

A N U A L R E P O R T



## Visión 2025

JMMB is the market leader in creating products and services, backed by Caribbean and Central American asset classes, to the domestic and international market place.

We are acknowledged as experts by the regional and international markets in Caribbean and Central American asset classes.

We are the authoritative source of information and research related to Caribbean assets.

Clients rank JMMB as the preferred partner, enabling their financial empowerment.

We are a multifaceted financial institution.

JMMB invests in businesses where our core competencies can be leveraged to achieve significant contribution to profits.

JMMB's team members are passionate, purposeful, competent and fulfilled, having a genuine prospect for financial freedom. JMMB is recognized as making meaningful contributions to the Caribbean's social and economic realities.

JMMB is established in the main international financial centres, leveraging our Caribbean heritage.

We are an international company, proud of our Jamaican roots.

JMMB is traded on the Caribbean and other international stock exchanges.

JMMB is acknowledged as dynamic, safe, stable and secure.

## Missiôn

To be a dynamic, international, multifaceted financial group that has a caring, loving and fun environment where team members are productive, creative, happy and fulfilled.

Ensuring client satisfaction through exceptional client care and world class financial advice and expertise.

Solidity, ethics, credibility and openness are hallmarks of our existence as experts in all aspects of our operations.



## Côntents

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## **NOTICE OF ANNUAL GENERAL MEETING**

**NOTICE IS HEREBY GIVEN** that the Annual General Meeting of the Company will be held at the Knutsford Court Hotel, 11 Ruthven Road, Kingston 10, Jamaica on Monday, September 17, 2007 at 10:00 a.m., for the purpose of transacting the following business, namely:

1. To consider the Company's Audited Consolidated Accounts and the Reports of the Directors and Auditors for the year ended March 31, 2007.

To consider and (if thought fit) pass the following resolution: "THAT the Directors' Report, the Auditors' Report and the Statements of Account of the Company for the year ended March 31, 2007 be adopted."

2. To approve and ratify interim dividends:

To consider and (if thought fit) pass the following resolution: "THAT the interim dividends of \$0.09 cents paid on December 15, 2006 and \$0.11 cents paid on June 28, 2007 making a total of \$0.20 cents for the year, be and are hereby ratified and declared as final and that no further dividend be paid in respect of the year under review."

3. To elect directors and fix their remuneration.

i) The Directors retiring from office by rotation pursuant to Article 105 of the company's Articles of Association are Mr. Archibald Campbell, Mr. Wayne Sutherland and Mr. Cedric Stewart, who being eligible offer themselves for re-election;

ii) Mr. Hugh Duncan, having been appointed to the Board since the last Annual General Meeting, shall retire and being eligible, offer himself for re-election.

To consider and (if thought fit) pass the following resolutions:

- a) "THAT Mr. Archibald Campbell be and is hereby re-elected a Director of the Company."
- b) "THAT Mr. Wayne Sutherland be and is hereby re-elected a Director of the Company."
- c) "THAT Mr. Cedric Stewart be and is hereby re-elected a Director of the Company."
- d) "THAT Mr. Hugh Duncan be and is hereby elected a Director of the Company."
- e) "THAT the amount shown in the accounts of the Company for the year ended March
- 31, 2007 as fees of the Directors, for their services as Directors, be and is hereby approved."

4. To appoint auditors and authorise the Directors to fix the remuneration of the Auditors.

To consider and (if thought fit) pass the following resolution: "THAT KPMG, Chartered Accountants, having agreed to continue in office as auditors, be and are hereby appointed Auditors of the Company to hold office until the next Annual General Meeting at a remuneration to be fixed by the Directors of the Company."

Dated this 23rd day of July 2007

By Order of the Board

Marc S. Harrison Company Secretary

REGISTERED OFFICE 6 Haughton Terrace Kingston 10, Jamaica

NB: A member entitled to vote at the meeting is entitled to appoint a proxy to attend and vote in his stead. A proxy need not be a member of the company. Enclosed is a proxy form for your convenience, which must be lodged at the office of the Registrar of the Company, KPMG Regulatory & Compliance Services, 6 Duke Street, Kingston, Jamaica, W.I. at least forty-eight hours before the time appointed for holding the meeting. The Proxy Form shall bear the stamp duty of \$100.00. The stamp duty may be paid by adhesive stamp(s) to be cancelled by the person executing the proxy.

### **JMMB AT A GLANCE**

#### Strong local performance

JMMB Jamaica delivered strong financial performance for the year ended March 31, 2007. The Jamaican operations delivered an increase in operating profit (before write down and taxes) of 24%, moving to J\$1.69 billion from J\$1.36 billion year-over-year. Increase in Operating Expenses was managed to 14%, improving the efficiency ratio by 2 percentage points. Despite increased competition, the retail base (Branch Client Funds) grew by an impressive 14.5%.

#### **JMMB Group Performance**

The overall Group profits declined from J\$1.6 billion to J\$1.1 billion for the review period. This reduction in profits was attributed mainly to a lower contribution from its associated company CMMB and a one-off write down of a private equity investment. JMMB, nevertheless, continues to enjoy strong growth in Group assets which increased by 9.5% to J\$89.6 billion.

#### Associate Companies' Impact on Performance

CMMB experienced a very challenging interest rate environment in Trinidad & Tobago resulting in a significant decline in net interest income from TT\$120 million to TT\$56 million and an overall reduction in profits of 80% to TT\$11 million. Intercommercial Bank Limited (IBL), however, delivered a strong performance for the year, profit after tax of TT\$9.4 million (15-month period), an increase of TT\$6.29 million or 203% increase over the prior year. IBL now has an experienced and energetic team in place and an efficient infrastructure built out enabling the streamlining of operations and leading to increased profitability.

#### **Future Prospects**

JMMB's leadership believes that the continually increasing range of products and services offered across a growing geographic base and the roll out of our Dominican Republic operations have contributed to the Company's strong positioning for sustainable medium- and long-term growth and profitability. We are delighted that the JMMB team continues to be highly engaged in the execution of our 2025 strategic plan which will meet more of our clients' needs, deepen our market share and increase shareholder value.







## TEN YEAR STATISTICAL REVIEW (1998 - 2007)

	Year ended 31-Mar-07 2007 (J\$`000)	Year ended 31-Mar-06 2006 (J\$`000)	Year ended 31-Mar-05 2005 (J\$`000)
GROUP FINANCIAL DATA			
Total assets	89,618,957	81,880,170	63,889,888
Resale agreements	4,116,240	9,376,949	8,839,025
Investments	73,362,152	63,285,620	48,481,878
Other earning assets	5,451,464	5,276,891*	3,021,790
Fixed assets	747,940	685,153	432,193
Repurchase agreements	77,353,059	70,761,258	54,791,793
Stockholders' equity	7,169,250	7,198,449*	5,800,961
Funds under management	88,631,247	79,414,404	63,982,494
Operating revenue net of interest expense	3,384,483	2,845,131	2,566,810
Administrative expenses	1,709,729	1,496,190	1,206,293
Profit before tax	1,526,459	1,844,422*	1,765,177
Net profit	1,098,603	1,590,430*	1,648,481
Dividends (declared in respect of the fiscal year/period)	336,578	263,411	263,411
Profit retained (in respect of the fiscal year/period)	762,025	1,327,019*	1,385,070
RATIOS			
Earnings per stock unit (cents)	75	109*	113
Dividends per stock unit (cents)	23	18	18
Dividend payout ratio	30.6%	16.6%	15.9%
Return on average equity	15.29	25.6*	33.4
Return on average assets	1.28	2.6	2.3
Stockholders equity per stock unit (J\$)	4.90	4.92	3.96
Net interest margin	18.29%	24.80%	24.10%
Funds under management per team member (J\$'000)	303,532	282,614	271,112
Net profit per team member	3,835	6,153*	7,614
Administrative expenses to gross operating revenue	16.45%	16.50%	14.40%
Efficiency ratio (Admin. exp/Operating revenue net of int.exp.)	50.52%	47.00%	52.60%
OTHER DATA			
Exchange rate J\$ per US\$1.00	68.14	65.50	61.54
Inflation rate year over year (%)	6.60%	11.10%	12.40%
Number of stock units at year end	1,463,386,752	1,463,386,752	1,463,386,752
Number of team members	292	281	236
	292	201	230

Note: 2001 - 2006 consolidated Note: 2002 - 2006 IFRS compliant

\*Restated (See note 24)

13 months						
ended	Year ended	Year ended	Year ended	Year ended	Year ended	Year ended
31-Mar-04	28-Feb-03	28-Feb	28-Feb	29-Feb	28-Feb	28-Feb
2004	2003	2002	2001	2000	1999	1998
(J\$`000)	(J\$`000)	(J\$`000)	(J\$`000)	(J\$`000)	(J\$`000)	(J\$`000)
61,215,631	48,945,993	39,022,166	21,238,909	15,992,187	14,656,247	9,638,881
18,059,384	8,247,468	6,859,379	6,694,937	4,752,474	8,133,830	6,085,371
37,828,581	36,027,531	24,434,731	12,917,671	10,443,119	5,580,476	2,320,129
3,400,938	2,164,638	1,854,618	1,211,603	401,123	644,955	1,047,375
326,996	298,216	160,895	113,842	80,327	75,195	78,196
55,102,420	46,184,956	36,692,555	20,049,321	15,195,156	14,032,728	8,779,110
4,012,109	1,861,536	1,174,011	699,581	469,482	292,602	190,887
63,833,807	52,268,700	41,494,600	23,495,100	20,003,668	13,200,586	11,163,217
1,990,529	1,521,068	1,017,650	674,641	493,842	448,153	369,628
1,001,663	834,320	487,672	364,883	263,195	235,317	282,314
1,518,604	934,575	536,343	344,921	231,931	160,914	90,601
1,547,155	1,038,252	548,956	331,899	186,315	113,776	73,282
234,142	180,093	100,128	82,421	46,578	12,061	7,846
1,313,013	858,159	448,828	249,478	139,737	101,715	65,436
106	71	38	53	33	23	15
16	12	7	10	9	5	6
15.13%	17.35%	18.24%	24.83%	25.00%	10.60%	10.71%
52.68%	68.41%	58.60%	56.78%	48.90%	47.06%	46.33%
2.81%	2.36%	1.82%	1.78%	1.22%	0.94%	0.94%
2.74	1.27	0.80	0.82	0.86	1.12	1.36
10.1%	12.7%	11.2%	11.6%	9.3%	9.0%	18.7%
324,029	305,665	257,730	183,555	190,511	133,339	118,758
7,854	6,072	3,410	2,593	1,774	1,149	780
9.72%	12.36%	9.83%	10.42%	8.15%	8.02%	44.71%
50.32%	54.85%	47.92%	54.09%	53.30%	52.51%	76.38%
60.90	53.74	47.53	45.78	42.09	38.03	36.28
17.30%	5.70%	8.10%	6.70%	8.20%	6.30%	8.40%
1,463,386,752	1,463,386,752	1,463,386,752	856,986,752	547,746,751	261,192,001	140,392,001
197	171	161	128	105	99	94

## making Prôgress

We have refined our product development processes and procedures and look forward to introducing more new and innovative products that meet our client needs over the next financial year.

Noel A. Lyon PhD, Chairman

## **CHAIRMAN'S REPORT**

#### Dear Shareholder,

It is my privilege to submit to you the Annual Report for the JMMB Group for the year ended March 31, 2007. As usual, the details of the performance of the Company are covered in the Group Chief Executive Officer's presentation, so I will confine my report to the broader strategic initiatives of the Company.

Despite a strong local performance in Jamaica, the Group profits were impacted by a far lower contribution from associated companies than last year. This was

a year of unique challenges, despite the fact that there were no weather-related national emergencies or major market shocks. We saw the regional impact, particularly, in Trinidad and Tobago, of a sharp rise in headline inflation and interest rates which trimmed our margins. Internationally, we witnessed the gradual upward movement of interest rates in the USA and elsewhere, which put further pressure on our portfolios. Our strategic thrust of regionalization was justified as, on this occasion, Jamaica was able to bolster the lesser-performing markets.

"I wish to compliment the management team for their astute management of the business during a challenging year."

We launched a unique product in the past year that offers higher returns on US\$ investments to clients with a higher risk appetite called Managed Global Bond Portfolio (MGBP) and we have seen this product perform extremely well in its first year. We have refined our product development processes and procedures and look forward to introducing more new and innovative products that meet our client needs over the next financial year.

I wish to compliment the management team for their astute management of the business during a challenging

year. Their expertise, commitment and dynamic responsiveness to the market environment enabled us to deliver strong performance, despite the challenges. We will continue to develop our leadership team and, of course, further permeate the JMMB culture and vision of love throughout our expanding and existing businesses.

It is with great pleasure that we introduce Hugh Duncan to the Board of Directors. Mr. Duncan brings considerable experience both in the energy and financial services sectors. Mr. Duncan holds an MBA

We have made great strides in establishing our new subsidiary JMMB BDI America in the Dominican Republic. We have a full staff complement and have established an office in the financial hub of Santa Domingo. We have already purchased bonds in the Dominican Republic and are awaiting the final sign off on our licence. We are convinced this market has great potential and that the establishment of an operation in this country will augment our regional strategy.

Intercommercial Bank Limited (IBL), in Trinidad and Tobago, performed extremely well with profits increasing 203% over the prior year. The bank is poised for further growth in the near future and will continue to successfully leverage the JMMB Group to generate revenue from businesses that operate between Jamaica and Trinidad. from Concordia University and a Bachelor of Commerce Degree from Montreal's George Williams University and will be an excellent addition to the leadership team.

In closing, it is you our shareholders (many of whom are also clients) to whom we are most thankful for your continuing support and commitment. Our work on a daily and monthly basis draws its ultimate meaning, importance and rewards from successfully serving your needs and doing so to the best of our collective abilities. We re-affirm our dedication to that task in all that we do in the coming year and beyond.

Noel A. Lyon Chairman

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## Strong where it counts

## **BOARD OF DIRECTORS**

Noel A. Lyon, PhD Chairman





Hugh Duncan, MBA, BSc IBL Group CEO Archibald A. Campbell, FCA, MSc. Deputy Chairman

Donna K. Duncan-Scott, CFA, MBA Group Executive Director



Dennis L. Harris, FCCA

#### Noel A. Lyon, PhD Chairman

Dr. Lyon is the Chairman of JMMB. He is also Chairman of Caribbean Money Market Brokers Limited., Intercommercial Bank Limited and Intercommercial Trust and Merchant Bank Limited in Trinidad and Tobago. He is a graduate of Harvard Graduate School of Arts and Sciences where he earned his PhD (Economics) in 1969.

#### Archibald A. Campbell, FCA, MSc. Deputy Chairman

Mr. Campbell is a graduate of the UWI where he read for both his BSc. Accounting and MSc. Accounting degrees. He lectures in both undergraduate and graduate courses in the Department of Management Studies, UWI. He is a Fellow of the Institute of Chartered Accountants of Jamaica as well as Treasurer and Council Member of the Institute.

#### Keith P. Duncan, CFA Group CEO

In 1994, Mr. Duncan joined the JMMB team as Trading Manager, a role he relinquished in 2000 to take on the responsibilities of Deputy Managing Director. In 2004, he was appointed President & COO and in 2005 was promoted to the post of Group CEO. Keith completed his undergraduate studies in Economics at the University of Western Ontario in Canada and gained his Certified Financial Analyst (CFA) accreditation in 2001. Keith is the President of the Jamaica Securities Dealers Association and currently holds the position of Chairman for the National Youth Service in Jamaica.

#### Donna K. Duncan-Scott, CFA, MBA Group Executive Director

Mrs. Duncan-Scott became Managing Director of JMMB in 1998 after the passing of Joan Duncan. A trained Industrial Engineer, she earned her MBA from Richard Ivey School of Business at the University of Western Ontario in Canada. She went on to gain her Certified Financial Analyst (CFA) accreditation in 1999. Donna demitted office of CEO in 2005 and assumed the position of Group Executive Director with special responsibilities for Culture & Leadership Development.

#### Hugh Duncan MBA, BSc IBL Group Chief Executive Officer (CEO)

**& Managing Director, Intercommercial Bank Ltd.** Mr. Duncan brings to the IBL Group considerable experience both in the energy and financial services sectors, having held senior executive positions at the Jamaica Bauxite Company, the Trinidad and Tobago Oil Company (now Petrotrin), Citibank (Trinidad) Ltd. and Citibank International in Manila, where he was responsible for Asset Based Finance and Structured Trade. He also served as FirstCaribbean International Bank's Director of Capital Markets for the North Caribbean Region. Mr. Duncan holds an MBA from Concordia University and a Bachelor of Commerce Degree from Montreal's George Williams University.

#### Dennis L. Harris, FCCA

Mr. Harris is the Regional Finance Director of Courts Caribbean, the largest furniture and appliance retailer in the region, with responsibility for Finance, Treasury, IT and Consumer Credit. He was formerly Deputy Managing Director of Courts (Jamaica) Limited. where he headed Marketing and IT. Mr. Harris also serves as a director on the Board of Courts (Jamaica) Limited. Prior to returning to Jamaica, he worked extensively in publishing in the UK performing varying financial and management duties.



Marc S. Harrison, LLB Company Secretary

#### Wayne Sutherland, MBA

Mr. Sutherland is Managing Director of Jamaica Venture Fund, a company that makes venture capital investments. He also serves as a director of Caribbean Money Market Brokers Limited and Intercommercial Bank Limited. He served as a Director of the Securities Commission from 1993 to 2001. Mr. Sutherland is a graduate of the UWI and the Columbia University Graduate School of Business.

#### V. Andrew Whyte, MBA

Mr. Whyte is the Finance Manager at the Jamaica Producers Group where his responsibilities include treasury management. He possesses extensive banking experience. He studied Chemical Engineering at the Illinois Institute of Technology and later gained his MBA at the University of Illinois. He currently chairs his Church Board and has previously served as a director of a preparatory school.

#### Anne Crick, PhD

Dr. Crick holds a PhD in Organizational Management which she obtained from Rutgers State University in New Jersey in 2000. In addition, Dr. Crick attended Pennsylvania State University, where she obtained a MSc. (Hons.) in Organisational Management and the UWI, where she obtained a BSc. in Hotel Management. Presently, she is a Senior Lecturer at UWI, Mona, and an academic writer with works published in various journals including: Journal of Eastern Caribbean Studies, International Journal of Contemporary Hospitality Management and International Journal of Human Resource Development and Management.

#### Richard J. Trotman, BSc, MSc, LLM, CA

Mr. Trotman is President & Chief Executive Officer at Clico Investment Bank Limited in Trinidad. A graduate of the University of the West Indies, he holds both BSc and MSc degrees in Accounting as well as the degree of LLM (Corporate and Commercial Law). Mr. Trotman is an alumnus of The Wharton School's Advanced Management Program and is a member of the Institute of Chartered Accountants of Trinidad and Tobago.

#### Cedric Stewart, MSc. ESOP Representative

Mr. Stewart is an experienced personal financial planner and advisor. Currently, Mr. Stewart serves as Manager at JMMB, Tropical Plaza Branch. He read for his MSc Degree in Economics and Finance at the University of Kiev (Ukraine).

#### Marc S. Harrison, LLB Company Secretary

Mr. Harrison is a member of the Jamaica Bar Association and the Jamaica Advocates Association. He is Co-Author of 'Harrisons' Law Notes and Materials' and 'Assessment of Damages for Personal Injuries'. Mr. Harrison attained his Bachelor of Law Degree at the UWI and a Certificate of Legal Education from the Norman Manley Law School, Kingston, Jamaica. He serves as General Counsel and Compliance Officer for JMMB.

# Collaboration

### **OUR MANAGEMENT TEAM**

### EXECUTIVE TEAM LEADERS (Top left to right)

Keith Duncan, CFA Donna Duncan-Scott, CFA Leo Williams

Sheldon Powe Patricia Sutherland

Cecile Cooper

#### Group CEO

Group Executive Director International Business Development Manager Chief Information Officer Executive Director, Business Operations

Culture & Leadership Development Manager

Kisha Anderson
Lancelot Henry
Fayval Williams, (
Julian Mair
Marquerite Crem

Carolyn Dacosta Janet Patrick

- Manager,
  - Retail Services & Administration
- Managing Director, JMMB Insurance Brokers Limited
- iams, CFA Chief Investment Officer
  - Group Investment Strategist
    - Marketing Manager
  - Group Compliance Manager
  - Acting Financial Controller

### SENIOR TEAM LEADERS (Top left to right)

Marc S. Harrison, LLB	General Counsel and Compliance
	Officer / Company Secretary
Dean Johnson	Senior Systems Analyst
Nerene Brown	Business Operations Manager,
	Retail Services
Adrian Stokes, PhD	Quantitive Research
	Manager/Portfolio Analyst
Paul Gray	Domestic Trading Manager



## HEADS OF DEPARTMENT (Left to right)

Michelle Neita	Manager, Personal Portfolio Man
Ricardo Ebanks	Technical Manager
Tanya Wilson	Client Care Manager
Oneil Malcolm	Credit Risk Manager
Amilca Rodney	Manager, Project Management
Joan Edwards	Financial Planning Manager
Keisha Forbes	Senior Trader
Jason Morris, CFA	Senior Investment Strategist

Garth Davis

nagement

Office

- Peter Thompson
- Kashwayne Bryson -
- Sasha Mulai
- Senior Systems Analyst
- Business Development Manager
- Senior Accountant, Financial Operations
- Business Implementation Manager, Retail Services
  Business Support Manager
- Junior Graham
- rader hvestment Strategist



## THE BUSINESS ENVIRONMENT

#### MACROECONOMIC BACKDROP

Fiscal year 2006/07 (April 1, 2006 to March 31, 2007) was a balanced year for the Jamaican economy. On the positive side, the economy experienced the highest real GDP growth (2.5%) over the last decade; the lowest 12 month (fiscal) inflation rate (6.6%) since 2003; record tourism inflows (in excess of 3 million visitors) and record low benchmark interest rates (11.6% in March '07). The improved performance of the economy was attributed to a rebound of domestic industries and the absence of any major weather-related shocks. However, on the negative side the fiscal deficit ended the year at 5.3% of GDP (J\$37.5 billion), almost twice the original deficit target. The missed deficit target was attributed primarily to below-budget tax revenue inflows and above-budget expenditure on wages and interest payments.

The improved economic conditions pushed both investor and consumer confidence to record levels at the end of the fiscal year and led to reaffirmed ratings from international rating agencies Moody's and Standard & Poor's.

#### Bank of Jamaica Slashes Interest Rates

The Central Bank significantly reduced interest rates twice during the fiscal year, May and December in its efforts to continue to push interest rates to historic lows. On both occasions, the Bank of Jamaica (BOJ) cited benign inflation, improved private investment inflows, a stable currency and improved Net International Reserves (NIR) as the main factors for the reductions. The further convergence of long-term and short-term rates (flattening of the yield curve) contributed to a more difficult investment horizon for financial institutions, including JMMB.



#### The Jamaican Currency

The Jamaican currency was also relatively stable during the fiscal year. The currency depreciated by a mere 4%, compared to 6.5% in the previous fiscal year. The currency began the fiscal year at J\$65.50 to US\$1 and ended the year at J\$68.14 to US\$1. The dollar came under some pressure in January '07 due to a rebalancing of portfolios by local investment managers. The Central Bank was able to intervene strategically via its NIR, selling to end users as the need arose. The BOJ's NIR ended the fiscal year at a healthy US\$2.3 billion.



#### Jamaica's Sovereign Credit Rating

The international rating agencies, Standard and Poor's and Moody's, both reaffirmed their B/Stable and B1/Stable ratings and outlook on Jamaica. The ratings were reaffirmed on March 7, 2007 and subsequently May 21, 2007, respectively. Both rating agencies cited the government's commitment to fiscal discipline, debt reduction and improving growth prospects boosted by the strong inflow of foreign direct investment (FDI) and political stability as the sovereign's major strengths. On the other hand, the rating agencies were concerned about the wide deviation from the fiscal deficit target last fiscal year as well as the current 4.5% deficit target. The rating agencies also pointed out that with upcoming general elections and the hurricane season, the possibility of fiscal slippage and a deviation from the target exists. Finally, the rating agencies cited our high government debt burden and limited fiscal flexibility as additional downside threats to the current ratings.

Jamaica continued to tap the international capital market with relative ease. After the issue of a US\$250 million, 30-year bond with a coupon of 8.5% in 2006, the government followed that with a 32 year (2039-maturity) bond with a coupon of 8.0%. This maintains the government's strategy of using lower coupon debt to refinance more expensive debt.

## THE BUSINESS ENVIRONMENT (Continued)

#### Inflation

The inflation rate at the end of the fiscal year was 6.6%, 4.9 percentage points below last fiscal year's inflation rate of 11.4%. The final figure came in below the GOJ's 9% target. The reduced rate was due primarily to the rebound of domestic agriculture, the absence of any significant weather-related shocks and reduced global oil prices. The improved weather conditions meant that domestic food prices, which represent 55.5% of the inflation index, remained well contained. The reduced global oil prices also meant that electricity and transportation cost (primarily bus fares) remained contained.



#### Government of Jamaica (GOJ) Indebtedness

At the end of March 2007, total public debt stood at J\$929.3 billion. This represented an increase of 9.7% over the stock of \$847.3 billion recorded at the end of March 2006. The debt-to-GDP ratio stood at 130.6%, marginally below last year's 131.5%, at the end of fiscal year 2006/07. The debt-to-GDP ratio includes pre-financing from the issue of the 2039 bond. If we remove the pre-financing due to the 2039 bond, the ratio declines to 127.3% of GDP. This is a significant improvement over the 138.2% recorded at the end of FY2004/05 and the 140.0% at the end of fiscal year 2003/04.



#### **GDP Growth**

Real GDP grew by 2.5% for fiscal year 2006/07 and 2.6% for calendar year 2006. The growth rate represents the highest growth rate for the past decade. For the calendar year, the Services Sector is estimated to have grown by 3.2% while the goods producing sector grew by 1%. Strong growth was also experienced with Agriculture growing 16.1% (due to recovery from Hurricanes Ivan, Emily and Dennis), Transport Storage & Communication grew by 4.6% and Tourism grew by 12.4% as Jamaica benefited from increased visitor arrivals partly as a result of significant weather damage to other tourist destinations. Other positive areas included Real Estate (up 2.4%) and Financial & Insurance Services (up 2.5%). On the negative side, Manufacturing declined by 2.2% due to the closure of Jamaica's sole producer of cigarettes & tobacco. Construction also suffered as the cement crisis led to a 2.8% decline of the sector.

## THE BUSINESS ENVIRONMENT (Continued)

#### **OUTLOOK FOR THE ECONOMY**

In April 2007, Jamaica's 2007/08 budget was presented, with the major revenue highlights being no new taxes and no increase in the current tax rate. The fiscal deficit target was set at 4.5% of GDP, the largest deficit target since the fiscal year 2003/04. The second Memorandum of Understanding (MOU II) was signed between the government and trade unions during the last fiscal year. The second agreement effectively caps wages at 20% over two years. This year public sector workers successfully negotiated wage increases averaging 17%. Thus, this year wage growth should not pressure the numbers significantly.

JAMAICA: FISCAL BUDGET PROJECTIONS						
Jamaica (JSMillion	s) 2006/07	2007/08	Change	%		
<b>Revenue &amp; Grants</b>	211625.0	243091.7	31466.7	14.9		
Tax Revenue	188299.5	217630.2	29330.7	15.6		
Non-Tax	11018.5	11310.6	292.1	2.1		
Bauxite Levey	4169.9	4268.2	98.3	2.4		
Capital	3293.3	3562.1	269.1	8.2		
Grants	1813.8	3290.2	1476.4	81.4		
Expenditure	249101.0	278181.0	29080.0	11.7		
Recurrent Exp	225599.1	239300.0	13700.9	6.1		
Programmes	49120.3	49320.0	199.7	0.4		
Wages & Sal.	78660.9	88510.2	9849.3	12.5		
Interest	97817.9	101469.8	3651.9	3.7		
Domestic	71295.9	70487.5	-808.4	-1.1		
External	26522.0	30982.3	4460.3	16.8		
Capital Expen.	23501.9	38881.0	15379.1	65.4		
Fiscal Balance	-37476.0	-35089.3	2386.7	-6.4		
Primary Balance	60341.9	66380.5	6038.6	10.0		
Primary Items						
Nominal GDP*	707839.1	774659.4		9.4		
Fiscal (%GDP)	-5.3%	-4.5%				
Primary (%GDP)	8.5%	8.6%				
Source: Ministry of Finance, *JMMB Investment Research						

The estimate of expenditure for fiscal 2007/08 is J\$380.4 billion, up by 6.2%. The increase however is slightly below inflation, indicating that real expenditure has actually declined. Recurrent expenditure of J\$239.3 billion was up 6.1%, while capital expenditure of J\$38.9 billion was up 65.4%. Interest Expenditure is projected to increase by 3.7% with domestic expenditure declining by 1.1%. A Primary Balance of 8.6% is also being targeted.

Jamaica will continue to face challenges due to its small size and vulnerability to both internal and external shocks. However, historically, the country has shown a strong resilience to shocks. Economic growth is projected at 3.3% (Planning Institute of Jamaica's estimate) for this calendar year 2007. Domestic agriculture should continue to perform well due to the increased availability of funding from the Ministry of Agriculture and expertise from Rural Agricultural Development Authority (RADA). The growth in Agriculture is not expected to be in double digits but the PIOJ is projecting 5.5% growth.

The Government of Jamaica has indicated that it will continue to exercise proper monetary and fiscal management. The aggressive collection of tax arrears and the second half of MOU (II) should contribute to the government's goal of reaching a fiscal deficit target of 4.5% of GDP. Our business environment will continue to face challenges but our resilience should ensure that the challenges are met head-on and dealt with adequately.

The local securities industry will continue to face a challenging business environment in 2007. After the current election cycle, the BOJ should return to its interest rate cutting cycle. With this in mind, we expect the domestic capital market to continue to experience reduced net interest income amidst continued declining spreads. On the funding side, the outlook on the US economy suggests that US rates should remain at current levels, Fed Fund rates of 5.25%. This will likely maintain the high cost of funds for domestic trading activities.

Regarding the currency, the BOJ's US\$2.3 billion of net international reserves should maintain a stable currency within a 4-6% band. With limited currency volatility, we expect to see reduced gains from local currency trading.

The above challenges are further compounded by a lackluster stock market. Projections for a rebound in the equities market continue to be elusive. Thus gains from equity-related securities trading should also continue to be negatively affected. JMMB has responded to these challenges by introducing new products. These include our Managed Global Bond Portfolio (MGBP) and our Principal Protected Notes (PPN). JMMB will continue to attack the difficult environment and press on with new products, increasing their expertise in other areas and seeking revenues from overseas operations.

## getting it Cône

## **Priorities for growth**

- Increase growth rate
- Foster greater collaboration among business units
- Enhance capabilities in non-traditional businesses
- Expand global brand position

Keith Duncan, CFA Group CEO

## **MANAGEMENT DISCUSSION AND ANALYSIS**

We are pleased to report that JMMB Jamaica delivered a strong financial performance for the year ended March 31, 2007, bolstering the JMMB Group's profit of J\$1.1 billion. Though Group profit declined from J\$1.6 billion, there was a 9.5 % growth in Total Assets to J\$89.6 billion which places the JMMB Group in a robust position to expand the business model to adapt positively to a dynamic and changing market environment.

#### Strong Local Performance

JMMB Jamaica achieved a 24% increase in operating profit (before write down and taxes) from J\$1.36 billion to J\$1.69 billion year-over-year. Administrative expenses for the year also increased by 14%. However, despite this increase, JMMB Jamaica's efficiency ratio improved from 52.6 to 50.5%.

Our growth in operating profit was accomplished in spite of a challenging market environment where we saw

significant narrowing of Net Interest Margin (NIM) affecting the securities dealing segment of the financial sector across the board.

Despite increased competition and reduced rates, JMMB Jamaica's retail base grew by an impressive 14.5%. This is an indication of our strong client loyalty and satisfaction, a direct result of our front line's expertise, commitment to excellence and the financial well-being of our clients. In addition, we also gained efficiencies through effective channel management with the implementation of the ETM machines at key locations in the island, a strategy we will continue to employ.

#### JMMB Group Performance

The reduction in total Group profits was attributed mainly to the lower contribution from our associated company CMMB and a one-time write down of equity investments of J\$254 million.

#### Associate Companies' Impact on Performance

In contrast to prior years, CMMB made

"JMMB Group recorded a profit attributable to stockholders of J\$1.19 billion."

significantly smaller a contribution to the Group's profit this year for a number of reasons. CMMB experienced a very challenging interest rate environment due to inflation in its main market, Trinidad and Tobago. This resulted in a considerable reduction in Net Interest Income (NII) from TT\$120 million to TT\$56 million, a decrease of 54%. There was also a one-time write down of assets for CMMB. Both factors resulted in their overall profits declining by 80% to TT\$11 million compared to the prior year.

Against an increasingly competitive banking environment, Intercommercial Bank Limited (IBL) delivered a strong performance, with profit after tax of TT\$9.36 million (15-month period), an increase of TT\$6.29 million or 203% increase over the prior year. With its merchant bank now fully established, an experienced, innovative team in place and its core banking system successfully implemented, IBL is ready for expansion in the Trinidad and Tobago market. They are also successfully leveraging the JMMB Group to generate revenue from businesses that operate between Jamaica and Trinidad.

### MANAGEMENT DISCUSSION AND ANALYSIS (Continued)

#### **The Year Ahead**

The year ending March 2008 promises to be an exciting period for the JMMB Group. In continuing our tradition of innovation as a financial institution, we have introduced a set of timely and unique new products and services to meet our clients' needs. We have also made strategic moves to expand our business model to adapt to the new market environment and with Net Interest Margin (NIM) stabilizing we have a positive outlook for growth this upcoming year.

At our core, we maintain our commitment to our valued clients, both retail and corporate, who continue to support us. We believe that our focus on greater client intimacy will allow us to maintain loyalty. As such, the JMMB team continues to be highly engaged in the execution of our 2025 strategic plan which seeks to fulfill more of our client needs, deepen our market share and increase shareholder value.

Our commitment and confidence in our future growth and profitability are based upon the following:

#### Expanding Asset Management Business

We are deepening our market penetration with the roll out of new products and services through an expanded retail network to increase and optimize client access. Our aggressive product roll out plan for the next financial year includes Pension Fund Management, Managed Global Bond Portfolio and Trinidad Select Index Fund. Increasing our ETM locations from four to twelve is geared to facilitate convenience (investments, encashments) for our clients.

## • Aggressive Brokering: Increasing the Options for our Clients

Our product development strategy is based on simultaneously meeting our clients' needs at various levels of risk appetite. As such, we offer a range of products including Principal Protected Notes (PPN) as well as active trading of GOJ Global Bonds for clients. In rounding out our insurance offering, we now provide

access to general, health, Keyman, facultative and life insurance.

#### Building Credit Capability

We are expanding our credit capabilities to fulfill the financing needs of our corporate and retail clients. This is an exciting new thrust in our business capabilities and we will commit our resources wisely to maximize our success in this new business area.

#### Launching Corporate Solutions

With the establishment of our new Structured Finance Unit, JMMB will provide institutional, corporate

and commercial corporate clients with an array of corporate financial solutions. We are very proud of the experienced and accomplished financial professionals we have recruited to the team in the new Structured Finance Unit. Working with our team of Corporate Relationship Managers, we look forward to this strengthened team further penetrating this market segment.

"JMMB remains committed to our valued clients, both retail and corporate."

#### Regional Expansion

We commenced operations in the Dominican Republic (DR) this year. Consistent with our strategic plan to develop a leadership position quickly in regional markets, we are acquiring a local DR brokerage firm to enable the sale of products to the wider market. The vibrant, experienced team in the DR, we believe will deliver profitability within the next two years.

## • Regional Growth Momentum and Revenue Re-Bound

The IBL Group is positioned to continue to grow profitability and Total Assets. The commercial bank is expanding its delivery channels as well as building out a new Electronic Banking Unit (developing a new local debit card; extending the Visa product line, telephone banking). The Trust and Merchant Bank, led by a strong team will continue to make inroads in the market by deepening strategic relations with partners, including JMMB. to deliver corporate finance products, both locally and regionally.

For CMMB, the stabilization of the interest rate environment in Trinidad and Tobago will lead to recovery in Net Interest Income (NII), with a consequent return to growth in profitability. In addition, major technology investment will enable flexibility to more effectively serve clients in the Eastern Caribbean.

All this bodes well for strong performance at the Group level in the next financial year as we continue to build the foundation to fulfill our Vision 2025.

#### **Corporate Social Responsibility**

JMMB continues to be actively involved in charitable and voluntary activities, as we recognize and accept our social responsibility to the wider community. We are particularly proud of our contribution to the Committee for the Upliftment of the Mentally III (CUMI) and also of the novel approach to our contributions to our communities last Christmas with the '21 days of Christmas' where each day we gave \$100,000 to a worthy charity. On the sponsorship side we have also remained committed to supporting the nation in terms

of athletics and football amongst many other worthy causes.

#### Conclusion

The JMMB Team is very focused on client intimacy, growth and increasing shareholder value. We believe that we are well poised to deliver on these objectives.

I would like to thank all of our shareholders and valued clients who have placed a high level of confidence and trust in us. We are also extremely grateful to our Board for their continued support and steadfast advice. Finally, I am deeply

appreciative to our committed Management Team and our unrivalled, passionate Team Members who embrace the vision and make it a reality. More than ever we believe that

VISION + VALUES + EXPERTISE = PHENOMENAL SUCCESS.

"JMMB remains committed to our Vision 2025, which was developed by team members..."

### **JMMB SECURITIES LIMITED**

In a comparatively quiet local stockmarket for 2006/ 2007, JMMB SL focused on strengthening its internal efficiencies and structures.

Operationally, we continued to manage our internal affairs tightly. Our internal audit and the JSE audits both highlighted some operational achievements and practices which bode well for our internal controls and redound to the bottom line of the business. Consistent with our strategic plan, we sought to gain more synergies with JMMB through stronger collaboration with the back and middle office functions.

The Company sustained its position as the number one broker in the market for the number of transactions processed since inception in 2002 - fulfilling on its promise of bringing access to the ordinary investors in the market. This accomplishment highlights the opportunity in the client base of JMMB, for those who are, as yet not completely 'activated' into the benefits of equity trading nor sufficiently versed in the benefits to be afforded by participation in the local equities markets.



JMMB SL, as a business, also took up residence at its new home on Knutsford Boulevard. This new location gives us room for further

growth and expansion by being adjoined to a signature branch of the business.

In the same year, we also commissioned another first for Jamaica—our On-Line Equity Facility. This innovative new offering allows our clients to buy and sell from any computer in the world via secure accounts. The orders, when placed, join our general first-come-firstserved queue of orders from across the island and region.

At the Caribbean level, our activities with clients and broker counterparties, in Trinidad and Tobago as well as in Barbados, have grown significantly. We have attained unprecedented levels of cooperation with the launch of the Trinidad Select Index Fund being approved both in the Cayman Islands and in Trinidad and Tobago. As the first Jamaican Securities Brokers to achieve this, we have established another first in the industry.

JMMB SL restructured its trading portfolio during the year to better align its operations for long-term sustainability. This included spinning off a portion of its portfolio to its parent JMMB Ltd. and reducing selected positions to limit concentrations and exposure.

With all of these changes and improvements, we are now positioned to deliver more value across the region to our clients wherever they may reside. We thank you, our clients, for your support and we recommit to working diligently to grow the market and to reach even more new equity investors in the year ahead.

#### Leo Williams

Executive Director JMMB Securities Ltd/ International Business Development Manager, JMMB Ltd.



## **JMMB INSURANCE BROKERS LIMITED**

2006/2007 was a milestone in the history of JMMB Insurance Brokers (JMMB IB). We were granted a general insurance license which now enables us to sell life, health, motor and property insurance. Thus, we have greatly enhanced the value proposition to JMMB clients as we can offer additional group discounts of 10% on certain insurance products.

Additionally, we can now complement our new drives in Pension and Corporate Finance, which will be a significant contributor to our future revenues. Much like JMMB SL, JMMB IB has integrated the activities of its middle and back offices to gain greater operational efficiencies.

It was a challenging year for IB as we resourced the team and implemented processes. However, we are confident that we will achieve our goals, while giving our clients the high levels of service to which they have grown accustomed in an area of business which for many persons has, traditionally, been onerous.

<image>

Lancelot Henry, Managing Director





In Your World ..... When it matters Most

## JMMB DOMINICANA

JMMB Dominicana, S.A. was established as a local company under the Dominican Republic laws and started operations in August 2006. In the first months of operation we have already built a substantial portfolio of government bonds.

The process to become an approved security broker started in August 2006 and in view of the long application process (18-24 months) it was decided to acquire an association with well-recognized and solid local partners.

The new company will be named JMMB BDI AMERICA and will be an approved entity to operate in the Dominican financial market in the third quarter of 2007.

The initial strategy is to create and develop a portfolio of locally-issued Government/Central Bank debt instruments and to continue the growth with international debt issues of local Dominican companies.

The main strategy is to establish a solid foundation in the Dominican Republic to take advantage of the local market, followed by the exploitation of CAFTA (Central American Free Trade Agreement) opportunities. We will be able to trade instruments from countries in Central America and the Caribbean, developing this franchise as a hub for the JMMB operation in the Spanishspeaking countries.

The JMMB Dominicana team has a unique set of skills, enabling us to successfully enter into this new and developing Dominican market. The local product that we will be offering to the Dominican Republic market will be based mainly on fixed income products in DR\$ and US\$ currencies.



**Guillermo Arancibia** Managing Director

Our new office is located at the Acropolis Center on the 12th floor of the Citigroup Tower, in the heart of the financial centre in Santo Domingo. The outstanding facilities inspire confidence and provide our clients with a secure and comfortable environment in which to conduct business as it includes numerous parking spaces and a sophisticated shopping mall. The Citigroup Tower also hosts many important local and multinational companies that are well known and recognized by corporate and high net worth clients—our core target market.

## Jamaica JMMB Group



República Dominicana JMMB

The main opportunity for JMMB BDI AMERICA is to continue the development of the secondary market through new investment products and financial instruments that will be available to the market. The Money Market has practically no activity in the Dominican Republic, with minimal over the counter transactions currently being undertaken so we will be aggressively driving this market, as we did in Jamaica.

## **CARIBBEAN MONEY MARKET BROKERS LIMITED**

#### **Spread Income**

CMMB's (Caribbean Money Market Brokers, Ltd.) net interest income declined by more than 50% from TT\$120 million to TT\$56 million during 2006-07. This decline is attributed to the steady increase in interest rates in the various territories in which we operated, during the review period. The CMMB model is sensitive to movements in interest rates and in an increasing interest rate scenario, the cost of funds increase, thereby compressing spreads and reducing net interest income.

#### **Trading Income**

As interest rates increased, the value of the bonds held in the portfolio declined. In anticipation of this trend in

interest rates, we decided to crystallize the gains on the portfolio and divested a significant part of its high value Eurobonds. This enabled us to realize over TT\$100 million in trading gains from our Available-for-Sale (AFS) portfolio. This is the highest level of trading gains that CMMB booked in its nearly seven years of operation.

At the same time, the strategy caused the total assets to decline from TT\$8.67 billion to about TT\$7.5 billion. We deliberately avoided increasing our liabilities in an inclining interest rate environment and held more cash in anticipation of picking up bonds at attractive prices when interest rates begin to level off.

Ram Ramesh, CFA CEO





#### Shareholders' Equity

The inclining interest rates also negatively impacted the fair value reserves of the Company as emerging market (EM) bond prices declined in value, and as spreads on EM bonds compressed. This caused a decline in Shareholders' Equity from TT\$418 million to TT\$206 million.

The lackluster performance of the stock market also impacted negatively on shareholders' equity as some of the equity holdings were marked down in value.

CMMBSL, a member of the Trinidad and Tobago Stock Exchange, recorded an after tax profit of TT\$2.5 million compared with TT\$ 2.9 million for the preceding year. The Company continues to play a leading role in the domestic and regional stock markets despite the lethargic stock market performance for the entire fiscal year.

#### Looking Ahead

Despite the challenges of 2006–07, CMMB laid an important foundation for future growth. These include:

• A web-based integrated core business application system that will enable us to process all transactions end-to-end without multiple points of data-entry;

• A world-class brand that will provide us a uniform platform to communicate our personality;

• A corporate university that will enhance the quality of our talented people;

"Despite the challenges of 2006–07, CMMB laid an important foundation for future growth."

The economic environment in Trinidad and Tobago looks more favourable for the coming year, with interest rates appearing to have topped out. In addition, we are leveraging the expertise of JMMB to structure our portfolios and we have also fully integrated their Risk Management practices.

In keeping with our aspirations to go global, we are actively pursuing the establishment of a unit in Bahrain by leveraging on the business model developed in the Caribbean. We believe these initiatives will form the foundation upon which we will build our expansion plans and create our future.

## **INTERCOMMERCIAL BANK GROUP**

#### **Financial Performance**

We are pleased to report that the Intercommercial Banking Group in Trinidad and Tobago recorded exceptional financial growth for the financial year ended March 2007. The Group achieved its eighth consecutive year of profitability with profit after tax of TT\$9.4 million (15-month period), an increase of TT\$6.3 million or 203% increase over the prior year. During 2006, the Group changed its financial year-end from December 31, to March 31, to coincide with the financial year-end of our 50% shareholder Jamaica Money Market Brokers Limited.

Operating income for the Group closed at TT\$58.58 million, an increase by 76% over the prior period. Major increases were in the areas of Fees and Commissions, which increased by 176% and Foreign Exchange Revenue which increased by 171%.

Significant growth was also achieved in Total Assets and Shareholders' Equity. The Group's Total Assets closed at TT\$860 million with net growth in assets by TT\$235 million or 37.7%. The main area of growth for the Group was in the area of Cash and Investments, which represents 51% of Total Assets.

The tremendous growth and profitability of the IBL Group was realized through strategic business initiatives; customer-centric offerings; quality recruitment and retention of skilled personnel; reengineering of internal policies and procedures and a more robust compliance framework. Also, by virtue of our small size, we can be nimble, compared to our industry peers, in executing financial transactions that are custom tailored to the market and business-specific needs of our customers.

#### Non Financial Milestones

The tremendous improvement in the financial performance of the IBL Group was as a result of the Management of the Group setting specific milestones and taking significant strides in achieving their goals. We present some of the critical accomplishments for the period.

#### Relocation of the Intercommercial Trust and Merchant Bank Office

In order to establish Intercommercial Trust and Merchant Bank (ITMBL) as a national player in the minds of potential investors, we took a strategic decision to relocate our office to Port of Spain in February 2006. A team of professionals was brought on board to manage ITMBL and drive its business initiatives. This re-positioning has contributed significantly to ITMBL's success as the Company contributed TT\$3.4 million to the Group's After Tax Profit which represented an increase of 233% over 2005.



Hugh Duncan, IBL Group CEO

"...we have taken the decision to refocus our core business to provide quality banking services and products through efficient delivery systems to our valued customers."



#### Strategic Alliances that Work...

Another significant achievement for the IBL Group and, in particular, Intercommercial Trust and Merchant Bank, is the expanded strategic business alliance with JMMB. This initiative allowed both JMMB and IBL to better service the corporate finance requirements of customers in both Jamaica and Trinidad and Tobago by providing crossborder, structured treasury products and short- and medium-term financing for mid-tier corporates. These initiatives will be further developed within a structured framework to optimize synergies across the Group and more seamlessly gain access into regional markets.

#### Office and Branch Expansion

IBL also recognized that there were several key positions within the organization that needed to be filled. In a talent search, the Group added some 31 new employees to our team necessitating the expansion of our Head Office Branch accommodation for both team members and customers. Expansion renovations resulted in the doubling of our office space and increased levels of comfort for team members and customers.

#### Product Development

The Group also partnered with local Credit Unions to develop its co-branded Visa International Debit card which was met with success. This initiative has the benefit of increasing brand awareness, widening our customer base and exposing the Group to the growing Credit Union market. This co-branded debit card product is not only new and innovative but also unique to the English-speaking Caribbean and has potential for growth.

#### Our Strategy For Future Success

We remain focused on creating a customercentric environment through the provision of highly personalized service to all of our customers and delivering on our promise of sustainable and robust financial growth and profitability for our stakeholders.

In 2007/2008, we will expedite plans to unveil a more advanced sales structure, improving and expanding our delivery channels to customers, including one additional branch office and three sales outlets. This network expansion will be supported with the buildout of our new Electronic Banking Unit.

This Electronic Banking Unit will be charged with delivering a suite of products which include:-Transaction payments, Home Banking (telephone

> banking), free local ATM access for all of our clients with our VISA electronic debit cards. Another major IBL initiative in 2007 will be the launch of our own local debit card.

The expansion of the Bank is being undertaken within a more robust Enterprise Wide Risk Management Framework that is being implemented to enhance the existing Risk Management Framework. In so doing, the Group will be better positioned to measure and mitigate risk in keeping with BASLE II guidelines. Further, the Group continues to operate within a sound

governance framework comprising of Board sub committees and management committees which provide oversight and guidance to the designated operations within the IBL Group as we embark on a rapid growth plan.

IBL remains committed to; ensuring a strong and 'rooted' structure within which all resources can be efficiently and effectively utilized; our corporate objectives achieved and high levels of satisfaction experienced by our customers and team members alike. We are committed to Building Lives and adding sustainable value to our shareholders.

"We are

committed to

**Building Lives** 

and adding

sustainable

value to our

shareholders"

## CORPORATE GOVERNANCE

The Board of Directors is comprised of eleven board members, seven of which are non- executive. During the year, there were ten Board meetings and two weekend retreats for strategic review and budget planning, respectively. There is a strong respect for Corporate Governance within the JMMB Board as we continue to strive for international best practices. To this end, a new Board charter is being developed to guide our actions.

Currently there are four board subcommittees, namely Risk, Finance, Audit and Human Resources. Each subcommittee meets quarterly, is chaired by a Non-Executive Director and comprises other members of the Board and senior management.

Non-Executive Directors	Risk	Finance	Audit	Human Resources
Archibald A. Campbell	Chairman	Chairman	Chairman	
Dennis L. Harris			$\checkmark$	
Donna Duncan-Scott				$\checkmark$
Anne Crick, PhD				Chairman
Richard J. Trotman	$\checkmark$			
V. Andrew Whyte	$\checkmark$		$\checkmark$	
# Report from the Board Audit Subcommittee

The mission of the Audit Committee is to assist the Board in discharging its duties with respect to internal controls and regulatory requirements. The primary duties and responsibilities of the Committee are:-

- Recommending the appointment of an independent external auditor, and their compensation
- Examining the scope of audits conducted by external and internal auditors
- Ensuring appropriate internal audit resources are in place to facilitate adequate internal controls
- Ensuring the integrity of client and financial accounts
- Ensuring compliance with regulatory requirements
- Reviewing and recommending changes to the existing accounting policies and practices

PricewaterhouseCoopers (PWC) was the internal auditor of the Company. During the financial year, PWC conducted financial, operational, compliance and IT audits on key areas within the Company. PWC attends Committee meetings to present and discuss the audit reports and other audit related issues.

The Committee consists of three non-executive directors of which one is appointed by the Board as the Committee's Chairman. The non-executive directors, including its Chairman are appointed annually and are eligible for re-appointment.

There were fifteen meetings held during the fiscal year 2006/07.

# RISK MANAGEMENT

#### Overview

Risk Management is the foundation on which strong, successful financial institutions are built. As such, this year, as with previous years, JMMB invested significant resources in improving its risk management capabilities. Over the last financial year the Risk Management Unit focused on developing a framework for managing the risks associated with the new products that were offered, and the new markets entered. This framework will certainly serve to facilitate and guide the Company's strategic growth and regional expansion thrust.

The objective of risk management at JMMB is to protect the Company's capital whilst facilitating its growth. By managing the company's risks with this objective at the forefront, both clients and shareholders can be assured that we strive to provide them with strong, stable returns.

Ultimately, the responsibility of managing the Company's risks lies with the Board of Directors. However, the senior management and risk management teams play integral roles in the process. The Risk Management Committee, a sub-committee of the Board, meets on a quarterly basis, and provides strategic direction for managing the Company's risks. A senior management team that focuses on investment and risk issues meets fortnightly to review the company's exposures and make appropriate policy recommendations to the Board, whist the risk management team carries out the day-to-day monitoring and analysis of risk exposures.

JMMB is committed to continuously benchmarking its risk management practices against international standards. As such, the risk management team keeps abreast of trends in risk management techniques, as well as regulatory changes worldwide. Where it is viewed to be appropriate, the Company adopts aspects of these techniques and regulations for internal purposes.

# **Market Risk**

Market risk is the potential loss in the value of a portfolio as a result of movements in interest rates, foreign exchange rates, equity prices and commodity prices. The Company is exposed to market risk by way of its positions in fixed income instruments, equities and foreign currencies.

JMMB employs the Value at Risk (VaR) methodology to evaluate and monitor its market risk exposure. This methodology has been adopted by major investment firms around the world, and shows the potential loss in the value of a portfolio over a specified period of time with a given probability.

As useful as VaR is, it is not used in isolation: Stress testing is also carried out on a regular basis to assist with analysing the market risk of the group's portfolios thoroughly. Together, the VaR calculations and stress tests form a critical input into the investment decision making process.

# Liquidity Risk

Liquidity risk is defined as the loss that could be sustained due to the inability of an institution

to meet its financial obligations at a reasonable cost and in a timely manner. During the year, the Company developed a model that enabled it to evaluate its liquidity risk on a daily basis. This model has become an integral part of the company's operations and has allowed it to anticipate its liquidity needs better than it did previously.

Strategies continue to be in place to deal with liquidity crunches that may arise from time to time.

# "JMMB continues to improve its credit risk management capabilities"

# Credit Risk

Credit risk is the potential loss of capital that may be sustained should a counterparty fail to fulfilits actual or implied contractual obligations. To mitigate against this risk, the company analyses its counterparties on a regular basis to evaluate their ability to

meet their obligations. The CAMEL methodology is used to conduct these evaluations and exposure limits are assigned to each one based on an internally developed ratings model.

Although the Company improved its credit risk management capabilities during this financial year, significant further improvements are planned for the year ahead.

# **Operational Risk**

The Bank for International Settlements defines operational risk as the risk of loss resulting from inadequate or failed internal processes, people and systems or from external events. In the management of operational risk, the Board has ensured that there are adequate controls in operating processes and systems. These include authority limits, segregation of duties and performance standards. Regular audits are conducted by our internal auditors, PricewaterhouseCoopers, and are reviewed quarterly by the Board's Audit Sub-committee. There is also oversight of the Company's day-to-day operations by JMMB's Compliance Unit.

# **CORPORATE SOCIAL RESPONSIBILITY**

"JMMB is actively and publicly involved in voluntary charitable activities within the society and recognizes and accepts its social responsibility, understanding that it has everything to do with JMMB which is part of the link in the wider chain" Excerpt from the Vision of Love.

Initiatives that support individual and community development are aligned with our Vision of Love and as such we are pleased to report on our Corporate Social Responsibility activities for the past year.

#### 21 Days of Christmas

This year saw the introduction of an ingenious method of spreading goodwill and benefiting those most in need. Team members suggested that instead of giving gifts to clients we should ask them to nominate the charity to which they would like us make a donation. Using the list compiled from our clients' recommendations we presented J\$100,000 to a different charity every day for the 21 days leading up to Christmas. The initiative was called "21 Days of Christmas". The response was overwhelming.



Committee for the Upliftment of the Mentally III (CUMI)







The JMMB team is proud of its partnership CUMI, particularly the full funding of the CUMI Children's Programme from its inception in 1996.



JMMB has and will continue to support CUMI for two main reasons:

1. CUMI's vision of empowering some of the most vulnerable members of our society is consistent with JMMB's vision for Jamaica. We have a vision for a Jamaica grounded in love, where our children and people realize their potential, their dreams and enjoy a high quality of life.

2. CUMI has lived, and continues to live, the values of love, true respect, service, excellence and accountability, which are consistent with our values. Accordingly they consistently produce excellent results.

CUMI started with a group of concerned citizens who wanted to improve the lives of street people. Fourteen years later they have a first class, model rehabilitation programme.

The CUMI children's programme started in 1996 when Joan Duncan, co-founder of Jamaica Money Market Brokers and her sister Elizabeth Hall saw a vision of a Jamaica where every child had the opportunity to be healthy, to realize their potential and to be happy. Elizabeth, thoughtfully and creatively, designed and implemented a unique and effective programme of placing children at risk in foster homes with financial and development support for the mothers and the children. The legacy that Elizabeth Hall has left in CUMI is an achievement beyond any expectation and one that she will be remembered for forever. The CUMI story is one of continuous inspiration. It inspires us to dream, take action to realize our dreams, and stay true to our values.

# Jamaica Securities Dealers Association Annual Success Camps

JMMB has ongoing partnership with the Jamaica Securities Dealers Association to support



Dealers Association to support the National Youth Service in the hosting of their Annual Success Camps which aim to re-integrate young boys, who are said to be at risk of being expelled from high schools due to behavioral problems, back into the school system.

TheJoanDuncanEndownmentFundforFinance& EthicsatUniversityofTechnology:

Joan Duncan was passionate about finance and equally passionate about maintaining high ethical standards personally and promoting these in the workplace and at home. After her death in 1998, we established a fund at the University of Technology in her name.





The purpose of the fund is to deepen the disciplines of finance and ethics at the tertiary level to the benefit of Jamaica and the wider Caribbean companies and economies. It also supports students, faculty members and Caribbean researchers who are passionate about their area of discipline and who want to contribute to the development of their countries and the region. It will also provide companies with the benefit of relevant and practical research, frameworks and models to help them to run their operations successfully.

## The JMMB Foundation

Throughout the past year, JMMB has sponsored a number of individual and community development projects as listed below:

- Lions Club of New Kingston Youth Life Skills Development Programme
- The August Town Peace Builders Committee Summer Camp for members to learn useful skills related to fostering peace in their community.
- Caribbean Vision 100% Crime Free School Programme

In the coming year, the Foundation will continue to focus on five main areas:

- 1. The Joan Duncan Fund for Power and Possibility
- 2. The Noel Lyon Fund for Entrepreneurship
- 3. Nation Building Fund
- 4. Financial Empowerment Fund
- 5. Environment Protection Fund

This report highlights only a small selection of the activities undertaken over the past year and we remain committed as a company and team to continuing with these initiatives.

We are privileged to have been able to provide financial support to the many programmes outlined and we wish to thank the leaders and the teams who dedicate themselves to serving those in need. We wish to acknowledge Joy Crooks, Admistrator extraordinaire of the CUMI programme and Dr. Pearnel Bell, our Clinical Psychhologist, whose work is highly effective. We are particularly grateful to the foster mothers in the programme who have wholeheartedly raised the children as their own. We also acknowledge the contribution of Reverend Adinhair Jones, NYS Executive Director and our Group CEO Keith Duncan who is the Chairman of the NYS Board.

# <u>commitment</u>

# **BRANCH MANAGERS**



#### HAUGHTON

6 Haughton Terrace, Kingston 10, Jamaica Tel: (876) 920 5050 Fax: (876) 920 7281 Teverly Gray, Manager

#### KNUTSFORD

(Formerly in Island Life Mall) 11 Knutsford Boulevard Kingston 5, Jamaica Tel: (876) 926 3684 Fax: (876) 960 3927 / 960 4455 Fornia Young, Manager

#### **TROPICAL PLAZA**

Shop #2 Tropical Plaza 12 - 14 Constant Spring Road Kingston 10, Jamaica Tel: (876) 929 8358 / 968 7395 Fax: (876) 968 3803 Cedric Stewart, Manager

#### PORTMORE

47- 48 West Trade Way Portmore Town Centre Portmore, St. Catherine, Jamaica Tel: (876) 939 3205 / 939 3206 Fax: (876) 939 3207 Teverly Gray, Manager

#### MANDEVILLE

4 Perth Road Mandeville, Manchester, Jamaica Tel: (876) 625 2351 / 625 4450-2 Fax: (876) 625 2352 Marcia Whittaker, Manager

#### **MONTEGO BAY**

Shop 19, Montego Bay Shopping Centre Howard Cooke Blvd. Montego Bay, St. James, Jamaica Tel: (876) 979 6052 / 979 6055 Fax: (876) 979 1566 Lorna Hall, Manager

#### MAY PEN

Shop 28B Bargain Village Plaza 35 Main Street, May Pen, Clarendon, Jamaica Tel: (876) 786 0101 Fax: (876) 786 3660 Jacqueline Mullings, Manager

## **OCHO RIOS**

Office #4 Ocean Village Shopping Centre Ocho Rios, St. Ann, Jamaica Tel: (876) 795 3627 (876) 795 3542 Fax: (876) 795 3886 Horace Wildes, Manager

#### SANTA CRUZ

Shop #2, Oasis Plaza Coke Drive Santa Cruz, St. Elizabeth, Jamaica Tel: (876) 966 2512 / 966 3493 Fax (876) 966-9816 Jacqueline Mullings, Manager

### CLIENT CARE CENTRE

Within Jamaica: 1-888-GET-JMMB (1 888 438 5662) Fax: (876) 998-9380

#### From the

USA & Canada: 1 877 533 5662 Fax: (876) 998-9380 From the UK: 0 800 9176040 Fax: (876) 998-9380 Website: www.jmmb.com Email: info@jmmb.com

# **DIRECTORS' REPORT**

The Directors are pleased to present their Report for the year ended March 31, 2007. The Report represents the results for Jamaica Money Market Brokers Limited and its subsidiaries (collectively referred to as "the Group") and the Group's interest in its associated companies.

## **Group Results**

- Operating Revenue, net of interest expense, was \$3.38 billion, reflecting an increase of 18.96% over last year.
- The Profit before income tax was \$1.53 billion, reflecting a decrease of 17.2% over last year.
- The Profit attributable to equity holders of the parent after income tax was \$1.10 billion, reflecting a decrease of 30.90 % over last year.
- Shareholders' Equity now stands at \$7.17 billion .

## Dividends

The Directors recommend that the interim dividends paid on December 15, 2006 and June 28, 2007 be ratified and declared as final and that no further dividend be paid in respect of the year under review.

## Directors

The members of the Board of Directors as at March 31, 2007 were as follows:-

Mr. Noel A. Lyon, PhD	Chairman and non-Executive
Mr. Archibald A. Campbell	Deputy Chairman and non-Executive
Mr. Keith P. Duncan	President & Chief Executive Officer
Mrs. Donna Duncan-Scott	Executive Director
Mr. Dennis L. Harris	Non-Executive
Mr. V. Andrew Whyte	Non-Executive
Mr. Wayne Sutherland	Non-Executive
Mr. Richard J. Trotman	Non-Executive
Mr. Hugh Duncan	Non-Executive
Ms. Anne Crick, PhD	Non-Executive
Mr. Cedric Stewart	Staff /ESOP Representative
Mr. Marc S. Harrison	Company Secretary /General Counsel

Mr. Hugh Duncan was appointed a Director on November 21, 2006.

In accordance with Article 105 of the Company's Articles of Association, the Directors retiring from office by rotation are Messrs. Wayne Sutherland, Cedric Stewart and Archibald Campbell, who being eligible, offer themselves for re-election.

Mr. Hugh Duncan, having been appointed to the Board since the last Annual General Meeting, shall retire and being eligible, offers himself for election.

# **Auditors**

Messrs. KPMG, the external Auditors, have indicated their willingness to continue in office pursuant to Section 154 of the Companies Act, 2004.

The Directors wish to express their thanks to the management and all team members for the work done during the year, and to the clients for their continued support.

By Order of the Board Dated this 2nd day of July, 2007

Marc S. Hanvo-

Ma<mark>rc S. Harri</mark>son Company Secretary

# **CORPORATE INFORMATION**

# **CORPORATE INFORMATION**

#### **Registered Office**

6 Haughton Terrace Kingston 10, Jamaica

#### Auditors

KPMG 6 Duke Street Kingston, Jamaica

#### Registrar & Transfer Agent KPMG

Regulatory & Compliance Services 6 Duke Street Kingston, Jamaica

#### **Bankers**

National Commercial Bank Jamaica Limited RBTT Bank Jamaica Limited Citibank, N.A.

#### Attorneys-At- Law

Hart Muirhead Fatta 2 St. Lucia Avenue Kingston 5 Jamaica

Myers, Fletcher & Gordon 21 East Street Kingston, Jamaica

Marc S. Harrison, LLB 6 Haughton Terrace Kingston 10 Jamaica

#### **Internal Auditors**

PricewaterhouseCoopers, Scotiabank Centre, Corner of Duke and Port Royal Streets, Kingston, Jamaica

# SUBSIDIARY COMPANIES

#### **JMMB** Securities Limited

11 Knutsford Boulevard, Kingston 5, Jamaica Tel: (876) 920 5050

Website: www.jmmbsecurities.com Email: info@jmmbsecurities.com

#### **Board of Directors**

- Noel A. Lyon, PhD
- Archibald A. Campbell
- Leo Williams, Executive Director
- Donna K. Duncan- Scott, CFA
- Julian Mair
- Keith P. Duncan, CFA
- Patricia Sutherland
- Robert Mayers
- Marc S. Harrison, LLB, Company Secretary
- Pat Salter, Recording Secretary

#### **JMMB Insurance Brokers Limited**

Shop #2 Tropical Plaza 12 - 14 Constant Spring Road, Kingston 10, Jamaica Tel: (876) 920 5050

Website: www.jmmbinsurance.com Email: info@jmmbinsurance.com

#### **Board of Directors**

- Noel A. Lyon, PhD
- Archibald A. Campbell
- Donna K. Duncan-Scott, CFA
- Keith P. Duncan, CFA
- Cecile Cooper
- Lancelot Henry, Managing Director
- Kisha Anderson
- Paul Gray
- Marc S. Harrison, LLB, Company Secretary
- Pat Salter, Recording Secretary

#### **JMMB** Dominicana

Acropolis Center Winston Churchill Avenue, 12th Floor Santo Domingo, Dominican Republic Tel: (809) 566-JMMB ( 5662) Fax: (809).620.JMMB (5662)

Website: www.jmmbdominicana.com

# **ASSOCIATED COMPANIES**

# **Caribbean Money Market Brokers**

Limited (CMMB) 1 Richmond Street Ground Floor, Furness Court Independence Square Port of Spain, Trinidad and Tobago Tel: (868) 623 7815 Fax: (868) 624 4544

#### Website: www.mycmmb.com

Unit 01, Gulf City Shopping Plaza La Romaine San Fernando Trinidad and Tobago Tel: (868) 657 2662 Fax: (868) 653 4871

CMMB St. Lucia (Branch of CMMB Ltd.) Clico Building, 1st Floor 9 - 11 Brazil Street Castries , St. Lucia Tel: (758) 450 7984 Fax: (758) 451 7984

#### **Caribbean Money Market Brokers** (Barbados) Ltd.

1 White Park Road St. Michael, Barbados Tel: (246) 426 2020 Fax: (246) 426 2058

Units 11 & 12 Hastings Plaza Hastings Christ Church Barbados Tel: (246) 426 2020

#### **CMMB** Securities Limited

1 Richmond Street Ground Floor, Furness Court Independence Square Port of Spain, Trinidad and Tobago Tel: (868) 623 7815 Fax: (868) 624 4544

Website: www.cmmbsecurities.com

#### **Intercommercial Bank Limited**

Old Southern Main Road Chaguanas Trinidad and Tobago Tel: (868) 665 4425 Fax: (868) 665 6663

Website: www.ibltt.com

#### Intercommercial Trust and Merchant Bank Limited

Furness Building 90 Independence Square Port of Spain, Trinidad and Tobago Tel: (868) 627 3264/627 5068 (868) 623 0924

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# **10 LARGEST STOCKHOLDERS**

# **STOCKHOLDINGS OF SENIOR MANAGERS**

CLICO INVESTMENT BANK LTD	450,629,764
TRUSTEES JMMB ESOP	161,776,460
COLONIAL LIFE INSURANCE CO LTD	137,281,664
CONCISE O.N. LTD	64,469,343
CONCISE A.V. LTD	64,469,342
CONCISE E.I. LTD	62,461,633
CONCISE R.I, LTD	62,461,632
	02,401,032
JVF O.N. LTD	52,337,543
JVF E.I. LTD	50,707,741
J VI L.I. LID	50,707,741
JVF R.I. LTD.	50,707,741
JVF A.V. LTD	50,201,316
	50,201,510

SENIOR MANAGERS	PERSONAL STOCKHOLDINGS
Sheldon Powe	3,967,831*
Janet Patrick	1,182,044*
Carolyn DaCosta	1,008,700*
Kisha Anderson	1,000,000*
Marguerite Cremin	908,951*
Cecile Cooper	908,951*
Marc Harrison	329,996*
Leo Williams	95,900*
Patricia Sutherland	NIL
Fayval Williams	NIL
Julian Mair	NIL
Lancelot Henry	NIL

# STOCKHOLDINGS OF DIRECTORS AND CONNECTED PARTIES

DIRECTORS	PERSONAL STOCKHOLDINGS	CONNECTED PARTY	STOCKHOLDINGS
Noel A. Lyon	NIL	GRACELYN O.E. LTD JVF O.E. LTD NICOLE LYON	47,420,340 48,707,741 10,000
Donna Duncan-Scott	7,678,110*	ALWYN SCOTT JVF O.N. LTD CONCISE O.N. LTD	28,548 52,337,543 64,469,343
Archibald Campbell	18,400	ODETTE CAMPBELL	344,827
Keith P. Duncan	2,246,745*	CONCISE E.I. LTD JVF E.I. LTD	62,461,633 50,707,741
V. Andrew Whyte	NIL		
Wayne Sutherland	NIL	CONCISE R.I. LTD JVF R.I. LTD	62,461,632 50,707,741
Cedric Stewart	122,512*		
Richard Trotman	13,870		
Dennis Harris	NIL		
Dr. Anne Crick	5,000		
Hugh Duncan	4,828		

\*Includes hol<mark>dings in the c</mark>ompany's Employee Share Ownership pl<mark>an (ESOP)</mark>



KPMG Chartered Accountants The Victoria Mutual Building 6 Duke Street Kingston Jamaica, W.I. P.O. Box 76 Kingston Jamaica, W.I. Telephone +1 (876) 922-6640 Fax +1 (876) 922-7198 +1 (876) 922-4500 email: firmmail@kpmg.com.jm

# INDEPENDENT AUDITORS' REPORT

To the Members of JAMAICA MONEY MARKET BROKERS LIMITED

# **Report on the Financial Statements**

We have audited the financial statements of Jamaica Money Market Brokers Limited (the company), set out on pages 47 to 92, which comprise the company and group balance sheets as at March 31, 2007, and the company and group statements of income, changes in equity and 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 the financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and consistently applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

# Auditors' Responsibility

Our responsibility is to express an opinion on the 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 about whether or not 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 auditor's 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 controls relevant to the company's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal controls. 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.

KPMG, a Jamaican Partnership,
is the Jamaican member firm of KPMG
International, a Swiss cooperative.

Raphael E. Gordon Patrick A. Chin R. Tarun Handa Caryl A. Fenton Patricia O. Dailey-Smith Cynthia L. Lawrence Elizabeth A. Jones Linroy J. Marshall Rajan Trehan

# To the Members of JAMAICA MONEY MARKET BROKERS LIMITED

# Report on the Financial Statements, cont'd

# Opinion

In our opinion, the financial statements give a true and fair view of the financial position of the company and the group as at March 31, 2007, and of the company's and the group's financial performance, changes in equity and cash flows for the year then ended, in accordance with International Financial Reporting Standards.

# Report on additional requirements of the Companies Act

We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit. In our opinion, proper accounting records have been maintained, and the financial statements are in agreement with the accounting records and returns.

June 14, 2007



	Notes	<u>2007</u> (\$`000)	<u>2006</u> (\$'000)
ASSETS		(\$ 000)	(\$ 000)
Cash and cash equivalents	4	1,232,828	847,082
Interest receivable	•	1,536,086	2,041,425
Income tax recoverable		1,008,911	790,810
Notes receivable	5	2,460,770	1,873,269
Other receivables	6	476,735	507,142
Resale agreements	7	4,404,802	9,376,949
Investments	8	74,294,823	63,094,653
Interest in subsidiaries	10	973,765	446,849
Interest in associated companies	11	1,096,139	2,116,855*
Computer software	13	82,763	100,367
Property, plant and equipment	14	648,239	571,407
		<u>88,215,861</u>	<u>81,766,808</u>
EQUITY AND LIABILITIES			
Equity			
Share capital	15	365,847	365,847
Share premium		13,775	13,775
Investment revaluation reserve		191,710	958,143*
Cumulative translation reserve		228,511	259,078
Retained profits		6,347,733	<u>5,506,250</u> *
		_7,147,576	7,103,093
Liabilities			
Interest payable		1,192,258	1,248,891
Income tax payable		377,774	-
Accounts payable		197,951	180,209
Repurchase agreements	16	76,130,301	70,761,258
Notes payable	17	2,375,897	1,961,400
Loans payable	18	324,643	214,997
Deferred tax liability	12	469,461	296,960
		<u>81,068,285</u>	74,663,715
		<u>88,215,861</u>	<u>81,766,808</u>

The financial statements on pages 47 to 92, were approved for issue by the Board of Directors on June 14, 2007 and signed on its behalf by:

he 22 \_\_\_\_ Chairman

Noel A. Lyon , Ph.D

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Group Chief Executive Officer

Keith P. Duncan, CFA

\* Restated (see note 24).

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



	Notes	<u>2007</u> (\$'000)	<u>2006</u> (\$'000)
ASSETS			
Cash and cash equivalents	4	1,368,878	876,674
Interest receivable		1,550,261	2,041,425
Income tax recoverable		1,012,965	791,991
Notes receivable	5	2,593,624	1,853,269
Other receivables	6	337,892	433,597
Resale agreements	7	4,116,240	9,376,949
Investments	8	76,362,152	63,285,620
Membership share	9	15,000	15,000
Interest in associated companies	11	1,488,962	2,496,109*
Deferred tax asset	12	25,043	24,383
Computer software	13 14	87,486	108,274
Property, plant and equipment	14	660,454	576,879
		<u>89,618,957</u>	<u>81,880,170</u>
EQUITY AND LIABILITIES			
Equity Share conital	15	265 917	265 917
Share capital Share premium	15	365,847 13,775	365,847 13,775
Investment revaluation reserve		194,372	970,109*
Cumulative translation reserve		234,683	279,437
Retained profits		_6,358,219	<u>5,564,601</u> *
realized provide		7,166,896	7,193,769
Minority interest		2,354	4,680
Total equity		7,169,250	7,198,449
Liabilities			
Interest payable		1,192,258	1,248,891
Income tax payable		377,774	-
Accounts payable		223,070	198,215
Repurchase agreements	16	77,353,059	70,761,258
Notes payable	17	2,508,751	1,961,400
Loans payable	18	325,334	214,997
Deferred tax liability	12	469,461	296,960
		82,449,707	74,681,721
		<u>89,618,957</u>	<u>81,880,170</u>

The financial statements on pages 47 to 92, were approved for issue by the Board of Directors on June 14, 2007 and signed on its behalf by:

he sh Chairman Noel A. Lyon, Ph.D

10

Group Chief Executive Officer

Keith P. Duncan, CFA

\* Restated (see note 24).

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



	<u>Notes</u>	<u>2007</u> (\$'000)	<u>2006</u> (\$'000)
<b>Net interest income and other operating revenue</b> Interest income Interest expense	2	8,534,845 ( <u>7,031,251</u> )	8,202,075 ( <u>6,237,616</u> )
Net interest income		1,503,594	1,964,459
Gains on securities trading, net Fees earned from managing funds on behalf of Other fees and commissions Foreign exchange margins from cambio trading		1,577,418 55,865 60,255 <u>64,830</u>	756,109 15,308 48,440 <u>76,220</u>
Operating revenue net of interest expen	nse	3,261,962	2,860,536
Other income/(expenses) Dividends Loss on disposal of property, plant and equipment		5,678 ( <u>70</u> ) <u>3,267,570</u>	3,319 ( <u>772</u> ) <u>2,863,083</u>
Administrative expenses - staff costs - other	19	( 790,079) ( <u>734,091</u> )	(730,295) ( <u>676,139</u> )
Impairment loss on financial assets	20	$(1,524,170) (\underline{254,299}) (\underline{1,778,469})$	(1,406,434)  (1,406,434)
Share of profits of associated companies		88,209	445,448*
Profit before income tax	21	1,577,310	1,902,097
Income tax	22	( <u>428,516</u> )	(
Profit for the year		<u>1,148,794</u>	<u>1,618,151</u>

\* Restated (see note 24). The accompanying notes form an integral part of the financial statements.



	<u>Notes</u>	<u>2007</u> (\$'000)	<u>2006</u> (\$'000)
Net interest income and other operating revenue Interest income Interest expense		8,578,091 ( <u>7,009,344</u> )	8,188,358 ( <u>6,218,120</u> )
Net interest income		1,568,747	1,970,238
Gains on securities trading, net Fees earned from managing funds on behalf of c Other fees and commissions Foreign exchange margins from cambio trading	lients	1,579,420 55,865 115,621 <u>64,830</u>	703,015 15,308 80,350 <u>76,220</u>
Operating revenue net of interest expense	se	3,384,483	2,845,131
Other income/(expenses) Dividends Loss on disposal of property, plant and equipment		10,058 ( <u>70</u> )	9,668 ( <u>772</u> )
and equipment		<u> </u>	<u>2,854,027</u>
Administrative expenses - staff costs - other	19	( 884,176) ( <u>824,553</u> )	( 769,908) ( <u>726,282</u> )
Impairment loss on financial assets	20	(1,708,729) (254,299)	(1,496,190)
Share of profits of associated companies		( <u>1,963,028</u> ) <u>95,016</u>	( <u>1,496,190</u> ) <u>486,585</u> *
Profit before income tax	21	1,526,459	1,844,422
Income tax	22	( <u>427,856</u> )	()*
Profit for the year		<u>1,098,603</u>	<u>1,590,430</u>
Attributable to: Equity holders of the parent Minority interest		1,100,929 ( <u>2,326</u> )	1,593,251 ( <u>2,821</u> )
Profit for the year		<u>1,098,603</u>	<u>1,590,430</u>
Earnings per stock unit	23	\$ <u>0.75</u>	1.09

\* Restated (see note 24). The accompanying notes form an integral part of the financial statements.



# Company

	Share capital ( <u>note 15</u> ) (\$'000)	Share premium (\$'000)	Investment revaluation <u>reserve</u> (\$'000)	Cumulative translation <u>reserve</u> (\$'000)	Retained profits (\$'000)	<u>Total</u> (\$'000)
Balances at March 31, 2005: As previously reported Prior year adjustment (note 24)	365,847	13,775	403,818 <u>472,116</u>	192,427	4,227,771 ( <u>46,994</u> )	5,203,638 <u>425,122</u>
As restated	365,847	13,775	875,934	192,427	4,180,777	5,628,760
Change in fair value of available-for-sale securities, net of taxes	-	-	82,209	-	-	82,209*
Foreign exchange translation differences	-	-	-	66,651	-	66,651*
Restated profit for the year ended March 31, 200	5 -	-	-	-	1,618,151	1,618,151
Dividends paid (see note 25)					(	( <u>292,678</u> )
Balances at March 31, 2006	<u>365,847</u>	<u>13,775</u>	<u>958,143</u>	<u>259,078</u>	<u>5,506,250</u>	<u>7,103,093</u>
Balances at March 31, 2006 As previously reported Prior year adjustment (note 24)	365,847	13,775	884,890 73,253	259,078	5,630,342 ( <u>124,092</u> )	7,153,932 ( <u>50,839</u> )
As restated	365,847	13,775	958,143	259,078	5,506,250	7,103,093
Change in fair value of available-for-sale securities, net of taxes	-	-	(766,433)	-	-	( 766,433)*
Foreign exchange translation differences	-	-	-	( 30,567)	-	( 30,567)*
Profit for the year ended March 31, 2007	-	-	-	-	1,148,794	1,148,794*
Dividends paid (see note 25)					( <u>307,311</u> )	( <u>307,311</u> )
Balances at March 31, 2007	<u>365,847</u>	<u>13,775</u>	<u>191,710</u>	<u>228,511</u>	<u>6,347,733</u>	<u>7,147,576</u>

\* Total recognised gains and losses: Company \$351,794,000 (2006: \$1,767,011,000) The accompanying notes form an integral part of the financial statements.



	Share capital ( <u>note 15</u> ) (\$'000)	Share <u>premium</u> (\$'000)	Investment revaluation <u>reserve</u> (\$'000)	Cumulative translation <u>reserve</u> (\$'000)	Retained profits (\$'000)	Total attributable to equity holders of <u>the parent</u> (\$'000)	Minority interest (\$'000)	<u>Total</u> (\$'000)
Group								
Balances at March 31, 2005: As previously reported Prior year adjustment [note 24(a)]	365,847	13,775	403,818 <u>472,116</u>	192,427	4,311,022 ( <u>46,994</u> )	5,286,889 <u>425,122</u>	7,501	5,294,390 <u>425,122</u>
As restated	365,847	13,775	875,934	192,427	4,264,028	5,712,011	7,501	5,719,512
Change in fair value of available-for-sale securities, net of taxes	-	-	94,175	-	-	94,175	-	94,175*
Restated profit for the year ended March 31, 2006	-	-	-	-	1,593,251	1,593,251	( 2,821)	1,590,430*
Foreign exchange translation differences	-	-	-	87,010	-	87,010	-	87,010*
Dividends paid (see note 25)					(	(		( <u>292,678</u> )
Balances at March 31, 2006	<u>365,847</u>	<u>13,775</u>	<u>970,109</u>	<u>279,437</u>	<u>5,564,601</u>	<u>7,193,769</u>	4,680	<u>7,198,449</u>
Balances at March 31, 2006: As previously reported Prior year adjustment [note 24(a)] As restated	365,847  365,847	13,775 	896,856 <u>73,253</u> 970,109	279,437  279,437	5,688,693 ( <u>124,092</u> ) 5,564,601	7,244,608 ( <u>50,839</u> ) 7,193,769	4,680	7,249,288 ( <u>50,839</u> ) 7,198,449
Change in fair value of available-for-sale securities, net of taxes	-	-	(775,737)	-	-	( 775,737)	-	( 775,737)*
Profit for the year ended March 31, 2007	-	-	-	-	1,100,929	1,100,929	( 2,326)	1,098,603*
Foreign exchange translation differences	-	-	-	( 44,754)	-	( 44,754)	-	( 44,754)*
Dividends paid (see note 25)					( <u>307,311</u> )	( <u>307,311</u> )		( <u>307,311</u> )
Balances at March 31, 2007	<u>365,847</u>	<u>13,775</u>	<u>194,372</u>	<u>234,683</u>	<u>6,358,219</u>	<u>7,166,896</u>		<u>7,169,250</u>

\* Total recognised gains: Group \$278,112,000 (2006: \$1,771,615,000) The accompanying notes form an integral part of the financial statements.

# STATEMENT OF COMPANY CASH FLOWS Year ended March 31, 2007

	Notes	2007	2006
Cash flows from operating activities		(\$'000)	(\$'000)
Profit for the year		1,148,794	1,618,151*
Adjustments for:		-,,	-,
Amortisation	13	39,563	21,871
Depreciation	14	74,835	44,499
Share of profits retained in associated companies Loss on disposal of property, plant and		( 88,209)	( 445,448)*
equipment		70	772
Foreign currency		(3,171,376)	447,351
Amortisation of bond premium		111,471	21,539
Unrealised gain on trading securities		( 44,037)	(10,214)
Increase in provision for bad debts Interest income		1,231	5,923
Interest expense		( 8,534,845) 7,031,251	( 8,202,075) 6,237,616
Income tax provision	22	428,516	283,946*
Impairment of financial asset		254,299	
Cash flows from operating assets and liabilities:		(2,748,437)	23,931
Income tax recoverable, net		( 240,596)	( 354,047)
Notes receivable		( 550,300)	(1,187,283)
Other receivables		( 84,993)	( 158,819)
Accounts payable		168,767	( 101,498)
Resale agreements		5,130,742	237,494
Repurchase agreements		<u>5,287,390</u>	<u>12,853,555</u>
		6,962,573	11,313,333
Interest received		9,056,215	8,205,640
Interest paid		( <u>7,101,245</u> )	( <u>6,132,548</u> )
Net cash generated from operating activities		8,917,543	13,386,425
Cash flows from investing activities			
Increase in investments, net		( 9,619,455)	(13,057,273)
Interest in associated companies		( 526,916)	( 76,558)
Additions to computer software	13	( 35,532)	( 49,166)
Purchase of property, plant and equipment	14	( 147,635)	( 279,651)
Proceeds of disposal of property, plant and equipment		9,471	4,877
Net cash used in investing activities		( <u>10,320,067</u> )	( <u>13,457,771</u> )
Cash flows from financing activities			
Notes payable		414,497	455,875
Loans payable	25	109,646	( 44,936)
Dividends paid	25	( <u>307,311</u> )	( <u>292,678</u> )
Net cash generated from financing activities		216,832	118,261
Net (decrease)/increase cash and cash equivalents		( 1,185,692)	46,915
Cash and cash equivalents at beginning of the year		847,082	597,482
Effect of exchange rate fluctuations on cash and cash equivalents		1,571,438	202,685
Cash and cash equivalents at end of period	4	1,232,828	847,082
cash and cash equivalents at the of period			

\* Restated (see note 24) The accompanying notes form an integral part of the financial statements.



	<u>Notes</u>	<u>2007</u> (\$'000)	<u>2006</u> (\$'000)
Cash flows from operating activities		(****)	(****)
Profit for the year		1,098,603	1,590,430*
Adjustments for:			
Amortisation	13	43,986	26,633
Depreciation	14	76,398	46,031
Share of profits retained in associated companies Loss on disposal of property, plant and equipment		( 95,016) 70	( 486,585)* 772
Foreign currency		(3,171,419)	447,351
Amortisation of bond premium		117,787	21,539
Unrealised gain on trading securities		( 88,461)	( 83,396)
Increase in provision for bad debts		1,231	5,923
Interest income		( 8,578,091)	( 8,188,358)
Interest expense		7,009,344	6,218,120
Income tax expense	22	427,856	253,992*
Impairment loss on financial assets		254,299	
		( 2,903,413)	( 147,548)
Cash flows from operating assets and liabilities:		(-242,469)	( 254 552)
Income tax recoverable, net Notes receivable		(243,468) (703,141)	(354,553) (1,167,283)
Other receivables		( 19,693)	(1,107,285) (133,365)
Accounts payable		175,880	(126,243)
Resale agreements		5,419,304	237,494
Repurchase agreements		6,510,108	<u>12,853,555</u>
		8,235,577	11,162,057
Interest received		9,085,286	8,191,921
Interest paid		(7,079,338)	( 6,113,052)
Income tax paid			( <u>31,378</u> )
Net cash generated from operating activities		10,241,525	<u>13,209,548</u>
Cash flows from investing activities			
Increase in investments, net		(11,487,871)	(12,941,596)
Additions to computer software	13	( 36,771)	( 51,562)
Purchase of property, plant and equipment	14	( 157,981)	( 279,710)
Proceeds of disposal of property, plant and equipment		<u> </u>	4,877
Net cash used in investing activities		( <u>11,671,112</u> )	( <u>13,267,991</u> )
Cash flows from financing activities			
Notes payable		547,338	455,875
Loan payable		110,324	(44,936)
Dividends paid		( <u>307,311</u> )	( <u>292,678</u> )
Net cash generated from financing activities		350,351	118,261
Net (decrease)/increase in cash and cash equivalents		( 1,079,236)	59,818
Cash and cash equivalents at beginning of the year		876,674	614,173
Effect of exchange rate fluctuation on cash and cash equivalents		_1,571,440	202,683
Cash and cash equivalents at end of period	4	1,368,878	<u> </u>
Cash and Cash equivalents at the of period	-	_1,500,070	

\* Restated (see note 24) The accompanying notes form an integral part of the financial statements.

JMMB • Annual Report 2007



# 1. Identification

Jamaica Money Market Brokers Limited ("the company") is incorporated and domiciled in Jamaica. The registered office of the company is located at 6 Haughton Terrace, Kingston 10, Jamaica. It has three subsidiaries incorporated in Jamaica, and there are other subsidiaries incorporated outside of Jamaica. The operating subsidiaries are listed below. The company and its subsidiaries are collectively referred to as "group"; the group has interests in four associated companies, as detailed below.

The company is exempt from the provisions of the Money Lending Act.

The principal activities of the company are securities brokering, dealing in money market instruments, operating foreign exchange cambios and managing funds on behalf of clients. Information on the subsidiaries and the associated companies is set out below:

Name of subsidiary or associated company	% Share hel Parent	holding <u>d by</u> <u>Subsidiary</u>	Country of incorporation	Principal activities
JMMB Securities Limited	95		Jamaica	Stock brokering
JMMB Insurance Brokers Limited	100		Jamaica	Insurance brokering
Jamaica Money Market Brokers (Trinidad & Tobago) Limited and its associated company, Intercommercial Bank Limited* and	100		Trinidad and Tobago	Investment holding company
its subsidiary, Intercommercial Trust and Merchant Bank Limited		50	Trinidad and Tobago	Commercial and Merchant Banking
JMMB International Limited and its wholly owned subsidiary:	100		St. Lucia	Investment holding and management
JMMB Dominicana, SA		100	Dominican Republic	Investment holding and management
Caribbean Money Market				
Brokers Limited*	45		Trinidad and Tobago	Brokering, dealing in securities and money market instruments, and managing funds on behalf of clients.
CMMB Securities Limited*	45		Trinidad and Tobago	Stockbrokering
Caribbean Money Market				
Brokers (Barbados) Limited*	50		Barbados	Brokering, dealing in securities and money market instruments, and managing funds on behalf of clients.

- \* Associated companies
- 2. <u>Basis of preparation</u>
  - (a) Statement of compliance:

The financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") and the relevant provisions of the Companies Act ("the Act").



- 2. Basis of preparation (cont'd)
  - (b) Basis of measurement:

The financial statements are presented on the historical cost basis, except for investments classified as fair value through profit or loss and available-for-sale, which are carried at fair value.

(c) Functional and presentation currency:

The financial statements are presented in Jamaica dollars (\$), which is the functional currency of the company, and are stated in thousands, unless otherwise stated. The financial statements of other entities included in the consolidated financial statements that have different functional currencies are translated in the manner set out in note 3(e).

(d) Use of estimates and judgements:

The preparation of the financial statements in conformity with IFRS and the Act requires management to make judgements, estimates and assumptions that affect the application of policies and the reported amounts of, and disclosures related to, assets, liabilities, contingent assets and contingent liabilities at the balance sheet date and the income and expenses for the year then ended. Actual amounts could differ from these estimates. The estimates and associated assumptions are based on historical experience and/or various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

In particular, the significant areas of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on amounts recognised in the financial statements, or which have a risk of material adjustment in the next year are as follows:

- (i) Key sources of estimation uncertainty
  - Allowance for losses

In determining amounts recorded for allowance for losses in the financial statements, management makes judgements regarding indicators of impairment, that is, whether there are indicators that suggest there may be a measurable decrease in the estimated future cash flows from notes receivable and other financial assets, for example, repayment default and adverse economic conditions. Management also makes estimates of the likely estimated future cash flows from impaired financial assets, including the net realisable value of underlying collateral, as well as the timing of such cash flows.



- 2. <u>Basis of preparation (cont'd)</u>
  - (d) Use of estimates and judgements (cont'd)
    - (i) Key sources of estimation uncertainty (cont'd)
      - Fair value of financial instruments

In the absence of quoted market prices, the fair value of a significant proportion of the group's financial instruments was determined using a generally accepted alternative method. Considerable judgement is required in interpreting market data to arrive at estimates of fair values. Consequently, the estimates arrived at may be significantly different from the actual price of the instrument in an arm's length transaction.

It is reasonably possible, based on existing knowledge, that outcomes within the next financial year that are different from these assumptions could require a material adjustment to the carrying amounts reflected in the financial statements.

(ii) Critical accounting judgements in applying the group's accounting policies

The group's accounting policies provide scope for assets and liabilities to be designated on inception into different accounting categories in certain circumstances:

- In classifying financial assets or liabilities as "trading", the group has determined it meets the description of trading assets and liabilities set out in accounting policy 3(b)(ii)(2).
- In designating financial assets or liabilities at fair value through profit or loss, the group has determined that it has met one of the criteria for this designation set out in accounting policy 3(b)(ii)(2).
- In classifying financial assets as held-to-maturity security, the group has determined that it has both the positive intention and ability to hold the assets until their maturity date as required by accounting policy 3(b)(ii)(2) [but see also note 8(c)].
- 3. <u>Significant accounting policies</u>
  - (a) Basis of consolidation:

The consolidated financial statements combine the financial position, results of operations and cash flows of the company and its subsidiaries (note 1), and the group's interest in its associated companies, subject to the eliminations described at 3(a)(iii).

(i) Subsidiaries

Subsidiaries are entities controlled by the company. Control exists when the company has the power, directly or indirectly, to govern the financial and operating policies of an entity so as to obtain benefits from its activities. In assessing control, potential voting rights that presently are exercisable, or exercisable after conversion of convertible instruments, are taken into account. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.



- 3. <u>Significant accounting policies (cont'd)</u>
  - (a) Basis of consolidation (cont'd):
    - (ii) Associates

Associates are those entities in which the group has significant influence, but not control, over the financial and operating policies. The consolidated financial statements include the group's share of the total recognised gains and losses of associates on the equity basis, from the date that significant influence commences until the date that significant influence ceases. When the group's share of losses exceeds its interest in an associate, the group's carrying amount is reduced to nil and recognition of further losses is discontinued except to the extent that the group has incurred legal or constructive obligations or made payments on behalf of an associate.

(iii) Transactions eliminated on consolidation

Intra-group balances and any unrealised gains and losses and income and expenses arising from intra-group transactions are eliminated in preparing the consolidated financial statements. Unrealised gains arising from transactions with associates are eliminated to the extent of the group's interest in the entity. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment of the group's interest.

- (b) Financial instruments:
  - (i) General

A financial instrument is any contract that gives rise to a financial asset of one enterprise and a financial liability or equity instrument of another enterprise.

For the purposes of the financial statements, financial assets have been determined to include cash and cash equivalents, notes receivable, other receivables, resale agreements and investments. Financial liabilities comprise accounts payable, repurchase agreements, notes payable and loan payable. Information relating to fair values and financial instrument risks is summarized below.

Financial instruments are recognised initially at fair value plus, for instruments not at fair value through profit or loss, any directly attributable transaction costs, except as described below. Subsequent to initial recognition non-derivative financial instruments are measured as described below.

A financial instrument is recognised if the group becomes a party to the contractual provisions of the instrument. Financial assets are derecognised if the group's contractual rights to the cash flows from the financial assets expire or if the group transfers the financial asset to another party without retaining control or substantially all risks and rewards of the asset. Regular way purchases and sales of financial assets are accounted for at trade date, i.e., the date that the group commits itself to purchase or sell the asset. Financial liabilities are derecognised if the group's obligations specified in the contract expire or are discharged or cancelled.



# NOTES TO THE FINANCIAL STATEMENTS (Continued)

Year ended March 31, 2007

- 3. <u>Significant accounting policies (cont'd)</u>
  - (b) Financial instruments (cont'd):
    - (i) General (cont'd)

Fair values:

Fair value amounts represent estimates of the arm's length consideration that would be currently agreed between knowledgeable, willing parties who are under no compulsion to act and is best evidenced by a quoted market price, if one exists. Where quoted market prices are not available, the fair values of these instruments have been determined using a generally accepted alternative method. However, considerable judgement is required in interpreting market data to develop estimates of fair value. Accordingly, the estimates presented below are not necessarily indicative of the amounts that the group would receive on realisation of its financial assets or pay to settle its financial liabilities.

The following methods and assumptions were used to estimate the fair value of each class of financial instrument for which it is practicable to estimate that value.

Financial instrument	Method			
Cash and cash equivalents, notes receivable, other receivables, resale agreements, accounts payable, and repurchase agreements	Considered to approximate their carrying values, due to their short-term nature.			
Quoted equities	Quoted market bid prices.			
Units in unit trusts	Prices quoted by unit trust managers			
Non-Jamaican sovereign bonds and corporate bonds	Estimated using mid-prices published by major overseas brokers.			
Government of Jamaica securities and Bank of Jamaica certificates of deposit:				
- Traded overseas	Estimated using mid-prices published by major overseas brokers.			
- Other	Estimated by discounting future cash flows using balance sheet date yields of similar instruments.			
Interest in money market fund	Considered to be the carrying value because of the short-term nature and variable interest rate.			
Notes and loan payable	Considered to be carrying value as the coupon rate approximates the market rate.			



NOTES TO THE FINANCIAL STATEMENTS (Continued)

Year ended March 31, 2007

- 3. <u>Significant accounting policies (cont'd)</u>
  - (b) Financial instruments (cont'd):
    - (ii) Specific instruments
      - (1) Cash and cash equivalents:

Cash comprises cash in hand, demand and call deposits with banks and very short-term balances with other broker/dealers. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash, are subject to an insignificant risk of changes in value, and are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes.

Bank overdrafts that are repayable on demand and form an integral part of the group's cash management are included as a component of cash and cash equivalents for the purpose of the statement of cash flows.

(2) Investments:

Held-to-maturity investments

If the group has the positive intent and ability to hold debt securities to maturity, then they are classified as held-to-maturity. Held-to-maturity investments are measured at amortised cost using the effective interest method, less any impairment losses.

# Available-for-sale financial assets

The group's investments in equity securities and certain debt securities are classified as available-for-sale financial assets. Subsequent to initial recognition, they are measured at fair value and changes therein, other than impairment losses [see note3(h)], and foreign exchange gains and losses on available-for-sale monetary items [see note 3(e)], are recognised directly in equity. When an investment is derecognised, the cumulative gain or loss in equity is transferred to profit or loss.

Investments at fair value through profit or loss

An instrument is classified as at fair value through profit or loss if it is held for trading or is designated as such upon initial recognition. Financial instruments are designated at fair value through profit or loss if the group manages such investments and makes purchase and sale decisions based on their fair value. Upon initial recognition, attributable transaction costs are recognised in profit or loss when incurred. Financial instruments at fair value through profit or loss are measured at fair value, and changes therein are recognised in profit or loss.

# Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments, that are not quoted in an active market, and that the group does not intend to sell immediately or in the near term.



NOTES TO THE FINANCIAL STATEMENTS (Continued) Year ended March 31, 2007

- 3. <u>Significant accounting policies (cont'd)</u>
  - (b) Financial instruments (cont'd):
    - (ii) Specific instruments (cont'd)
      - (2) Investments (cont'd):

Loans and receivables (cont'd)

Loans and receivables are measured at amortised cost using the effective interest method, except when the group chooses to designate the loans and receivables as at fair value through profit or loss.

(3) Resale and repurchase agreements:

Transactions involving purchases of securities under resale agreements ('resale agreements' or 'reverse repos') or sales of securities under repurchase agreements ('repurchase agreements' or 'repos') are accounted for as short-term collateralised lending and borrowing, respectively. Accordingly, securities sold under repurchase agreements remain on the balance sheet and are measured in accordance with their original measurement principles. The proceeds of sale are reported as liabilities and are carried at amortised cost. Securities purchased under resale agreements are reported not as purchases of the securities, but as receivables and are carried in the balance sheet at amortised cost. It is the policy of the group to obtain possession of collateral with a market value in excess of the principal amount loaned under resale agreements.

Interest earned on resale agreements and interest incurred on repurchase agreements is recognised as interest income and interest expense, respectively, over the life of each agreement using the effective interest method.

(4) Other receivables:

Other receivables are stated at amortised cost less impairment provisions.

(5) Accounts payable:

Accounts payable are stated at their amortised cost.

(c) Property, plant and equipment:

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses.

Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that future economic benefits embodied within the part flow to the company and its cost can be measured reliably. The costs of day-to-day servicing of property, plant and equipment are recognised in the income statement.



## (c) Property, plant and equipment (cont'd):

Property, plant and equipment, with the exception of freehold land, on which no depreciation is provided, are depreciated on the straight-line basis at annual rates estimated to write down the assets to their residual values over their expected useful lives. The depreciation rates are as follows:

Freehold buildings	$2\frac{1}{2}\%$
Leasehold improvements	The shorter of the estimated useful life and the period of the lease
Motor vehicles	20%
Computer equipment	25%
Other equipment, furniture and fittings	10%

The depreciation method, useful lives and residual values are reassessed at each reporting date.

(d) Computer software:

Computer software is carried at cost less accumulated amortisation and impairment losses. Amortisation is charged on the straight-line basis over the useful lives of the assets at a rate of 25% per annum.

- (e) Foreign currency:
  - Transactions in foreign currencies are translated to the respective functional (i) currencies of the group at the exchange rates ruling at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at balance sheet date are translated to the functional currency at the foreign exchange rates ruling at that date. The foreign currency gain or loss on monetary items is the difference between amortised cost in the functional currency at the beginning of the period, adjusted for effective interest and payments during the period, and the amortised cost in foreign currency translated at the exchange rate at the end of the period. Exchange differences arising on settlement of monetary items or on reporting the group's monetary items at rates different from those at which they were initially recorded during the period, or reported in previous financial statements, are recognised as income or expense in the period in which they arise. Non-monetary assets and liabilities that are denominated in foreign currencies and are carried at historical cost are translated at the foreign exchange rate ruling at the date of the transaction. Non-monetary assets and liabilities that are denominated in foreign currencies and are carried at fair value are translated to the functional currency at the foreign exchange rates ruling at the dates that the fair values were determined. Foreign currency differences arising on translation are recognised in profit or loss, except for differences arising on the translation of available-for-sale equity instruments.

Exchange differences arising on a monetary item that, in substance, forms a part of the company's net investment in a foreign entity is included in equity in these financial statements until the disposal of the net investment, at which time they are recognised as income or expense.



- (e) Foreign currency (cont'd):
  - (ii) The assets and liabilities of foreign operations, all of which are "foreign entities", as defined, are translated into Jamaica dollars for the purpose of inclusion in these financial statements as follows:
    - (1) all assets and liabilities at the rate ruling at the balance sheet date;
    - (2) all income and expense items at the exchange rate ruling at the dates of the transactions;
    - (3) the resulting exchange differences are included in equity until the disposal of the investment.
- (f) Interest-bearing borrowings:

Interest-bearing borrowings [other than repos, which are described in note 3(b)(ii)(3)] are recognised initially at fair value less attributable transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost, with any difference between cost and redemption being recognised in the income statement over the period of the borrowings on an effective interest basis.

(g) Taxation:

Income tax on the profit or loss for the year comprises current and deferred tax. Income tax is recognised in the income statement except to the extent that it relates to items recognised directly to equity, in which case it is recognised in equity.

(i) Current income tax

Current income tax is the expected tax payable on the taxable income for the year, using tax rates enacted at the balance sheet date, and any adjustment to income tax payable in respect of previous years.

(ii) Deferred income tax

Deferred income tax is provided using the balance sheet liability method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted at the balance sheet date.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised.



(h) Impairment:

The carrying amounts of the group's assets, except for deferred tax assets, are reviewed at each balance sheet date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated at each balance sheet date. An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised in the income statement.

When a decline in the fair value of an available-for-sale financial asset has been recognised directly in equity and there is objective evidence that the asset is impaired, the cumulative loss that had been recognised directly in equity is recognised in profit or loss even though the financial asset has not been derecognised. The amount of the cumulative loss that is recognised in profit or loss is the difference between the acquisition cost and current fair value less any impairment loss on that financial asset previously recognised in profit or loss.

(i) Calculation of recoverable amount

The recoverable amount of the group's receivables is calculated as the present value of expected future cash flows, discounted at the original effective interest rate inherent in the asset. Receivables with a short duration are not discounted.

The recoverable amount of other assets is the greater of their fair value less cost to sell and value in use. 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. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

(ii) Reversals of impairment

An impairment loss in respect of a receivable is reversed if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognised.

An impairment loss in respect of an investment in an equity instrument classified as available for sale is not reversed through profit or loss, but through equity. If the fair value of a debt instrument classified as available-for-sale increases and the increase can be objectively related to an event occurring after the impairment loss was recognised in profit or loss, the impairment loss shall be reversed, with the amount of the reversal recognised in profit or loss.

In respect of other assets, an impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount.

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.



(i) Interest income and expense:

Interest income and expense are recorded on the accrual basis. Interest income includes the amortisation of any discount or premium, transaction costs or other differences between the initial carrying amount of an interest-bearing instrument and its amount at maturity calculated on an effective interest rate basis. When financial assets become doubtful of collection, they are written down to their recoverable amounts and interest income is thereafter recognised based on the rate of interest that was used to discount the future cash flows for the purpose of measuring the recoverable amount, which is the original effective interest rate of the instrument calculated at the acquisition or origination date.

(j) Allowance for losses:

The allowance for losses is maintained at a level considered adequate to provide for probable losses. The provision is increased by amounts charged to earnings and reduced by net charge-offs. The level of allowance is based on management's evaluation of the portfolio, which takes into account prevailing and anticipated business and economic conditions and the fair value of securities held. See also note 3 (h).

(k) Membership share:

Membership share is stated at cost less impairment provisions.

(l) Employee benefits:

Employee benefits are all forms of consideration given by the group in exchange for service rendered by employees. These include current or short-term benefits such as salaries, bonuses, NIS contributions, vacation leave; non-monetary benefits such as medical care; post-employments benefits such as pensions; and other long-term employee benefits such as termination benefits.

Employee benefits that are earned as a result of past or current service are recognised in the following manner: Short-term employee benefits are recognised as a liability, net of payments made, and charged as expense. The expected cost of vacation leave that accumulates is recognised when the employee becomes entitled to the leave. Postemployment benefits are accounted for as described below. Other long-term benefits are not considered material and are charged off when incurred.

Pensions are the group's only post-employment benefit. Pension scheme costs included in the group income statement represent contributions to the defined-contribution scheme which the group operates to provide retirement pensions for the group's employees (note 28). Contributions to the scheme, made on the basis provided for in the rules, are accrued and charged off when due.

(m) Operating leases:

Payments made under operating leases are recognised in the income statement on the straight line basis over the terms of the leases.

(n) Segment reporting:

A segment is a distinguishable component of the group that is engaged either in providing products (business segment), or in providing products within a particular economic environment (geographical segment), which is subject to risks and rewards that are different from those of other segments. At this time there are no material segments into which the group's business may be broken down.

4. Cash and cash equivalents

	Comp	Company		Group	
	<u>2007</u>	<u>2006</u>	<u>2007</u>	<u>2006</u>	
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	
Cash	969,754	840,833	1,029,473	841,079	
Cash equivalents	263,074	6,249	339,405	35,595	
	<u>1,232,828</u>	<u>847,082</u>	<u>1,368,878</u>	<u>876,674</u>	

Cash equivalents of the company and group include \$5,629,464 (2006: \$5,307,266) deposited at an interest rate of 12% (2006: 12%) under an agreement with a building society which coordinates and administers a home ownership assistance programme on behalf of the group for its employees.

5. <u>Notes receivable</u>

	Company		Grou	Group	
	2007	2006	2007	2006	
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	
J\$ promissory notes [0% - 14.9% (2006: 0% - 19.50%)]	1,369,124	1,052,563	1,369,124	1,032,563	
US\$ promissory notes and debentures (4.24% - 10.99%) US\$15,988,892 [2006: (4.24% - 10.47%)					
US\$7,937,241]	1,081,009	820,706	1,213,863	820,706	
GBP Promissory notes and debentures (4.60%)					
£81,161 [2006: £Nil]	10,637		10,637		
	<u>2,460,770</u>	<u>1,873,269</u>	<u>2,593,624</u>	<u>1,853,269</u>	
Maturing on follows:					
Maturing as follows: - Up to 12 months after the balance sheet date - More than twelve months after the balance	2,460,770	788,332	2,593,624	768,332	
sheet date		<u>1,084,937</u>		<u>1,084,937</u>	
	<u>2,460,770</u>	<u>1,873,269</u>	<u>2,593,624</u>	<u>1,853,269</u>	

Certain notes receivable are pledged as security for certain repurchase agreements (note 16). Notes receivable include an interest-free revolving advance of \$216,000,000 (2006: \$216,000,000) to the trustees of the group's Employee Share Ownership Plan ("ESOP"), the repayment date for which has not yet been fixed [see also note 6 (a)(ii)].

# 6. <u>Other receivables</u>

- (a) Other receivables of the company and the group:
  - (i) are shown after a provision for doubtful debts of \$18,288,487 (2006: \$19,519,038); and
  - (ii) include the balance of \$30,120,540 (2006: \$25,149,287) on an interest-free loan to the group's ESOP. The date for repayment of the loan has not yet been fixed. The number of shares held by the ESOP at March 31, 2007 was 161,696,460 (2006: 177,699,605).
- (b) Other receivables of the group include \$12,356,291 (2006: \$5,099,158) due to a subsidiary, JMMB Securities Limited, by JMMB Select Index Fund Ltd.

# 7. <u>Resale agreements</u>

	Company		Group	
	<u>2007</u> (\$'000)	<u>2006</u> (\$'000)	<u>2007</u> (\$'000)	<u>2006</u> (\$'000)
Denominated in Jamaican dollars	2,499,097	2,364,352	2,524,473	2,364,352
Denominated in United States dollars [US\$28.1 million (2006: US\$107 million)]	1,905,705	6,996,738	1,591,767	6,996,738
Denominated in Pounds Sterling [£Nil (2006: £141,042)]	<u> </u>	15,859		15,859
	<u>4,404,802</u>	<u>9,376,949</u>	<u>4,116,240</u>	<u>9,376,949</u>

Resale agreements include balances with related parties as set out in note 26. All resale agreements mature within twelve months after the balance sheet date

The securities that the group obtains as collateral under resale agreements may be used as collateral under repurchase agreements. Certain of these securities and interest accrued thereon are pledged as security for repurchase agreements (note 16).

At the balance sheet date, the fair value of the securities obtained and held by the company under resale agreements was \$4,534,494,000 (2006: \$11,296,876,649).
NOTES TO THE FINANCIAL STATEMENTS (Continued)

Year ended March 31, 2007

# 8. <u>Investments</u>

	Comp	Company		up
	2007	2006	2007	2006
	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Loans and receivables				
Certificates of deposit	12,190,807	14,474,576	12,272,459	14,474,576
Corporate bonds - other		119,886		119,886
	12,190,807	<u>14,594,462</u>	<u>12,272,459</u>	<u>14,594,462</u>
Available-for-sale securities				
Government of Jamaica securities:				
Local registered stock	22,158,124	15,127,301	22,158,124	15,127,301
Notes and debentures	9,200,729	10,187,936	9,200,729	10,187,936
Eurobonds	14,827,350	1,826,755	15,829,598	1,826,755
Corporate bonds:				
- US Government Agencies	2,810,925	191,138	2,810,925	191,138
- Other	6,935,355	3,015,207	7,676,557	3,015,207
Sovereign bonds	3,543,129	1,811,276	3,706,282	1,811,276
Quoted equities	189,420	197,360	189,420	197,360
Unquoted equities	140,000	-	140,000	-
Units in unit trusts	11,675	30,578	11,675	30,578
Money Market Fund	77,728	162,847	77,728	162,847
	<u>59,894,435</u>	<u>32,550,398</u>	<u>61,801,040</u>	<u>32,550,398</u>
Fair value through profit or loss				
Government of Jamaica securities:				
Local registered stocks	363,528	270,860	363,528	270,860
Notes and debentures	1,382,115	1,556,664	1,382,115	1,556,664
Eurobonds	331,133	321,192	331,133	321,192
Corporate bonds - other	49,558	3,265	49,558	3,265
Sovereign bonds	5,848	5,922	5,848	5,922
Quoted equities	77,399	10,313	156,473	201,280
	<u>2,209,581</u>	2,168,216	2,288,655	<u>2,359,183</u>
Held to maturity [note (c) below]				
Government of Jamaica securities:				
Eurobonds	-	4,961,758	-	4,961,758
Corporate Bonds				
- US Government Agencies	-	5,736,781	-	5,736,781
- other		3,083,038		3,083,038
		<u>13,781,577</u>		<u>13,781,577</u>
	<u>74,294,823</u>	<u>63,094,653</u>	<u>76,362,152</u>	<u>63,285,620</u>

## 8. <u>Investments (cont'd)</u>

Investments mature, from the balance sheet date, as follows:

	Con	npany	Group	
	<u>2007</u> (\$'000)	<u>2006</u> (\$'000)	<u>2007</u> (\$'000)	<u>2006</u> (\$'000)
	(\$ 000)	(\$ 000)	(\$ 000)	(\$ 000)
Government of Jamaica securities:	(========	100 1 10	(=2,020	
Within 3 months From 3 months to 1 year	673,232 2,414,264	430,148 3,534,148	673,232 2,414,264	430,148 3,534,148
From 3 months to 1 year From 1 year to 5 years	17,479,201	15,237,424	17,479,201	15,237,424
Over 5 years	27,696,281	<u>15,050,746</u>	27,696,281	<u>15,050,746</u>
	48,262,978	<u>34,252,466</u>	<u>48,262,978</u>	<u>34,252,466</u>
Certificates of deposit				
Within 3 months	5,226,702	11,025,008	5,226,702	11,025,008
From 3 months to 1 year	6,964,105	3,449,568	7,045,757	3,449,568
	12,190,807	<u>14,474,576</u>	<u>12,272,459</u>	<u>14,474,576</u>
Sovereign bonds and				
corporate bonds:		04 444		94 444
From 3 months to 1 year From 1 year to 5 years	3,083,532	84,444 2,653,177	3,083,532	84,444 2,653,177
Over 5 years	<u>10,261,283</u>	<u>11,228,892</u>	<u>12,167,886</u>	<u>11,228,892</u>
	<u>13,344,815</u>	<u>13,966,513</u>	<u>15,251,418</u>	<u>13,966,513</u>
Other [see (d) below]	496,223	401,098	575,297	592,065
	<u>74,294,823</u>	<u>63,094,653</u>	<u>76,362,152</u>	<u>63,285,620</u>

- (a) Government of Jamaica securities and certain other bonds are pledged as security for repurchase agreements (note 16) and loan payable [note 18(i)].
- (b) Government of Jamaica securities having an aggregate face value of \$211 million (2006: \$207 million) have been pledged as collateral against possible overdrafts at the Central Bank and against uncleared effects at one of the company's bankers.
- (c) During the year, certain investments classified as held-to-maturity were sold. As a result, the remaining investments in this category, having at that date a carrying amount of approximately \$6.4 billion, were reclassified as available-for-sale and re-measured at fair value. The difference between the carrying amount and the fair value is reflected in the investment revaluation reserve. The held-to-maturity classification may not be used for the next two financial years i.e., years ending March 31, 2008 and 2009.
- (d) "Other" includes quoted equities, units in unit trusts and interest in pooled money market fund for which there are no fixed maturity dates.
- 9. <u>Membership share</u>

This represents one qualifying share held in the Jamaica Stock Exchange Limited ("JSE"), at cost. The qualifying share entitles JMMB Securities Limited to operate as a broker/dealer and be a member of the Council of the JSE. Under the JSE's constitution, its members are not entitled to dividends from JSE, and are not entitled to its residual assets or the assets of the Compensation Fund, upon a winding up or liquidation, as the assets would be required to be used for development of the securities market in Jamaica.



## 10. Interest in subsidiaries

	Com	pany
	<u>2007</u>	2006
	(\$'000)	(\$'000)
JMMB Securities Limited		
Shares, at cost - equity	10,000	10,000
- preference	69,000	69,000
Subordinated loan	8,000	8,000
	87,000	_87,000
JMMB Insurance Brokers Limited		
Shares, at cost - equity	50,000	37,000
Subordinated loan		283
	50,000	37,283
Jamaica Money Market Brokers		
(Trinidad & Tobago) Limited		
Shares, at cost - equity	- *	- *
Loan	<u>336,765</u>	<u>322,566</u>
JMMB International Limited		
Shares, at cost - equity	<u>500,000</u>	
Total	973.765	446.849
* Actual amount is I\$1. it is shown as nil due to rounding		

\* Actual amount is J\$1; it is shown as nil due to rounding.

# 11. Interest in associated companies

	Company		Gro	oup
	<u>2007</u> <u>2006</u>		<u>2007</u>	2006
	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Shares, at cost	112,303	51,167	418,095	356,959
Share of post-acquisition profits	1,441,374	1,402,060	1,504,271	1,443,197
Share of investment revaluation				
reserve	( 686,049)	404,550	( 691,091)	416,516
Cumulative translation reserve	228,511	259,078		279,437
	<u>1,096,139</u>	<u>2,116,855</u>	<u>1,488,962</u>	<u>2,496,109</u>



# 11. Interest in associated companies (cont'd)

Summary financial information on associated companies:

	Company		Gr	oup
	<u>2007</u>	2007 2006		2006
	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Assets	80,234,761	90,161,178	89,432,952	96,310,321
Liabilities	77,830,600	85,646,912	86,238,628	91,113,564
Revenue	6,010,708	5,895,929	6,824,598	6,455,429
Profit	149,536	874,622	245,321	908,876

# 12. Deferred tax asset/(liability)

(a) Deferred tax assets/(liabilities) are attributable to the following:

	Comp	any	Group		
	2007	<u>2006</u>	2007	2006	
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	
Interest receivable	(478,323)	(629,302)	(480,076)	(630,242)	
Investments	(367,669)	(282,078)	(382,143)	(257,684)	
Property, plant and					
equipment	( 31,086)	( 38,514)	( 32,189)	( 39,848)	
Accounts payable	10,237	8,867	10,395	8,867	
Interest payable	397,380	416,297	397,380	416,715	
Tax value of loss carry-forward		227,770	42,215	229,615	
Net deferred tax liabilities	( <u>469,461</u> )	( <u>296,960</u> )	( <u>444,418</u> )	( <u>272,577</u> )	
Comprised of the following:					
Deferred tax liability in the company	7		(469,461)	(296,960)	
Deferred tax asset in subsidiary			25,043	24,383	
Net deferred tax liability of the	e group		( <u>444,418</u> )	( <u>272,577</u> )	

#### (b) Movement in temporary differences during the period:

#### Company

	Balance at	Recognised	Recognised	Balance at
	<u>01. 04. 06</u>	in income	in equity	<u>31. 03. 07</u>
	(\$'000)	[note 22(a)] (\$'000)	(\$'000)	(\$'000)
	(\$ 000)	(\$ 000)	(\$ 000)	(\$ 000)
Interest receivable	(629,302)	150,979	-	(478,323)
Investments	(282,078)	54,909	(140,500)	(367,669)
Property, plant and equipment	( 38,514)	7,428	-	(31,086)
Interest payable	416,297	(18,917)	-	397,380
Accounts payable	8,867	1,370	-	10,237
Tax value of loss carry-forward	<u>227,770</u>	( <u>227,770</u> )		
Net deferred tax liabilities	( <u>296,960</u> )	( <u>_32,001</u> )	( <u>140,500</u> )	( <u>469,461</u> )



# 12. Deferred tax asset/(liability) (cont'd)

# (b) Movement in temporary differences during the period:

Group

	Balance at 01. 04. 06	Recognised in income	Recognised <u>in equity</u>	Balance at 31. 03 07
	(\$'000)	[note 22(a)] (\$'000)	(\$'000)	(\$'000)
Interest receivable	(630,242)	150,166	-	(480,076
Investments	(257,684)	16,041	(140,500)	(382,143)
Property, plant and equipment	(39,848)	7,659	-	( 32,189)
Interest payable	416,715	(19,335)	-	397,380
Accounts payable	8,867	1,528	-	10,395
Tax value of loss carry-forward	229,615	( <u>187,400</u> )		42,215
Net deferred tax liabilities	( <u>272,577</u> )	( <u>31,341</u> )	( <u>140,500</u> )	( <u>444,418</u> )

# 13. <u>Computer software</u>

	<u>Company</u>	Group
Cost:	(\$'000)	(\$'000)
March 31, 2005 Additions	187,056 _49,166	209,222 <u>51,562</u>
March 31, 2006 Additions	236,222 35,532	260,784 36,771
March 31, 2007	<u>271,754</u>	<u>297,555</u>
Amortisation:		
March 31, 2005	113,984	125,877
Charge for the year	21,871	26,633
March 31, 2006	135,855	152,510
Charge for the year	39,563	43,986
Transfer (note 14)	13,573	_13,573
March 31, 2007	<u>188,991</u>	<u>210,069</u>
Net book values:		
March 31, 2007	82,763	87,486
March 31, 2006	<u>100,367</u>	<u>108,274</u>
March 31, 2005		83,345



# 14. Property, plant and equipment

# Company

	Freehold land and <u>buildings</u> (\$'000)	Leasehold improvements (\$'000)	Motor <u>vehicles</u> (\$'000)	Computer equipment (\$'000)	Other equipment, furniture and fittings (\$'000)	<u>Total</u> (\$'000)
Cost: March 31, 2005 Additions	204,914 182,193	34,830 17,118	82,900 8,916	107,432 25,607	103,342 45,817	533,418 279,651
Disposals			( <u>9,750</u> )	( <u>436</u> )		( <u>10,186</u> )
March 31, 2006 Additions Disposals	387,107 84,464	51,948 15,351 ( <u>2,797</u> )	82,066 2,964 ( <u>14,641</u> )	132,603 28,588 ( <u>2,718</u> )	149,159 16,268 ( <u>132</u> )	802,883 147,635 ( <u>20,288</u> )
March 31, 2007	<u>471,571</u>	<u>64,502</u>	<u>70,389</u>	<u>158,473</u>	<u>165,295</u>	<u>930,230</u>
Depreciation: March 31, 2005 Charge for the year Eliminated on disposals	10,969 3,250	20,824 824	28,734 18,081 ( <u>4,415</u> )	95,372 11,265 ( <u>122</u> )	35,615 11,079	191,514 44,499 ( <u>4,537</u> )
March 31, 2006 Charge for the year Eliminated on disposals Transfer (note 13)	14,219 5,570 -	21,648 18,640 -	42,400 13,854 (10,575)	106,515 20,403 ( 172) ( <u>13,573</u> )	46,694 16,368 	231,476 74,835 ( 10,747) ( <u>13,573</u> )
March 31, 2007	19,789	<u>40,288</u>	<u>45,679</u>	<u>113,173</u>	63,062	<u>281,991</u>
Net book values: March 31, 2007	<u>451,782</u>	<u>24,214</u>	<u>24,710</u>	45,300	<u>102,233</u>	<u>648,239</u>
March 31, 2006	<u>372,888</u>	<u>30,300</u>	<u>39,666</u>	26,088	<u>102,465</u>	<u>571,407</u>
March 31, 2005	<u>193,945</u>	<u>14,006</u>	<u>54,166</u>	12,060	67,727	<u>341,904</u>



# 14. Property, plant and equipment (cont'd)

Group

	Freehold land and <u>buildings</u> (\$'000)	Leasehold <u>improvements</u> (\$'000)	Motor vehicles (\$'000)	Computer <u>equipment</u> (\$'000)	Other equipment, furniture and fittings (\$'000)	<u>Total</u> (\$'000)
Cost:	204.014	24.920	00 724	100 501	105 541	5 4 2 5 4 0
March 31, 2005	204,914	34,830	88,734	108,521	105,541	542,540
Additions Disposals	182,193	17,118	8,916 ( <u>9,750</u> )	25,607 ( <u>435</u> )	45,876	279,710 ( <u>10,185</u> )
March 31, 2006 Additions Disposals	387,107 84,464	51,948 19,745 ( <u>2,797</u> )	87,900 5,344 ( <u>18,241</u> )	133,693 30,336 ( <u>2,718</u> )	151,417 18,092 ( <u>132</u> )	812,065 157,981 ( <u>23,888</u> )
March 31, 2007	<u>471,571</u>	<u>68,896</u>	<u>75,003</u>	<u>161,311</u>	<u>169,377</u>	<u>946,158</u>
Depreciation March 31, 2005 Charge for the year Eliminated on disposals	10,969 3,250	20,824 824	29,885 19,248 ( <u>4,415</u> )	96,099 11,422 ( <u>122</u> )	35,915 11,287	193,692 46,031 ( <u>4,537</u> )
March 31, 2006 Charge for the year Eliminated on disposals Transfer (note 13)	14,219 5,569 -	21,648 18,640 -	44,718 14,881 (12,135)	107,399 20,681 ( 172) ( <u>13,573</u> )	47,202 16,627 	235,186 76,398 (12,307) ( <u>13,573</u> )
March 31, 2007	<u>19,788</u>	<u>40,288</u>	<u>47,464</u>	<u>114,335</u>	63,829	<u>285,704</u>
Net book values: March 31, 2007	<u>451,783</u>	<u>28,608</u>	<u>27,539</u>	46,976	<u>105,548</u>	<u>660,454</u>
March 31, 2006	<u>372,888</u>	<u>30,300</u>	<u>43,182</u>	26,294	<u>104,215</u>	<u>576,879</u>
March 31, 2005	<u>193,945</u>	<u>14,006</u>	<u>58,849</u>	12,422	69,626	<u>348,848</u>

(i) Freehold land and buildings of the company and the group include land at a cost of approximately \$168,870,128 (2006: \$157,319,975).

(ii) Certain properties of the company and group are pledged as collateral for loans [see note 18(ii)(iii)].

## 15. Share capital

	<u>2007</u>	<u>2006</u> (\$'000)
Authorised: 1,466,400,000 (2006: 1,466,400,000) ordinary		
stock units of no par value (2006: \$0.25 each)		<u>366,600</u>
	<u>2007</u> (\$'000)	<u>2006</u> (\$'000)
Issued and fully paid: 1,463,386,752 (2006: 1,463,386,752) ordinary stock units	365,847	<u>365,847</u>



## 15. <u>Share capital (cont'd)</u>

The Companies Act 2004, which became effective on February 1, 2005, (the new Act) provides that all shares in issue have no par or nominal value, unless the company, by ordinary resolution, had elected, by July 31, 2005, to retain its shares with a par value for a period of eighteen months from the date of the election. The company, on July 28, 2005, elected to retain its existing shares at a par value of \$0.25 each. With the expiration of the eighteen-month period, the shares now have no par value.

## 16. <u>Repurchase agreements</u>

	Company		Group	
	2007 2006		<u>2007</u>	<u>2006</u>
	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Denominated in Jamaican dollars Denominated in United States dollars	40,034,667	38,802,487	40,034,667	38,802,487
[US\$514 million (2006: US\$466.9 million)] Denominated in Pounds Sterling	34,525,674	30,532,224	35,748,432	30,532,224
[£11.7 million (2006: £12.7 million)] Denominated in Euro [€324,450]	1,540,591 29,369	1,426,547	1,540,591 29,369	1,426,547
	<u>76,130,301</u>	<u>70,761,258</u>	<u>77,353,059</u>	<u>70,761,258</u>

Repurchase agreements are collateralised by certain securities and other instruments held by the company and the group, with a carrying value of \$82,840,914,000 (2006: \$73,396,000,000) (notes 5, 7 and 8).

Repurchase agreements include balances with related parties as set out in note 26.

## 17. <u>Notes payable</u>

		Com	bany	Gro	Group	
		2007	2006	2007	2006	
		(\$'000)	(\$'000)	(\$'000)	(\$'000)	
(i)	8.25% US\$12,500,000					
	promissory note	878,930	817,250	878,930	817,250	
(ii)	8.25% US\$12,000,000					
	promissory note	811,320	784,560	811,320	784,560	
(iii)	8.25% US\$5,500,000					
<i></i>	promissory note	338,050	359,590	338,050	359,590	
(iv)	9.00% US\$5,141,207	<b>2 15 5</b> 0 <b>5</b>				
	promissory note	347,597	-	347,597	-	
(v)	8.75% US\$1,965,000			122.054		
	commercial paper			132,854		
		<u>2,375,897</u>	<u>1,961,400</u>	<u>2,508,751</u>	<u>1,961,400</u>	

(i) This note is unsecured and the entire amount is repayable on November 19, 2009 (2006: November 19, 2009). Interest is paid semi-annually, and may be varied at the option of the promisee, in consultation with the promisor, provided that the rate does not exceed the Central Bank of Trinidad and Tobago's 90-day Treasury bill rate.



- 17. Notes payable (cont'd)
  - (ii) This note is unsecured and the entire amount is repayable on January 18, 2010 (2006: January 18, 2010). Interest is paid semi-annually and may be varied at the option of the promisee, in consultation with the promisor, provided that the rate does not exceed the Central Bank of Trinidad and Tobago's 90-day Treasury bill rate.
  - (iii) This note is unsecured and the entire amount is repayable on June 2, 2010. Interest is paid semi-annually and may be varied at the option of the promisee, in consultation with the promisor, provided that the rate does not exceed the Central Bank of Trinidad and Tobago's 90-day Treasury bill rate.
  - (iv) This note is unsecured and the entire amount is repayable on March 28, 2012. Interest is paid semi-annually. The interest rate is fixed on the issue date at LIBOR plus 365 basis points.
  - (v) These notes are unsecured and the entire amount is repayable on May 30, 2007. The interest rate on these instruments is fixed at 8.75%.
- 18. Loans payable

Loans payable for the company and the group comprise the following:

- (i) US\$2,348,426 (2006: US\$3,288,426) on an instalment loan, the principal of which is repayable in twenty equal quarterly instalments of US\$235,000. The loan bears interest at a fixed rate of 6.5% per annum. Certain GOJ securities owned by the company are pledged as collateral for this loan.
- (ii) US\$2,000,000 revolving line with maximum tenor of 180 days, with monthly interest payments on amounts drawn and principal to be repaid upon maturity. Interest rate is set at US 6-month libor plus 3.5% per annum, subject to quarterly rest. Certain properties owned by the company are pledged as collateral for this loan. This amount was lent to Jamaica Money Market Brokers (Trinidad & Tobago) Limited which on-lent it to the parent company.
- (iii) US\$453,273 amortised loan repayable at US\$10,275 per month, over five years. This is secured by property owned by the company.

The amount due within twelve months of the balance sheet date is \$207,110,070 (2006: \$61,457,200).

19. <u>Staff costs</u>

	Company		Gro	Group	
	<u>2007</u> <u>2006</u>		2007	2006	
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	
Salaries and benefits, including					
profit-related pay	637,428	611,151	695,872	643,148	
Statutory payroll contributions	50,635	55,010	54,651	58,335	
Pension scheme contributions	17,423	14,204	18,943	15,288	
Training and development	15,974	18,260	36,402	18,835	
Staff welfare	68,619	31,670	78,308	34,302	
	<u>790,079</u>	<u>730,295</u>	<u>884,176</u>	<u>769,908</u>	

## 20. Impairment loss on financial assets

The impairment charge is for losses on two equity investment holdings, one quoted and the other unquoted.

## 21. Profit before income tax

The following are among the items charged/(credited) in arriving at profit before income tax:

	Comp	any	Group	
	<u>2007</u> (\$'000)	<u>2006</u> (\$'000)	<u>2007</u> (\$'000)	<u>2006</u> (\$'000)
Depreciation and amortisation	114,398	66,370	120,384	72,664
Directors' emoluments:				
Fees	10,917	9,106	28,279	12,252
Management remuneration	28,642	42,727	46,758	48,619
Auditors' remuneration - current	7,750	6,900	10,446	8,250
- prior	-	1,000	-	1,800
Bad debts, less recoveries	( 798)	5,923	(798)	5,923
Gain in fair value of securities classified as 'fair value through profit or loss', estimated	. ,		. ,	
using a valuation technique	( <u>_68,065</u> )	( <u>72,655</u> )	( <u>68,065</u> )	( <u>72,655</u> )

## 22. Income tax

(a) Income tax is based on the profit before taxation as adjusted for tax purposes, and is made up as follows:

		Company		Group	
		<u>2007</u> (\$'000)	<u>2006</u> (\$'000)	<u>2007</u> (\$'000)	<u>2006</u> (\$'000)
(i)	<ul> <li>(i) Current income tax Charge for the year Share of associated companies' tax charge @ 30%</li> </ul>	377,774	-	377,774	-
		18,741	<u>13,513</u>	18,741	13,513
		<u>396,515</u>	<u>13,513</u>	<u>396,515</u>	13,513
(ii)	Deferred income tax Origination and reversal of				
	temporary differences	32,001	65,051	31,341	35,097
	Benefit of tax losses utilised		<u>205,382</u>		<u>205,382</u>
		32,001	270,433	31,341	<u>240,479</u>
		<u>428,516</u>	<u>283,946</u>	<u>427,856</u>	<u>253,992</u>



#### NOTES TO THE FINANCIAL STATEMENTS (Continued)

Year ended March 31, 2007

#### 22. Income tax (cont'd)

(b) Reconciliation of effective tax rate and charge:

	2007		2006	
	%	(\$`000)	% (\$`000)	
<u>Company</u> :				
Profit before income tax		<u>1,577,310</u>	<u>1,902,097</u>	
Computed "expected" tax expense	33.33	525,770	33.33 634,032	
Tax effect of treating the following items differently for financial statements than for tax reporting purposes:				
Depreciation and capital allowances	.20	3,130	1.10 20,878	
Tax-free income	(14.63)	(230,770)	(16.83) (320,125)	
Disallowed expenses	8.69	137,033	2.46 46,774	
Share of profits of associated companies	( 1.86)	( 29,403)	( 7.81) (148,483)	
Adjustment to prior year estimate of tax losses	1.44	22,756	2.67 50,870	
Actual tax charge	<u>27.17</u>	<u>428,516</u>	<u>14.92</u> <u>283,946</u>	
	n	007	2006	
	%	(\$'000)	% (\$'000)	
<u>Group</u> :				
Profit before income tax		<u>1,526,459</u>	<u>1,844,422</u>	
Computed "expected" tax expense	33.33	508,820	33.33 614,807	
Tax effect of treating the following items differently for financial statements than for tax reporting purposes:				
Depreciation and capital allowances	0.24	3,572	1.14 20,938	
Tax-free income	(17.16)	(261,890)	(17.36) (320,125)	
Disallowed expenses	8.90	135,783	1.55 28,628	
Share of profits of associated companies	( 1.92)	( 29,259)	( 8.79) (162,196)	
Adjustment to prior year estimate of tax losses	1.49	22,756	2.86 52,713	
Other	3.15	48,074	_1.04 _19,227	
Actual tax charge	<u>28.03</u>	<u>427,856</u>	<u>13.77</u> <u>253,992</u>	

(c) At the balance sheet date, taxation losses, subject to the agreement of the Commissioner of Taxpayer Audit and Assessment, available for set-off against future taxable profits, amounted to approximately \$Nil (2006: \$653,000,000) for the company and \$126,645,771 (2006: \$670,000,000) for the group.

In his April 2005 budget presentation, the Minister of Finance and Planning announced that, instead of indefinitely, the carry forward of taxation losses would be restricted to five years, with effect from January 1, 2006. Up to June 14, 2007, the date of approval of these financial statements, enabling legislation had not been passed. The amounts disclosed, therefore, do not reflect any change in the current treatment of taxation losses.

23. Earnings per stock unit

Earnings per stock unit ("EPS") is computed by dividing profit attributable to equity holders of the parent of \$1,100,929,000 (2006: \$1,593,251,000) by the number of stock units in issue during the period, numbering 1,463,386,752 (2006: 1,463,386,752).

## 24. Prior year adjustments

Certain comparative amounts were restated as a result of a change in an accounting policy of the company [note (i) below] and corrections to previously issued financial statements of certain associated companies [note (ii) below].

## (a) Balance sheets

#### Company

	Interest in associated <u>companies</u> \$'000	Investments \$'000	Deferred <u>tax</u> \$'000	Investment revaluation <u>reserve</u> \$'000	Retained <u>profits</u> \$'000
Balances as at March 31, 2005: As previously reported	1,273,633	48,050,824	59,875	(403,818)	(4,227,771)
As previously reported	1,275,055	48,030,824		(403,818)	(4,227,771)
Impact of reclassifying investments and measuring them at					
fair value [Note (i)]	142,206	557,799	(185,933)	(514,072)	-
Impact of prior year adjustments in associated companies [Note (ii)]	( <u>88,950</u> )			_41,956	46,994
Total effect	53,256	557,799	( <u>185,933</u> )	( <u>472,116</u> )	46,994
As restated	<u>1,326,889</u>	48,608,623	( <u>126,058</u> )	( <u>875,934</u> )	( <u>4,180,777</u> )
Balances as at March 31, 2006:					
As previously reported	2,167,694	63,285,620	296,960	(884,890)	(5,630,342)
Impact of prior year adjustments in associated companies [Note (ii)]	( <u>50,839</u> )			( <u>73,253</u> )	124,092
As restated	<u>2,116,855</u>	<u>63,094,653</u>	<u>296,960</u>	( <u>958,143</u> )	( <u>5,506,250</u> )

#### Group

	Interest in associated <u>companies</u> \$'000	Investments \$'000	Deferred <u>tax</u> \$'000	Investment revaluation <u>reserve</u> \$'000	Retained <u>profits</u> \$'000
Balances as at March 31, 2005: As previously reported	<u>1,579,425</u>	<u>48,284,079</u>	54,510	( <u>403,818</u> )	( <u>4,311,022</u> )
Impact of reclassifying investments and measuring them at fair value [Note (i)] Impact of prior year adjustments in associated companies [Note (ii)]	142,206	557,799	(185,933)	(514,072) 41,956	- 46,994
Total effect	( <u>88,956</u> ) 53,256	557,799	(185,933)	(472,116)	<u>46,994</u>
As restated	1,632,681	48,841,878	( <u>131,423</u> )	( <u>875,934</u> )	( <u>4,264,028</u> )
Balances as at March 31, 2006:					
As previously reported Impact of prior year adjustments in	2,546,948	63,285,620	296,960	(896,856)	(5,688,693)
associated companies [Note (ii)]	( <u>50,839</u> )			( <u>73,253</u> )	124,092
As restated	<u>2,496,109</u>	<u>63,285,620</u>	<u>296,960</u>	( <u>970,109</u> )	( <u>5,564,601</u> )

## 24. Prior year adjustments (cont'd)

(b) Income statements

_	Company Share of profit in associated Income companies tax		Group Share of profit in associated companies	Income tax
	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Balance as at March 31, 2006				
As previously reported Impact of prior year	532,693	(294,093)	573,830	(264,139)
Adjustment [Note (ii)]	( <u>87,245</u> )	10,147	( <u>87,245</u> )	10,147
As restated	<u>445,448</u>	( <u>283,946</u> )	<u>486,585</u>	( <u>253,992</u> )

- (i) In the year ended March 31, 2005, as a result of a change in accounting policy, following adoption of amendments to IAS 39, *Financial Instruments: Recognition and Measurement*, investments previously classified as loans and receivables and measured at amortised cost, were reclassified as available-for-sale and carried at fair value. This was treated as a prior year adjustment in the year ended March 31, 2006.
- (ii) The corrections to the previously issued financial statements of certain associated companies were made to (1) reverse a portion of a previously reported deferred tax asset in order to restrict it to the estimated recoverable amount, and (2) recognise in the income statement the accretion of discount and amortisation of premium that had not been originally recognised.

## 25. Dividends

	<u>Company</u> <u>2007</u> (\$'000)	and Group <u>2006</u> (\$'000)
Paid:		, <i>, ,</i>
Final in respect of 2006 @ 9.0 cents per stock unit Interim in respect of 2007 @ 12.0 cents per stock unit Final in respect of 2005 @ 10.0 cents per stock unit Interim in respect of 2006 @ 10.0 cents per stock unit	131,705 175,606	- 146,339 <u>146,339</u>
	<u>307,311</u>	<u>292,678</u>



## 26. Related party balances and transactions

A party is related to the company if:

- (a) directly or indirectly, the party:
  - (i) controls, is controlled by, or is under common control with the company;
  - (ii) has an interest in the entity that gives it significant influence over the company, or
  - (iii) has joint control over the company;
- (b) the party is an associate of the entity;
- (c) the party is a joint venture in which the entity is a venturer
- (d) the party is a member of the key management personnel of the company;
- (e) the party is a close member of the family of any individual referred to in (a) or (b) above;
- (f) the party is an entity that is controlled, jointly controlled or significantly influenced by, or for which significant voting power in such entity resides with, directly or indirectly, any individual referred to in (b) or (c); or
- (g) the party is a post-employment benefit plan for the benefit of employees of the company, or any entity that is a related party of the company.

# NOTES TO THE FINANCIAL STATEMENTS (Continued) Year ended March 31, 2007

## 26. <u>Related party balances (cont'd)</u>

The balance sheet includes balances, arising in the normal course of business, with related parties, as follows:

	Com	oany	Gro	Group		
	<u>2007</u> (\$`000)	<u>2006</u> (\$'000)	<u>2007</u> (\$'000)	<u>2006</u> (\$'000)		
Directors						
Notes receivable	141	3,342	141	3,342		
Interest payable	( 675)	( 208)	( 675)	( 208)		
Repurchase agreements	( <u>59,865</u> )	( <u>104,899</u> )	( <u>59,865</u> )	( <u>104,899</u> )		
Major shareholders						
Notes receivable	373,368	220,556	373,368	220,556		
Repurchase agreements	8,019	-	8,019	-		
Interest payable	561		561			
Subsidiaries						
Repurchase transactions	477,806	-	-	-		
Notes receivable	-	20,524	-	-		
Other receivables	366,654	188,658	-	-		
Interest payable	1,012					
Associated companies						
Resale agreements	202,830	3,281,643	202,830	3,281,643		
Repurchase agreements	_	(107,505)	-	( 107,505)		
Interest receivable	11,186	8,223	11,186	8,223		
Interest payable	( 49,350)	( 46,518)	( 49,350)	( 46,518)		
Notes payable	( <u>2,375,897</u> )	( <u>1,961,400</u> )	1,505,525	( <u>1,961,400</u> )		

The income statement includes the following income earned from, and expenses incurred in, transactions with related parties, in the ordinary course of business:

	Company		Group	Group	
	<u>2007</u> (\$'000)	<u>2006</u> (\$'000)	<u>2007</u> (\$'000)	<u>2006</u> (\$'000)	
Directors					
Interest income	307	-	307	-	
Interest expense	5,726	149	5,726	149	
Major shareholders					
Interest expense	1,258	-	1,258	20,767	
Interest income	<u>10,469</u>		<u>    10,469</u>		
Associated companies					
Interest income	88,338	10,757	88,338	10,757	
Interest expense	166,297	4,123	166,297	4,123	
Consultancy fees	4,586	_7,623	<u>    4,586</u>	7,623	
Key management compensation is					
as follows:					
Short-term employee benefits					
(including directors fees -					
see note 21)	81,699	94,018	81,699	94,018	
Post-employment benefits	2,866	2,319		2,319	
	84,565	<u>96,337</u>	84,565	<u>96,337</u>	



# 27. Financial instruments

(a) Fair values:

The estimated fair values of investments and their carrying values, are as follows:

#### Company

	200	)7	200	)6
	Carrying	Fair	Carrying	Fair
	value	value	value	value
	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Government of Jamaica securities	48,262,979	48,262,479	34,252,466	35,048,676
Sovereign bonds	3,548,977	3,548,977	1,817,198	1,817,198
Corporate bonds	9,795,838	9,795,838	12,149,315	11,687,508
Quoted equities	266,819	266,819	207,673	207,673
Interest in money market fund	77,728	77,728	162,847	162,847
Units in unit trust	11,676	11,676	30,578	30,578
Certificates of deposit	<u>12,190,807</u>	<u>12,190,807</u>	<u>14,474,576</u>	<u>14,474,576</u>

#### Group

	2007		2006	
	Carrying	Fair	Carrying	Fair
	value	value	value	value
	(\$'000)	(\$'000)	(\$`000)	(\$'000)
Government of Jamaica securities	49,116,354	49,116,354	34,252,466	35,048,676
Sovereign bonds	3,712,130	3,712,130	1,817,198	1,817,198
Corporate bonds	10,515,962	10,515,962	12,149,315	11,687,508
Quoted equities	345,893	345,893	398,640	398,640
Interest in money market fund	77,728	77,728	162,847	162,847
Units in unit trusts	11,676	11,676	30,578	30,578
Certificates of deposit	12,272,459	12,272,459	14,474,576	14,474,576

The fair value of other financial assets is not materially different from their carrying values.

#### (b) Financial instrument risks:

Exposure to credit, interest rate, foreign currency, liquidity and market risks arises in the ordinary course of the group's operations.

(i) General approach to financial instruments risk management

The company has a risk management structure comprising the Board; the Board Risk Sub-Committee; at the senior management level, the Risk Management Committee; and specialist risk management staff. This structure aims to function so as to ensure that the Board's risk appetite and the actual business risks are in substantial alignment. The Board, through the Board Risk Sub-Committee, reviews and approves risk management policies. The Risk Management Committee oversees the implementation of policies. The specialist staff use a selection of tools and methods to monitor the company's risk exposure.

(ii) Interest rate risk

Interest rate risk arises when there is a mismatch between interest-earning assets and interest-bearing liabilities which are subject to interest rate adjustment within a specified period.



- 27. Financial instruments (cont'd)
  - (b) Financial instruments risks (cont'd):
    - (ii) Interest rate risk (cont'd)

The excess of short-term interest bearing liabilities over short-term interest earning assets is managed by ensuring, to the extent it is under the group's control, stability in the group's client base and investing mainly in marketable securities.

The following tables summarise the carrying amount of the balance sheet assets, liabilities and equity to arrive at the company's and group's interest rate gap, based on the earlier of contractual re-pricing and maturity dates.

#### Company

	Within <u>3 months</u> (\$'000)	More than 3 months less than <u>12 months</u> (\$'000)	More than <u>12 months</u> (\$'000)	Non-rate sensitive (\$'000)	<u>Total</u> (\$'000)
<u>2007</u>					
Cash and cash equivalents Interest receivable Income tax recoverable Notes receivable	1,232,828 - 2,244,770	216,000	- - -	1,536,086 1,008,911	1,232,828 1,536,086 1,008,911 2,460,770
Other receivables Resale agreements	- 4,196,779	208,023	-	476,735	476,735 4,404,802
Investments Interest in subsidiaries Interest in associated	5,899,934	9,378,369	58,520,297 -	496,223 973,765	74,294,823 973,765
companies Computer software	-	-	-	1,096,139 82,763	1,096,139 82,763
Property, plant and				,	·
equipment				648,239	648,239
Total assets	13,574,311	9,802,392	<u>58,520,297</u>	<u>6,318,861</u>	88,215,861
Equity Interest payable Income tax payable Accounts payable Repurchase agreements Notes payable Loan payable Deferred tax liability	- - 56,083,595 - -	20,046,706	- - - 2,375,897 324,643	7,147,576 1,192,258 377,774 197,951 - - 469,461	7,147,576 1,192,258 377,774 197,951 76,130,301 2,375,897 324,643 469,461
Total equity and liabilities	56,083,595	20,046,706	_2,700,540	<u>9,385,020</u>	<u>88,215,861</u>
Total interest rate sensitivity gap	(42,509,284)	(10,244,314)	55,819,757	3,066,159	-
Cumulative gap	( <u>42,509,284</u> )	( <u>52,753,598</u> )	3,066,159		
2006					
Total assets Total equity and	34,736,885	6,589,447	33,627,441	6,813,035	81,766,808
liabilities	56,105,465	<u>14,638,548</u>	2,193,642	8,829,153	<u>81,766,808</u>
Total interest rate sensitivity gap	(21,368,580)	( 8,049,101)	31,433,799	(2,016,118)	-
Cumulative gap	( <u>21,368,580</u> )	( <u>29,417,681</u> )	2,016,118		



# 27. Financial instruments (cont'd)

- (b) Financial instruments risks (cont'd):
  - (ii) Interest rate risk (cont'd)

# Group

		3 months			
	Within	less than	More than	Non-rate	
	<u>3 months</u>	12 months	12 months	sensitive	Total
	(\$'000)	(\$'000)	(\$`000)	(\$`000)	(\$'000)
••• <b>•</b>					
<u>2007</u>					
Cash and cash	1 2 (0 070				1 2 (0 070
equivalents	1,368,878	-	-	1,550,261	1,368,878
Interest receivable Income tax recoverable	-	-	-	1,012,965	1,550,261 1,012,965
Notes receivable	2,244,770	348,854	-	1,012,905	2,593,624
Other receivables	2,244,770	-	-	337,892	337,892
Resale agreements	3,908,217	208,023		-	4,116,240
Investments	5,899,934	9,460,021	60,426,900	575,297	76,362,152
Membership share	-	-	-	15,000	15,000
Interest in associated				10,000	10,000
companies	-	-	-	1,488,962	1,488,962
Deferred tax asset	-	-	-	25,043	25,043
Computer software	-	-	-	87,486	87,486
Property, plant and					
equipment				660,454	660,454
Total assets	13,421,799	10,016,898	60,426,900	<u>5,753,360</u>	89,618,957
Stockholders' equity	-	-	-	7,166,896	7,166,896
Minority interest	-	-	-	2,354	2,354
Interest payable	-	-	-	1,192,258	1,192,258
Income tax payable	-	-	-	377,774	377,774
Accounts payable	-	-	-	223,070	223,070
Repurchase agreements	57,043,186	20,309,873	-	-	77,353,059
Notes payable	-		2,508,751	-	2,508,751
Loan payable	-	-	325,334	-	325,334
Deferred tax liability				469,461	469,461
Total equity and liabilities	57,043,186	20,309,873	2,834,085	0 421 912	89,618,957
naonnues	<u>37,043,180</u>	20,309,875	_2,834,083	<u>9,431,813</u>	<u>89,018,937</u>
Total interest rate					
sensitivity gap	(43,621,387)	(10,292,975)	57,592,815	(3,678,453)	-
Cumulative gap	( <u>43,621,387</u> )	( <u>53,914,362</u> )	3,678,453		
2006					
Total assets	34,746,477	6,589,447	33,627,441	6,916,805	81,880,170
Total equity and	54,740,477	0,569,447	55,027,441	0,910,805	81,880,170
liabilities	56,105,465	14,638,548	2,193,642	8,942,515	81,880,170
nuonnuos	50,105,405	14,000,040	2,175,042	0,772,010	01,000,170
Total interest rate					
sensitivity gap	(21,358,988)	( 8,049,101)	31,433,799	(2,025,710)	-
Cumulative gap	(21,358,988)	29,408,089	2,025,710		



## 27. Financial instruments (cont'd)

- (b) Financial instruments risks (cont'd):
  - (ii) Interest rate risk (cont'd)

The following table shows the range of effective yields by the earlier of contractual re-pricing and maturity dates:

## **Company and Group**

		More than	
		3 months,	
	Within 3	less than 12	More than
	months (%)	months (%)	<u>12 months (%)</u>
<u>2007</u>			
US\$ cash and cash equivalents	0.70 - 1.50	_	_
£ cash and cash equivalents	1.00	_	_
J\$ notes receivable	0.00 - 22.00	_	_
US\$ notes receivable	4.28 - 10.99	_	_
J\$ resale agreements	6.00 - 18.50	_	_
US\$ resale agreements	5.70 - 10.00	_	_
J\$ investments	11.65 - 14.78	11.80 - 15.19	12.63 - 17.00
US\$ investments	0.00 - 10.01	8.75 - 12.75	3.88 - 11.75
€ investments	_	_	11.00
J\$ repurchase agreements	3.00 - 19.50	4.10 - 14.75	_
US\$ repurchase agreements	0.00 - 11.00	0.00 - 8.00	_
£ repurchase agreements	0.75 - 6.00	3.50 - 6.25	_
€ repurchase agreements	3.00 - 5.00	4.40 - 5.20	_
US\$ loan payable	_	_	6.50
US\$ notes payable			8.25 - 9.00
<u>2006</u>			
US\$ cash and cash equivalents	0.70 - 1.50	_	_
£ cash and cash equivalents	1.00	_	_
J\$ notes receivable	0.00 - 14.89	_	_
US\$ notes receivable	4.24 - 10.39	8.75	_
J\$ resale agreements	13.25 - 18.00	18.00	_
US\$ resale agreements	0.48 - 10.00	3.10	_
£ resale agreements	8.00 - 8.50	_	_
J\$ investments	12.60 - 17.00	13.10 - 24.62	13.75 - 19.50
US\$ investments	0.00 - 9.01	10.75 - 11.75	3.87 - 12.75
£ investments	4.60	_	_
J\$ repurchase agreements	3.00 - 16.00	10.00 - 15.25	10.00 - 13.55
US\$ repurchase agreements	1.00 - 8.00	1.00 - 11.25	5.75 - 7.50
£ repurchase agreements	1.12 - 6.00	4.25 - 6.10	-
US\$ loan payable			6.50



- 27. Financial instruments (cont'd)
  - (b) Financial instruments risks (cont'd):
    - (iii) Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to suffer a financial loss.

The group's financial instruments that are exposed to credit risk consist primarily of interest-bearing investments, cash and cash equivalents, resale agreements and notes receivable.

The group maintains cash and cash equivalents with major financial institutions which management believes to be strong and financially sound. The majority of the group's investments are in Government of Jamaica securities. The group holds investments in the securities of other Governments, the repayment of which is dependent on the financial stability of those countries' national economies.

The group obtains possession of collateral with a market value in excess of the principal amount loaned under resale agreements.

The group assesses, analyses and quantifies the credit risks associated with notes receivable through its internal credit rating system which assigns a credit rating to individual issuers, and determines acceptable exposure.

With the exception of investments in Government of Jamaica securities, there are no significant concentrations of credit risk.

The maximum exposure to credit risk is represented by the carrying value of financial assets in the balance sheet.

(iv) Foreign currency risk

The group is exposed to foreign currency risk on transactions that it undertakes in foreign currencies that give rise to the net currency gains and losses recognized during the year. Such exposures comprise the assets and liabilities of the group that are not denominated in its functional currency. The group ensures that the risk is kept to an acceptable level by monitoring its value at risk exposure.

At the balance sheet date, the Jamaican dollar equivalents of net foreign currency assets/(liabilities) were as follows:

		and Group
	<u>2007</u>	<u>2006</u>
	(\$'000)	(\$'000)
United States dollars	3,466,742	5,432,263
Great Britain pounds	215,663	( 362,622)
Euros	95,723	( 390,223)
Trinidad and Tobago dollars	32,169	19,094
Barbados dollars	-	( 3,496)
Canada dollars	7,328	( <u>939</u> )



- 27. Financial instruments (cont'd)
  - (b) Financial instruments risks (cont'd):
    - (v) Market risk

Market risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual security or its issuer or factors affecting all securities traded in the market. The market risk of the group's trading portfolio is reviewed regularly utilising Value at Risk (VaR), in addition to other quantitative and qualitative risk measures and analyses. The measures include the measurement of the portfolio's sensitivity to changes in interest rates and prices. A report summarising the VaR for the group's portfolio is submitted to the board monthly.

(vi) Liquidity risk

Liquidity risk, also referred to as funding risk, is the risk that the group will encounter difficulty in raising funds to meet commitments associated with financial instruments. Liquidity risk may result from an inability to sell a financial asset quickly at or close to its fair value. Prudent liquidity risk management requires the group to maintain sufficient cash and marketable securities, and have funding available through an adequate amount of committed facilities. The group manages this risk through (i) the maintenance of high levels of liquid investments and (ii) the forecasting and monitoring of the levels of cash investments and payouts.

#### 28. Post-employment benefit

Pensions are the only post-employment benefits to which the group is committed. To better secure the payment of promised benefits, the company operates a defined-contribution pension scheme for the Group's employees who have satisfied certain minimum service requirements. The scheme is funded by equal contributions of employer and employee of 5% of pensionable salaries with an option for employees to contribute up to an additional 5% of pensionable salaries.

The scheme is administered by trustees and the assets are held separately from those of the group; some of the assets are included in funds being managed by the company [note 29(a)]. The scheme is subject to triennial actuarial valuations. The most recent actuarial valuation, which was conducted as at December 31, 2002, disclosed a surplus, which the trustees have decided will be allocated to the members accounts.

The contributions for the period amounted to \$17,423,408 (2006: \$14,203,667) for the company and \$18,943,793 (2006: \$15,288,211) for the group.

The pension benefit is the annuity that can be purchased by the amount standing to the credit of the member's account at the date of retirement.

## 29. Managed funds

(a) The company acts as agent and earns fees for managing clients' funds on a non-recourse basis under a management agreement. This includes some of the assets of the company's pension fund (note 28). Although the company is the custodian of the securities in which the clients participate, it has no legal or equitable right or interest in these securities. Accordingly, the securities in which the clients' funds are invested have been excluded from these financial statements.

At March 31, 2007, for the company and the group, funds managed in this way amounted to \$14,234,174,819 (2006: \$10,801,592,391) which includes pension scheme contributions (note 28), inclusive of accrued interest, amounting to \$113,143,579 (2006: \$114,765,344) for the company and the group. The financial statements include the following assets held in/(liabilities payable to) the managed funds:

	<u>Company</u> <u>2007</u> (\$'000)	and Group 2006 (\$'000)
Other receivables (net)	( 59,997)	( 114,520)
Investments (see note 8)	77,728	162,847
Interest payable	( 16,378)	( 40,639)
Repurchase agreements	( <u>3,445,525</u> )	( <u>4,755,365</u> )

(b) The company buys and/or negotiates promissory notes and debentures and then sells participations in them to investors, to whom it issues certificates of participation. The company has no legal or equitable right or interest in the securities sold but which remain in the company's custody for the purpose of collecting and distributing entitlements to beneficial holders; accordingly, they have been excluded from these financial statements.

At March 31, 2007, the face value of these certificates amounted to \$222,175,852 (2006: \$168,749,412) for the company and the group.

30. Lease commitments

Commitments under non-cancellable operating lease agreements, expiring between 2007 and 2010, amounted to \$23,506,000 at March 31, 2007 (2006: \$67,728,000). The lease rentals are payable as follows:

	<u>Company a</u>	nd Group
	2007	2006
	(\$'000)	(\$'000)
Within one year	8,205	16,213
Subsequent years	<u>15,301</u>	<u>51,515</u>
	<u>23,506</u>	<u>67,728</u>



## 31. Contingent liability

As indicated in note 28, the company's business includes managing funds on behalf of clients. The Commissioner, Taxpayer Audit and Assessment Department ("TAAD"), wrote to the company in 2005 advising that consideration received for this service is subject to General Consumption Tax ("GCT"). However, in common with other licensed securities dealers providing this type of service in Jamaica, the company has not charged or paid GCT on the consideration received for this service. Counsel for the Jamaica Securities Dealers Association has written to the TAAD giving reasons why the consideration concerned is not subject to GCT. Based on the foregoing, the amount of the liability, if any, in respect of the relevant periods ended on March 31, 2007 has not yet been determined.

#### 32. New and revised standards and interpretations effective in 2006

The following standards and interpretations became effective during the year. However, they did not result in any change in accounting policies and did not have any effect on the company's financial position or operating results.

		Effective for annual reporting periods beginning on or after:
IFRS 6	Exploration for and Evaluation of Mineral Resources	January 1, 2006
IFRIC 4	Determining whether an Arrangement Contains a Lease	January 1, 2006
IFRIC 5	Rights to Interest Arising from Decommissioning, Restoration and Environmental Rehabilitation Funds	January 1, 2006
IAS 19 Amendments	Actuarial Gains & Losses, Group Plans and Disclosures Amendments	January 1, 2006
IAS 39 Amendments	Financial Instrument Cash Flow Hedge Accounting for Amendments Forecast Intra-group Transactions	January 1, 2006
IAS 39 Amendments	Financial Guarantee Contracts Amendments	January 1, 2006

#### 33. <u>New and revised IFRS and interpretations that are not yet effective</u>

At the date of authorisation of the financial statements, there were certain new standards, amendments to standards, and interpretations which were in issue but were not yet effective. These are as follows:

Effective for annual reporting periods beginning on or after:

• *IFRS* 7 *Financial Instruments: Disclosures* and the *Amendments to IAS 1 Presentation of Financial Statements: Capital Disclosures* require disclosures about the significance of financial instruments for an entity's financial position and performance, and qualitative and quantitative disclosures on the nature and extent of risks. IFRS 7 and amended IAS 1, which become mandatory for the group's 2008 financial statements, will require additional disclosures with respect to financial instruments and share capital.

- *IFRS 8 Operating Segments* requires disclosures based on the components of the group that management monitors in making decisions about operating matters as well as qualitative disclosures on segments. The standard is not expected to have any impact on the financial statements as the group has no distinct reportable segments at this time
- *IFRIC 8 Scope of IFRS 2 Shared-based Payment* addresses May 1, 2006 the accounting for share based payment transactions in which some or all goods or services received cannot be specifically identified. IFRIC 8 is not considered relevant to the group and is not expected to have any impact on the financial statements.
- *IFRIC 9 Reassessment of Embedded Derivatives* requires June 1, 2006 that a reassessment of whether embedded derivative should be separated from the underlying host contract should be made only when there are changes to the contract. IFRIC 9, which becomes mandatory for the group's 2008 financial statements, is not expected to have any impact on the financial statements.
- *IFRIC 10 Interim Financial Reporting and Impairment* November 1, 2006 prohibits the reversal of an impairment loss recognised in a previous interim period in respect of goodwill, an investment in an equity instrument or a financial asset at cost. IFRIC 10 may have an impact on the financial statements in the future.



33. <u>New and revised IFRS and interpretations that are not yet effective (cont'd)</u>

Effective for annual reporting periods beginning on or after:

- *IFRIC* 11 *IFRS* 2 *Group and Treasury Share Transactions* addresses the classification of a share-based payment transaction (as equity or cash-settled), in the financial statements of the entity whose employees are entitled to the share-based payment, where equity instruments of the parent or another group co-operative are transferred in settlement of the obligation. IFRIC 11 is not considered relevant to the group and is not expected to have any impact on the financial statements.
- *IFRIC 12 Service Concession Arrangements* addresses the accounting requirements for public-to-private service concession arrangements in private sector entities. IFRIC 12 is not considered relevant to the group and is not expected to have any impact on the financial statements.
- *IAS 23 Borrowing Costs* removes the option of immediately recognising all borrowing costs as an expense, and requires an entity to capitalize borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset as part of the cost of the asset. IAS 23 is not expected to have any impact on the financial statements.



I/We	
of	
being a	member/members of JAMAICA MONEY MARKET BROKERS LIMITED hereby
appoint	of

or failing him/her

as my/our proxy to vote for me/us on my/our behalf at the Annual General Meeting of the Company to be held at the Knutsford Court Hotel, 11 Ruthven Road, Kingston 10, Jamaica on Monday, October 17, 2007 in the Blue Mountain Suite at 10:00a.m. and at any adjournment thereof.

of

RESOLUTIONS	FOR	AGAINST
No. 1		
No. 2		
No. 3 (a)		
No. 3 (b)		
No. 3 (c)		
No. 3 (d)		
No. 3 (e)		
No. 4		

Dated this	day of	_ 2007.	Place Stamp Here \$100
Signature			

Notes

1. In the case of a Body corporate, this form should be executed under Seal or under the hand of an office or attorney duly authorised.

2. The Form of Proxy must be completed, impressed with stamp duty of \$100 and lodged at the office of the Registrar of the Company, KPMG Regulatory & Compliance Services, The Victoria Mutual Building, 6 Duke Street, Kingston at least forty-eight hours before the time appointed for holding the meeting. The stamp duty may be paid by adhesive stamp(s), which are to be cancelled by the person executing the Proxy.

3. The Proxy need not be a Member of the Company.

4. In the absence of instructions, the Proxy may vote or abstain from voting as he thinks fit on any other matter which may properly come before the meeting.