidation.

(A) Business segments

	Manufacturing, packaging & brewing		Automotive, trading & distribution		Insurance & financial services		Media , services & parent company		Total	
	2008	2007	**2008**	2007	**2008**	2007	**2008**	2007	**2008**	2007
Total gross revenue	2,090,531	1,880,031	2,450,788	2,521,757	826,018	652,918	747,872	807,181	6,115,209	5,861,887
Inter-Group	(229,862)	(186,532)	(56,511)	(90,305)	(44,781)	(33,702)	(455,417)	(566,434)	(786,571)	(876,973)
Third party revenue	1,860,669	1,693,499	2,394,277	2,431,452	781,237	619,216	292,455	240,747	5,328,638	4,984,914
Third party revenue:										
Local	1,685,703	1,497,170	2,384,499	2,417,130	781,237	619,216	234,399	183,728	5,085,838	4,717,244
Export	174,966	196,329	9,778	14,322	–	–	58,056	57,019	242,800	267,670
Total	1,860,669	1,693,499	2,394,277	2,431,452	781,237	619,216	292,455	240,747	5,328,638	4,984,914
Profit before taxation	402,520	356,770	206,267	221,076	124,018	225,709	128,110	104,359	860,915	907,914
Segment assets	2,759,078	2,610,287	1,208,297	999,077	3,868,679	3,775,738	1,769,318	1,882,722	9,605,372	9,267,824
Segment liabilities	1,270,970	1,353,072	551,859	470,463	2,748,188	2,637,838	1,387,560	1,485,020	5,958,577	5,946,393
Capital expenditure	87,004	191,402	31,340	33,275	64,056	102,552	60,511	78,696	242,911	405,925
Depreciation	109,658	99,629	18,687	16,692	48,561	45,710	18,046	16,020	194,952	178,051
Share of results of associate and joint venture interests	(10,123)	(13,966)	14,830	14,792	–	–	6,219	5,734	10,926	6,560

(Expressed in thousands of Trinidad & Tobago dollars)

30. Segment Information *(continued)*

The Group's geographical segments are based on the location of the Group's assets.

(B) Geographical segments

	Trinidad & Tobago		Barbados		Overseas		Total	
	2008	2007	**2008**	2007	**2008**	2007	**2008**	2007
Gross revenue	4,241,236	3,907,788	1,119,300	1,140,774	754,673	813,325	6,115,209	5,861,887
Third party revenue	3,930,777	3,653,528	1,103,306	1,071,504	294,555	259,882	5,328,638	4,984,914
Profit before taxation	756,883	834,130	59,650	42,624	44,382	31,160	860,915	907,914
Segment assets	7,631,517	7,317,984	1,483,264	1,501,862	490,591	447,978	9,605,372	9,267,824
Capital expenditure	146,518	281,204	74,816	107,805	21,577	16,916	242,911	405,925

(Expressed in thousands of Trinidad & Tobago dollars)

31. Related Party Disclosures *(continued)*

The consolidated financial statements include the financial statements of ANSA McAL Limited and the consolidated subsidiaries listed as follows:

Company	Country of Incorporation	% Interest 2008	% Interest 2007
Alstons Limited	Republic of Trinidad and Tobago	100	100
Alstons Marketing Company Limited	Republic of Trinidad and Tobago	100	100
Alstons Shipping Limited	Republic of Trinidad and Tobago	100	100
Alstons Travel Limited	Republic of Trinidad and Tobago	100	100
ANSA Automotive Limited	Republic of Trinidad and Tobago	100	100
ANSA Merchant Bank Limited	Republic of Trinidad and Tobago	84.23	84.23
ANSA McAL (US) Inc.	United States of America	100	100
ANSA McAL (Barbados) Limited	Barbados	47.50	47.50
ANSA McAL Chemicals Limited	Republic of Trinidad and Tobago	100	100
ANSA McAL Enterprises Limited	Republic of Trinidad and Tobago	100	100
ANSA McAL Trading (Guyana) Limited	Guyana	100	100
ANSA Re Limited	St. Lucia	100	100
ANSA Technologies Limited	Republic of Trinidad and Tobago	100	100
Carib Brewery (St. Kitts & Nevis) Limited	St. Kitts & Nevis	52.43	52.43
Carib Brewery Limited	Republic of Trinidad and Tobago	80	80
Carib Glassworks Limited	Republic of Trinidad and Tobago	100	100
Caribbean Development Company Limited	Republic of Trinidad and Tobago	80	80
Crown Industries Limited	Republic of Trinidad and Tobago	100	100
DCI Miami Inc.	United States of America	100	100
Grenada Breweries Limited	Grenada	55.54	55.54
McEnearney Business Machines Limited	Republic of Trinidad and Tobago	100	100
Penta Paints Caribbean Limited	Republic of Trinidad and Tobago	100	100
Promenade Development Limited	Republic of Trinidad and Tobago	100	100

(Expressed in thousands of Trinidad & Tobago dollars)

31. Related Party Disclosures *(continued)*

The consolidated financial statements include the financial statements of ANSA McAL Limited and the consolidated subsidiaries listed as follows:

Company	Country of Incorporation	**% Interest 2008**	% Interest 2007
Sissons Paints Limited	Republic of Trinidad and Tobago	**100**	-
Standard Equipment Limited	Republic of Trinidad and Tobago	**100**	100
Tobago Marketing Company Limited	Republic of Trinidad and Tobago	**100**	100
Trinidad Match Limited	Republic of Trinidad and Tobago	**100**	100
Trinidad Publishing Company Limited	Republic of Trinidad and Tobago	**56.17**	56.17

The parent company's 47.5% investment in ANSA McAL (Barbados) Limited is treated as a controlled subsidiary, as the parent company has the power to govern the financial and operating activities of ANSA McAL (Barbados) Limited.

Significant associated company interests at December 31 is as follows:

Trinidad Lands Limited	Republic of Trinidad and Tobago	**40**	40
Various interests held by ANSA McAL (Barbados) Limited	Various Caribbean islands and Barbados	**23.5-49.5**	23.5-49.5

Joint venture interests at December 31 is as follows:

Caribbean Roof Tile Company Limited	Republic of Trinidad and Tobago	**50**	50
US Tiles Incorporated	United States of America	**50**	50

(Expressed in thousands of Trinidad & Tobago dollars)

31. Related Party Disclosure *(continued)*

ANSA McAL Limited is the ultimate parent entity and the ultimate parent of the Group. The following summarizes the value of outstanding balances/transactions between the Group and related parties for the relevant financial year:

	Year	Sales to/ other income from parties	Purchases from/ expenses with related	Amounts owed by related parties	Amounts owed to related parties	Investments/ loans and advances	Amount due to depositors
		$	$	$	$	$	$
Associates:	2008	47,822	31,732	21,384	13,783	–	–
	2007	33,878	24,583	20,346	12,787	–	–
Joint venture in which the Parent is a venturer:	2008	5,656	154	10,041	–	–	–
	2007	683	1,325	724	–	–	–
Loan from Director:	2008	–	–	–	120,000	–	–
	2007	–	–	–	148,942	–	–
Other related parties:	2008	42,548	4,010	11,738	26,039	–	–
	2007	48,356	12,443	16,500	34,922	115,977	96,782

Terms and conditions of transactions with related parties

Parties are considered to be related if one has the ability to control or exercise significant influence over the other party in making financial or operational decisions. The sales to and purchases from related parties are made at normal commercial terms and market rates. With the exception of the loan from Director, outstanding balances at the year-end are unsecured, interest free and settlement occurs in cash. There have been no guarantees provided or received for any related party receivables or payables. For the year ended December 31, 2008, the Group has not recorded any impairment of receivables relating to amounts owed by related parties (2007: Nil). This assessment is undertaken each financial year through examining the financial position of the related party and the market in which the related party operates.

(Expressed in thousands of Trinidad & Tobago dollars)

31. Related Party Disclosure *(continued)*

Compensation of key management personnel of the Group

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Group.

	2008	2007
Salaries and other short term employee benefits	62,038	61,212
Post employment benefits	87	147
	62,125	61,359

Directors' interests in the Executive Share Option Plan

Outstanding share options held by executive members of the Group to purchase ordinary shares have the following expiry dates and exercise prices:

Financial years ended	Expiry date	Exercise price	Number 2008	Number 2007
2005	2009	10.00	120,000	350,000
2005	2010	11.65	250,000	250,000
2005	2011	17.32	200,000	200,000
2006	2009	44.77	10,001	11,131
2006	2007	18.63	-	14,493
2007	2010	40.90	21,971	21,971
2008	2011	47.87	83,330	-
2008	2009	49.48	50,000	-
2008	2011	49.48	50,000	-
2008	2013	49.48	50,000	-
2008	2015	49.48	50,000	-
2008	2011	40.90	15,403	-
2008	2011	40.90	8,252	-

(Expressed in thousands of Trinidad & Tobago dollars)

32. Business Combinations

Acquisition of Sissons Paints Limited

On November 29, 2008, the Group acquired 100% of the issued ordinary share capital of Sissons Paints Limited, an unlisted company with operations in Trinidad and Grenada specializing in the manufacturing and sale of industrial paints.

The fair value of the identifiable assets and liabilities of Sissons Paints Limited as at the date of acquisition and the corresponding carrying amounts immediately before the acquisition were:

	Acquiree's carrying amount	Fair value
Property, Plant & Equipment	13,588	27,454
Intangible – brand	–	14,108
Inventories	26,825	32,691
Receivables and Prepayments	22,882	19,732
Cash at bank and in hand	11,185	11,185
Other assets	1,351	1,351
Payables and accruals	(16,307)	(16,307)
Tax and Vat liabilities	(3,581)	(3,581)
Net assets acquired	55,943	86,633
Goodwill arising		5,696
Total purchase consideration		92,329

The total cost of the combination was $92,329, comprising the following:

Cash consideration	85,291
Costs directly attributable to the combination	7,038
Total purchase consideration	92,329

Purchase consideration settled in cash	92,329
Cash in subsidiary acquired	(11,185)
Net cash outflow on acquisition	81,144

(Expressed in thousands of Trinidad & Tobago dollars)

32. Business Combinations *(continued)*

From the date of acquisition, Sissons Paints Limited has contributed profit after tax and revenue of $1,592 and $9,672 respectively to the consolidated statement of income for the year. If the combination had taken place at January 1, 2008, the after tax profits of the company included in the consolidated financial statements would have been $7,884 and revenue would have been $83,930 for the year.

The goodwill of $5,696 comprises the value of expected synergies arising from the acquisition and the customer base of the acquired entity.

Acquisition of Food Service Products Limited

During the year, the Group acquired through its Barbados subsidiary a 100% shareholding in Food Service Products Limited, a company selling restaurant and hotel equipment and supplies. The shareholding was acquired via purchase consideration of cash only amounting to $517 and resulted in goodwill of $471, derived as follows:

Fair value of net assets acquired	47
Purchase consideration	517
Goodwill	471

There were no acquisitions by the Group in 2007.

Board of Directors

A. Norman Sabga (Chairman and Chief Executive)
David B. Sabga (Deputy Chairman)
W. David Clarke
Gerry C. Brooks
Anthony E. Phillip
David G. Inglefield
Imtiaz Rahaman
Ray A. Sumairsingh
Teresa White
Anthony N. Sabga CMT, Hon LL.D (UWI)
Aneal Maharaj
Grenfell Kissoon
Judy Y. Chang

Corporate Secretary

W. Keith Welch

Registered Office

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

Registrar and Transfer Office

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

Attorneys-at-Law

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

M Hamel-Smith & Co.
19 St. Vincent Street, Port of Spain.

Auditors

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

Principal Bankers

RBTT Bank Limited
55 Independence Square,
Port of Spain.

Republic Bank Limited
59 Independence Square,
Port of Spain.

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

Scotiabank
Trinidad and Tobago Limited
Scotia Centre
55-58 Richmond Street,
Port of Spain.

Executive Committee

A. Norman Sabga (Chairman)
David B. Sabga
Gerry C. Brooks
David G. Inglefield
Aneal Maharaj

Audit Committee

W. David Clarke (Chairman)
Anthony E. Phillip
Imtiaz Rahaman
Judy Y. Chang

Compensation Committee

Teresa White (Chairman)
A. Norman Sabga
Anthony E. Phillip
David B. Sabga
Gerry C. Brooks
David G. Inglefield

REPORT OF DIRECTORS

The Directors have pleasure in presenting their Report to the Members together with the Financial Statements for the year ended December 31, 2008.

Results for the Year		2008
Income attributable to shareholders		575,144
Deduct:		
Dividends paid		
Preference – 6%	10	
Ordinary - Interim – 30 cents per share	51,430	
- Final – 2007 – 60 cents per share	102,861	
		(154,301)
Retained Income for the year		420,843
Balance brought forward as previously reported		2,197,872
Prior period adjustments		--
Other movements on revenue reserves		(19,334)
Balance as at December 31, 2008		**2,599,381**

Dividends

An interim dividend of 30 cents per share was paid and the Directors have declared a final dividend of 70 cents per share for the year ended 31st December, 2008 making a total distribution on each share of one dollar (2007: $0.90). The final dividend will be paid on June 5, 2009 to shareholders on the register of Ordinary Members at May 22, 2009.

DIRECTORS

In accordance with the By-Law No. 1 Paragraph 4.04 Messers A. Norman Sabga, David B. Sabga, Gerry C. Brooks, David G. Inglefield, Ray A. Sumairsingh, Anthony N. Sabga CMT, Grenfell Kissoon, W. David Clarke, Anthony C. Phillip, Imtiaz Rahaman, Teresa White and Aneal Maharaj retire from the Board and, being eligible, offer themselves for re-election. During the year W. Keith Welch resigned from the board and Judy Y. Chang was appointed in his place. Judy Y. Chang being eligible, has offered herself for re-election.

Auditors

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

By order of the Board

W. KEITH WELCH
Corporate Secretary
27th March, 2009

	Notes	31st December, 2008		31st March, 2009	
Beneficial	Non-Beneficial	Beneficial		Non-Beneficial	
A. Norman Sabga	(a)	1,023,070	1,974,669	1,023,070	1,974,669
David B. Sabga	(b)	193,404	--	193,404	-
Gerry C. Brooks		100,492	--	100,492	-
David G. Inglefield		2,000	--	2,000	-
Ray A. Sumairsingh		1,000	--	1,000	-
Anthony N. Sabga	(c)	--	--	--	--
Grenfell Kissoon		150,000	--	150,000	--
W. David Clarke		--	--	--	--
Anthony E. Phillip		--	--	--	--
Imtiaz Rahaman		--	--	--	--
Teresa White		--	--	--	--
Aneal Maharaj		370	--	370	--
Judy Y. Chang		--	--	--	--

NOTES:

(a) Mr. A. Norman Sabga has a beneficial interest in ANSA Investments Limited, and is a trustee of the Employee Profit Sharing Plan.

(b) Mr. David B. Sabga has a beneficial interest in ANSA Investments Limited.

(c) Mr. Anthony N. Sabga has a beneficial interest in ANSA Investments Limited, the major share holder of the Company.

Substantial Interests

Ordinary Shares of No Par Value As at 31st March, 2009	ANSA Investments Limited 85,385,394

A substantial interest means one-twentieth of the issued share capital of the Company.

NOTICE OF MEETING

NOTICE IS HEREBY GIVEN that the Eightieth Annual Meeting of the Company will be held at the ANSA McAL Limited Boardroom, 10th Floor, TATIL Building, 11 Maraval Road, Port of Spain on Thursday 28th May, 2009 at 4:00 P.M. for the following purposes:

1. To receive the Financial Statements for the year ended 31st December, 2008 and the report of the Auditors thereon.
2. To re-elect Directors
3. To re-appoint Auditors and to authorize the Directors to fix their remuneration in respect of the period ending at the conclusion of the next Annual Meeting.

By order of the Board

W. Keith Welch
Secretary

11th Floor, TATIL Building,
11 Maraval Road,
Port of Spain,
Trinidad, W.I.
27th March, 2009

NOTES:

1. A member entitled to attend and vote may appoint one or more proxies to attend and vote instead of him. A proxy need not also be a member.

   A form of proxy is included for the use of members. For this to be effective it must be stamped at the Board of Inland Revenue to the value of 5 cents.

2. No service contracts were entered into between the Company and any of its Directors.
3. A shareholder which is a body corporate may, in lieu of appointing a proxy, authorize an individual by resolution of its directors or its governing body to represent it at the Annual Meeting.

REPUBLIC OF TRINIDAD AND TOBAGO

The Companies Act, 1995
(Section 144)

1. Name of Company: ANSA McAL Limited Company No.: A-1444(C)

2. Particulars of Meeting:

   Eightieth Annual Meeting of the Company to be held at the ANSA McAL Boardroom, 10th Floor, TATIL Building, 11 Maraval Road, Port of Spain on Thursday 28th May, 2009 at 4:00 P.M.

3. Solicitation:

   It is intended to vote the Proxy solicited hereby (unless the Shareholder directs otherwise) in favour of all resolutions specified herein.

4. Any Director's statement submitted pursuant to Section 76 (2):

   No statement has been received from any Director of the Company pursuant to Section 76 (2) of the Companies Act, 1995.

5. Any Auditor's statement submitted pursuant to Section 171 (1):

   No statement has been received from the Auditors of the Company pursuant to Section 171 (1) of the Companies Act, 1995.

6. Any shareholder's proposal and/or statement submitted pursuant to Sections 116 (a) and 117 (2): No proposal has been received from any Shareholder pursuant to Sections 116 (a) and 117 (2) of the Companies Act, 1995.

DATE	NAME AND TITLE	SIGNATURE
27th March, 2009	W. Keith Welch Corporate Secretary	

destinationVision2010

The majority shareholder of ANSA McAL Limited is the ANSA Group. In 1986, ANSA injected $30 million into McAL and in 1990 it invested another $10 million to acquire a further 10 million shares. The ANSA investment represented fresh capital rather than the purchase of existing shares.

The ANSA Group comprises the following companies:

ANSA Investments Limited

Anthony N Sabga Limited

Bayside Towers Limited

Bell Furniture Industries Limited

Farmhouse Industries Limited

Norman Finance-Developments Limited

Standard Distributors Limited

Standard Distributors (Barbados) Limited

Standard Graphics Supplies Limited

AUTOMOTIVE

CARMAX
Cor. Charles & Melbourne Streets,
Port of Spain, Trinidad.
Tel: (868) 623-2731, (868) 625-2277
Fax: (868 623-6882
City of Grand Bazaar, Valsayn, Trinidad
Tel/Fax: (868) 663-3635
E-mail: carmaxtt@tstt.net.tt
Website: www.carmaxtt.com
General Manager: Jerome Borde

CLASSIC MOTORS
Cor. Richmond & Charles Streets,
Port of Spain, Trinidad.
Tel: (868) 627-3714, (868) 624-6632
Fax: (868 624-3376
E-mail: classicmotors@tstt.net.tt
Website: www.classicmotorstt.com
Managing Director: Jerome Borde

DIAMOND MOTORS
25 Richmond Street,
Port of Spain, Trinidad.
Tel: (868) 625-2277
Fax: (868) 623-6882
E-mail: neilmon@diamondmotors.co.tt
Website: www.diamondmotors.co.tt
General Manager: Neil Mohammed

McENEARNEY MOTORS
30 Richmond Street,
Port of Spain, Trinidad.
Tel: (868) 625-3414/5, (868) 627-3673
Fax: (868) 625-2797
E-mail: mcmotors@tstt.net.tt
Website: www.landrovertt.com
General Manager: Jerome Marquez

McENEARNEY QUALITY INC.
Wildey, St. Michael, BB14007,
Barbados.
Tel: (246) 467-2400
Fax: (246) 427-0764
E-mail: alex.mackenzie@mcenearney
quality.com
President/COO: Alex MacKenzie

BREWING

CARIBBEAN DEVELOPMENT COMPANY LTD.
Eastern Main Road,
Champs Fleurs, Trinidad.
Tel: (868) 662-2231/7
Fax: (868) 663-7004
E-Mail: derek.waddell@caribbeer.com
Website: www.caribbeer.com
Chief Executive Officer: Derek Waddell

CARIB BREWERY LTD.
Eastern Main Road, Champs Fleurs, Trinidad.
Tel: (868) 662-2231/7
Fax: (868) 663-7004
E-Mail: derek.waddell@caribbeer.com
Website: www.caribbeer.com
Chief Executive Officer: Derek Waddell

CARIB BREWERY (ST. KITTS & NEVIS) LTD.
Buckley's Site, P. O. Box 1113, Basseterre, St. Kitts.
Tel: (869) 465-2309
Fax: (869) 465-0902
E-mail: markwilkin@caribsurf.com
Managing Director: Mark Wilkin

GRENADA BREWERIES LTD.
Grand Anse, St. Georges, Grenada.
Tel: (473) 444-4248
Fax: (473) 444-4842
Email: ahb@caribsurf.com
Managing Director: Ronald Antoine

DISTRIBUTION

ALSTONS MARKETING COMPANY LTD.
Uriah Butler Highway & Endeavour Road,
Chaguanas, Trinidad.
Tel: (868) 671-2713/20, (868) 671-4264/7
Fax: (868) 671-2857
E-mail: amcolmtd@tstt.net.tt
Website: www.amcotrinidad.com
Managing Director: Terri Ann Brathwaite

ANSA McAL TRADING (GUYANA) LTD.
Lot 60, Beterverwagting, East Coast,
Demerara, Guyana.
Tel: (592) 220 – 0505
Fax: (592) 220 - 0796
E-mail: ansamcal@networksgy.com
Managing Director: Beverly Harper

DCI MIAMI INC.
11403 NW 39th Street, Miami, Florida 33178, USA.
Tel: (305)591-0885
Fax: (305) 591-3104
E-mail: caribbeer@caribbeerus.com
General Manager: Anthony N Sabga III

STOKES & BYNOE LTD.
Meadoe Road, Wildey, St. Michael, BB11104,
Barbados.
Tel: (246) 467-2200
Fax: (246) 436-8966
E-mail: info@stokesandbynoe.com
President/CEO: David Evelyn

A. S. BRYDEN & SONS (BARBADOS) LTD.
P. O. Box 403, Barbarees Hill,
St. Michael, BB12060, Barbados.
Tel: (246) 431-2600
Fax: (246) 426-0755
E-mail: Barbados@brydens.com
Website: www.brydens.com
Chief Executive Officer: Andrew Lewis

A & R TEMPRO (1986) LTD.
Brydens Complex, Barbarees Hill, St. Michael, BB12060, Barbados.
Tel: (246) 431-2600
Fax: (246) 426-1563
E-mail: gillian@artempro.com
General Manager/Director: Gillian Leach

BRYDENS BARBAREES LTD.
Brydens Complex, Barbarees Hill, St. Michael, BB12060, Barbados.
Tel: (246) 431-2600
Fax: (246) 436-7247
E-mail: ricky.nurse@brydens.com
Website: www.brydens.com
Business Development Manager: Ricky Nurse

TOBAGO MARKETING COMPANY LTD.
“Highmoor”, Plymouth Road,
Scarborough, Tobago.
Tel: (868) 639-2455, (868) 639-2758
Fax: (868) 639-3624

FINANCE

ANSA MERCHANT BANK LTD.
ANSA Centre, 11c Maraval Road,
Port of Spain, Trinidad.
Tel: (868) 623-8672
Fax: (868) 624-8763
E-mail: chip.sagomes@ansamcal.com
Website: www.ansabank.com
Managing Director: Chip Sa Gomes

CONSOLIDATED FINANCE COMPANY LTD.
Main Road, Hastings, Christ Church,
Barbados.
Tel: (246) 467-2350
Fax: (246) 426-8626
E-mail: john.mackenzie@consolidatedfinance.com
President/CEO: John MacKenzie

INSURANCE

TRINIDAD AND TOBAGO INSURANCE LTD.
11 Maraval Road, Port of Spain,
Trinidad.
Tel: (868) 622-5351/9, (868) 628-1185/9
Fax: (868) 628-0035
E-mail: info@tatil.co.tt
Website: www.tatil.co.tt
Managing Director: Ray A Sumairsingh

TATIL LIFE ASSURANCE LTD.
11 Maraval Road, Port of Spain,
Trinidad.
Tel: (868) 622-5351/9, (868) 628-1185/9
Fax: (868) 628-6545, (868) 628-0035
E-mail: info@tatil.co.tt
Website: www.tatil.co.tt
Managing Director: Ray A Sumairsingh

BRYDENS INSURANCE INC.
“Clapham Court”, Wildey Main Road,
Wildey, St. Michael, Barbados.
Tel: (246) 431-2600
Fax: (246) 429-5675
E-mail:
Michael.gonsalves@brydens.com
General Manager: Michael Gonsalves

INTERMEDIATE HOLDING COMPANIES

ALSTONS LTD.
11th Floor, TATIL Building, 11 Maraval Road, Port of Spain, Trinidad.
Tel: (868)625-3670
Fax: (868) 624-8753
E-mail: ansamcal@tstt.net.tt
Website: www.ansamcal.com
Chairman & Chief Executive:
A. Norman Sabga

ANSA McAL GUYANA LTD.
Lot 60, Beterverwagting,
East Coast Demerara, Guyana.
Tel: (592) 220-0455, 220-0505, 220-0268
Fax: (592) 220-0796
E-mail: jose.nivet@ansamcal.com
Chairman: Jose Nivet

ANSA McAL (BARBADOS) LTD.
McEnearney Quality Complex, Wildey,
St Michael, BB 14007, Barbados.
PBX: (246) 434–2600
Fax: (246) 228–1619
E-mail: headoffice@mcalbds.com
President/CEO: David G. Inglefield

MANUFACTURING

ALSTONS BUILDING ENTERPRISES
Depot Road, Longdenville,
Chaguanas, Trinidad.
Tel: (868) 665-5221/3,
(868) 671-4272/3
Fax: (868) 665-9673
E-mail: abel@tstt.net.tt
Website: www.abel.co.tt
Managing Director: Nicholas Mouttet

ABEL- AIR CONDITIONING DIVISION
Maingot Street Ext.,
Mount Hope, Trinidad.
Tel: (868) 647-4755
Fax: (868) 647-2192
E-mail:
nicholas.mouttet@ansamcal.com
Managing Director: Nicholas Mouttet

BESTCRETE
Churchill Roosevelt Highway,
Golden Grove, Trinidad.
Tel: (868) 642-4703,
(868) 642-4725
Fax: (868) 642-4815
E-mail: bestcrete@tstt.net.tt
Website: www.abel.co.tt
General Manager: Craig La Croix

CROWN INDUSTRIES LIMITED
Uriah Butler Highway and
Endeavour Road,
Chaguanas, Trinidad.
Tel: (868) 671-2650,
(868) 671-2665-7
Fax: (868) 671-2685
E-mail: crown@ansamcal.com
Managing Director:
Tony Beharrylal

PENTA PAINTS CARIBBEAN Ltd.
ANSA McAL Industrial Park,
51-59 Tumpuna Road, Guanapo,
Arima, Trinidad
Tel: (868) 643-2425/8,
(868) 643-5061/5
Fax: (868) 643-2509
E-mail:
bernard.mitchell@ansamcal.com
Website: www.pentapaints.com
Managing Director: Bernard Mitchell

SISSONS PAINTS LIMITED
Uriah Butler Highway,
Chaguanas, Trinidad.
Tel: (868) 643-2425/8, (868) 643-5061/5
Fax: (868) 643-2509
E-mail: kelvin.mahabir@ansamcal.com
Chairman: Kelvin Mahabir

SISSONS PAINTS (GRENADA) LIMITED
Frequente Park, Grand Anse, Grenada.
Tel: (474) 444-1457
Fax: (474) 444-1676
E-mail: chris.deallie@ansamcal.com
Website: www.sissonspaints.com
Managing Director: Christopher De Allie

CARIBBEAN ROOF TILE COMPANY LTD.
Depot Road, Longdenville, Chaguanas, Trinidad.
Tel: (868) 665-5221/3, (868) 671-4272/3
Fax: (868) 665-9673
E-mail: abel@tstt.net.tt
Website: www.abel.co.tt
Plant Manager: Ernesto Fuentes

ANSA POLYMER
ANSA McAL Industrial Park, 51-59
Tumpuna Road, Guanapo,
Arima, Trinidad.
Tel: (868) 643-1330, (868) 643-2615
Fax: (868) 643-1254
E-mail: polymer.sales@ansamcal.com
Managing Director: Derek de Caires

CARIB GLASSWORKS LIMITED
Eastern Main Road,
Champs Fleurs, Trinidad.
Tel: (868) 662-2231-7
Fax: (868) 663-1779
E-mail: carglass@tstt.net.tt
Website: www.caribglass.com
Managing Director: Roger Mew

ANSA McAL CHEMICALS LTD.
North Sea Drive, Point Lisas Industrial Estate, Savonetta, Trinidad.
Tel: (868) 636-9918, (868) 636-5380
Fax: (868)636-9931
E-mail: ansachem@tstt.net.tt
Website: www.ansamcalchemicals.com
Managing Director: Andy Mahadeo

TRINIDAD MATCH LTD.
Maingot Street, Mount Hope, Trinidad.
Tel: (868) 638-1974, (868) 638-5483
Fax: (868) 675-0084
Email: trinmatch@tstt.net.tt
Website: www.trinidadmatch.com
General Manager: Deryck Beepath

MEDIA

CABLE NEWS CHANNEL 3 (CNC3)
A Division of Trinidad Publishing Co. Ltd.
22-24 St. Vincent Street, Port of Spain, Trinidad.
Tel: (868) 627-5996
Fax: (868) 627-1109
E-mail: cnc3-news@ttol.co.tt
Website: www.cnc3.com
Assistant General Manager: Cyntra Achong

TRINIDAD BROADCASTING
A Division of Trinidad Publishing Co. Ltd.
22-24 St. Vincent Street, Port of Spain, Trinidad.
Tel: (868) 623-9802/5, (868) 623-8871/9
Fax: (868) 625-1782
E-mail: tbcadmin@ttol.co.tt
General Manager: Steve Dipnarine

TRINIDAD PUBLISHING COMPANY LTD.
22-24 St. Vincent Street, Port of Spain, Trinidad.
Tel: (868) 623-8870/9
Fax: (868) 625-1782
E-mail: tbcadmin@ttol.co.tt
Website: www.guardian.co.tt
Managing Director: Grenfell Kissoon

REAL ESTATE

BAYSIDE WEST LTD.
11th Floor, TATIL Bldg,
11 Maraval Road, Port of Spain, Trinidad.
Tel: (868) 625–3670–5
Fax: (868) 624–8753
Website: www.ansamcal.com
E-mail: randolph.desilva@ansamcal.com
Chairman: Anthony N Sabga,
CMT, Hon. LL.D (UWI)

GRAND BAZAAR LTD.
The City of Grand Bazaar
Churchill Roosevelt &
Uriah Butler Highways, Valsayn, Trinidad.
Tel: (868) 662–2282, (868) 662–2007
Fax: (868) 662–2007
Website: www.ansamcal.com
E-mail: dennis.mcsween@ansamcal.com
General Manager (Ag): Dennis McSween

COMPANY ADDRESSES

MAPLE DEVELOPMENT LTD.
11 Maraval Road,
Port of Spain, Trinidad.
Tel: (868) 622–5351–9,
(868) 628–1185–9
Fax: (868) 628–0035
Website: www.ansamcal.com
E-mail: info@tatil.co.tt
Chairman: Anthony N Sabga, CMT,
Hon. LL.D (UWI)

O'MEARA HOLDINGS LTD.
11th Floor, TATIL Bldg,
11 Maraval Road,
Port of Spain, Trinidad.
Tel: (868) 625–3670–5
Fax: (868) 624–8753
E-mail: randolph.desilva@ansamcal.com
Chairman: Anthony N. Sabga, CMT,
Hon. LL.D (UWI)

PROMENADE DEVELOPMENT LTD.
11th Floor, TATIL Bldg,
11 Maraval Road,
Port of Spain, Trinidad.
Tel: (868) 625–3670–5
Fax: (868) 624–8753
E-mail: randolph.desilva@ansamal.com
Chairman: Anthony N. Sabga, CMT,
Hon. LL.D (UWI)

TRINIDAD LANDS LTD.
11th Floor, TATIL Bldg,
11 Maraval Road,
Port of Spain, Trinidad.
Tel: (868) 625–3670–5
Fax: (868) 624–8753
E-mail: randolph.desilva@ansamcal.com
Chairman: Anthony N. Sabga, CMT,
Hon. LL.D (UWI)

SERVICES

ALSTONS SHIPPING LTD.
3 Abercromby Street,
Port of Spain, Trinidad.
Tel: (868) 625–2201–5,
(868) 625–3034/ 1521/ 1437
Fax: (868) 625–3691
E-mail: admin@alstonsshipping.com
Website: www.alstonsshipping.com
Managing Director: Mitra Mahabir

SGS TRINIDAD
(A division of Alstons Shipping Company)
40 Cipero Road, Victoria Village,
San Fernando, Trinidad.
Tel: (868) 652–3412–3
Fax: (868) 657–6958
E-mail: sgstdad@ansamcal.com
Website: www.alstonsshipping.com
Manager: Ronald Jones

ALSTONS TRAVEL LTD.
67 Independence Square,
Port of Spain, Trinidad.
Tel: (868) 625–2201,
(868) 625–3034, 1521, 1437
Fax: (868) 625–3682
E-mail:
anthony.desouza@ansamcal.com
General Manager: Anthony De Souza

ANSA McAL (U.S.) INC.
11403 NW 39th Street,
Miami, FL 33178, USA.
Tel: (305) 599–8766
Fax: (305) 599–8917
E-mail:
christian.pouchet@ansamcalus.com
Website: www.ansamcalus.com
President: Christian Pouchet

ANSA TECHNOLOGIES LTD.
40 Cipero Road, Victoria Village,
San Fernando, Trinidad.
Tel: (868) 657–7151,
(868) 657–8015/ 4632
Fax: (868) 652–5575, (868) 652–6407
E-mail: aleem.hosein@ansamcal.com
Website: www.ansatech.com
Managing Director: Aleem Hosein

McENEARNEY BUSINESS MACHINES
34–36 Richmond Street,
Port of Spain, Trinidad.
Tel: (868) 625–1041
Fax: (868) 625–0086
E-mail: mbm@ansamcal.com
Website: www.mbm-tt.net
Managing Director: Tony Beharrylal

STANDARD EQUIPMENT
34–36 Richmond Street,
Port of Spain, Trinidad.
Tel: (868) 671–2650,
(868) 671–2665–7, (868) 625–1041
Fax: (868) 625–0086
E-mail: stdequip@ansamcal.com
Managing Director: Tony Beharrylal

BRYDENS BUSINESS SOLUTIONS INC.
Stokes & Bynoe Complex,
Meadow Road, Wildey,
St Michael, BB11000, Barbados.
Tel: (246) 430–7401
Fax: (246) 436–4817
E-mail: rduncan@brydensit.com
General Manager: Rachael Duncan

BRYDENS RETAIL INC.
Lower Estate, St Michael,
BB19188, Barbados.
Tel: (246) 431–2600,
(246) 431–2648
Fax: (246) 426–3556
E-mail: tcsi@caribsurf.com
Chief Executive Officer: Harry Lashley

BRYDENS XPRESS (OFFICE SUPPLIES) INC.
Lower Estate, St Michael,
BB19188, Barbados.
Tel: (246) 431–2600,
(246) 431–2648
Fax: (246) 426–3556
E-mail: tcsi@caribsurf.com
Chief Executive Officer: Harry Lashley

NOTES

FORM OF PROXY

REPUBLIC OF TRINIDAD AND TOBAGO

THE COMPANIES ACT, 1995
[SECTION 143(1)]

I/We ______________________________

being a member/members of ANSA McAL Limited hereby appoint Mr. A. Norman. Sabga of Port of Spain, or failing him Mr. David B. Sabga of Port of Spain, or failing him ______________________ of ______________________ as my/our proxy to vote for me/us on my/our behalf at the Annual Meeting of the Company to be held on Thursday May 28th 2009 and at any adjournment thereof.

Dated this __________ day of __________ 2009.

Signed ______________________

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

	FOR	AGAINST
1. To receive the Directors' Report and Financial Statements		
2. To elect the following Directors in place of those retiring:		
Mr. A. Norman Sabga		
Mr. David B. Sabga		
Mr. Gerry C. Brooks		
Mr. David G. Inglefield		
Dr. Anthony N. Sabga		
Mr. Ray A. Sumairsingh		
Mr. Grenfell Kissoon		
Mr. Aneal Maharaj		
Mr. W. David Clarke		
Mr. Anthony E. Phillip		
Mr. Imtiaz Rahaman		
Ms. Teresa White		
Ms. Judy Y. Chang		
3. To appoint Auditors and to authorise the Directors to fix their remuneration.		

Notes:

1. To be effective, this Form or other authority (if any) must be deposited at the Registered Office of the Company, 11th Floor TATIL Building, 11a Maraval Road, Port of Spain not later than forty-eight hours before the time appointed for holding the Meeting.
2. Any alteration made to this Form of Proxy should be initialled.
3. If the appointor is a Corporation, this Form of Proxy must be under its Common Seal, or under the hand of an officer or attorney duly authorised in writing.
4. In the case of joint holders, the signature of any holder is sufficient but the names of all joint holders should be stated.
5. Return of a completed Form of Proxy will not preclude a member from attending and voting at the Meeting.