

CONSOLIDATED BALANCE SHEET

As of September 30, 2008

(Expressed in thousands of Barbados Dollars)

	Notes	2008	2007
Current assets			
Cash	6	53,799	37,449
Trade and other receivables	7	106,108	90,699
Prepaid expenses		6,618	4,188
Due by associated companies		12,811	5,957
Reinsurance assets	8	7,372	–
Current income tax assets		1,441	1,288
Inventories	9	180,012	124,968
		<u>368,161</u>	<u>264,549</u>
Current liabilities			
Borrowings	10	90,123	65,541
Trade and other payables	11	112,896	88,013
Due to associated companies		3,084	2,955
Current income tax liabilities		2,710	3,631
Insurance contracts	12	10,789	–
		<u>219,602</u>	<u>160,140</u>
Working capital			
Property, plant and equipment	13	148,559	104,409
Investment property	14	306,387	256,680
Intangible assets	15	22,932	21,610
Investments in associated companies	16	55,470	2,761
Financial investments	17	81,345	70,427
Deferred income tax assets	18	41,621	30,629
Pension plan assets	19	3,222	4,009
Long term trade and other receivables	7	7,026	6,208
		<u>619</u>	<u>825</u>
		667,181	497,558
Borrowings	10	132,741	27,987
Deferred income tax liabilities	18	2,687	2,752
Pension plan liabilities	19	1,353	1,618
		<u>530,400</u>	<u>465,201</u>
Net assets employed			
Financed by:			
Equity			
Capital and reserves attributable to equity holders of the Company			
Share capital	20	40,669	25,954
Other reserves	21	112,744	110,997
Retained earnings		279,538	249,029
		<u>432,951</u>	<u>385,980</u>
Minority interest		<u>97,449</u>	<u>79,221</u>
		<u>530,400</u>	<u>465,201</u>

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

Approved by the Board of Directors on December 16, 2008:


J.N. Goddard
Chairman


M.J.K. Pritchard
Managing Director

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended September 30, 2008

(Expressed in thousands of Barbados Dollars)

	Attributable to equity holders of the Company				Total
	Share capital (Note 20)	Other reserves (Note 21)	Retained earnings	Minority interest	
Balance at October 1, 2006 as previously reported	24,828	67,309	222,529	70,000	384,666
Prior period adjustments (note 34)	–	–	(2,103)	–	(2,103)
As restated	24,828	67,309	220,426	70,000	382,563
Net gains recognised directly in equity	–	43,394	1,501	3,422	48,317
Net income for the year	–	–	37,701	8,399	46,100
Total recognised gains and net income for 2007	–	43,394	39,202	11,821	94,417
Value of employee services	–	294	228	–	522
Issue of common shares	1,126	–	–	–	1,126
Fair value of assets disposed of by minority shareholders	–	–	–	(451)	(451)
Reduction in loans	–	–	–	(1,023)	(1,023)
Dividends declared	–	–	–	(1,126)	(1,126)
Dividend – Final 2006 (11 cents per share) (note 29)	–	–	(6,261)	–	(6,261)
Dividend – Interim 2007 (8 cents per share) (note 29)	–	–	(4,566)	–	(4,566)
	1,126	294	(10,599)	(2,600)	(11,779)
Balance at September 30, 2007	25,954	110,997	249,029	79,221	465,201
Balance at October 1, 2007 as previously reported	25,954	110,997	251,132	79,221	467,304
Prior period adjustments (note 34)	–	–	(2,103)	–	(2,103)
As restated	25,954	110,997	249,029	79,221	465,201
Net gains/(losses) recognised directly in equity	–	1,877	339	(101)	2,115
Net income for the year	–	–	42,932	10,040	52,972
Acquisition of subsidiary	–	–	–	11,440	11,440
Total recognised gains and net income for 2008	–	1,877	43,271	21,379	66,527
Value of employee services	–	(130)	285	–	155
Issue of common shares	14,715	–	–	–	14,715
Fair value of assets disposed of by minority shareholders	–	–	–	(113)	(113)
Reduction in loans	–	–	–	(1,374)	(1,374)
Dividends declared	–	–	–	(1,664)	(1,664)
Dividend – Final 2007 (12 cents per share) (note 29)	–	–	(7,113)	–	(7,113)
Dividend – Interim 2008 (10 cents per share) (note 29)	–	–	(5,934)	–	(5,934)
	14,715	(130)	(12,762)	(3,151)	(1,328)
Balance at September 30, 2008	40,669	112,744	279,538	97,449	530,400

CONSOLIDATED STATEMENT OF INCOME

For the year ended September 30, 2008

(Expressed in thousands of Barbados Dollars)

	Notes	2008	2007
Revenue		954,671	755,746
Cost of sales	23	(667,453)	(512,515)
Gross profit		287,218	243,231
Underwriting income		3,065	–
Selling, marketing and administrative expenses	23	(228,633)	(196,238)
Profit from operations before the following		61,650	46,993
Other gains/(losses) – net	24	11,750	13,013
Profit from operations		73,400	60,006
Finance costs	26	(10,878)	(7,417)
		62,522	52,589
Share of income from associated companies	16	8,099	6,077
Income before taxation		70,621	58,666
Taxation	27	(17,649)	(12,566)
Net income for the year		52,972	46,100
Attributable to:			
Equity holders of the Company		42,932	37,701
Minority interest		10,040	8,399
		52,972	46,100
Earnings per share attributable to the equity holders of the Company during the year (expressed in cents per share)			
– basic	28	73.7	66.2
– diluted	28	73.0	65.6

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

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended September 30, 2008

(Expressed in thousands of Barbados Dollars)

	<u>2008</u>	<u>2007</u>
Cash flows from operating activities		
Income before taxation	70,621	58,666
Adjustments for:		
Depreciation	20,076	17,150
Negative goodwill taken to income	(34)	(95)
Gain on disposal of property, plant and equipment	(3,787)	(1,035)
Gain on disposal of financial investments	(1,591)	(1,654)
Exchange gain	(356)	(119)
Finance costs incurred	10,878	7,417
Share of income from associated companies	(8,099)	(6,077)
Pension plan expense	1,225	581
Employee share schemes expenses	155	522
Amortisation of intangible assets	1,188	57
Fair value gains on revaluation of investment property	(1,322)	(5,659)
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Operating profit before working capital changes	88,954	69,754
Net change in non-cash working capital balances related to operations	(24,658)	(3,722)
	<hr/>	<hr/>
Cash generated from operations	64,296	66,032
Finance costs paid	(10,878)	(7,417)
Income and corporation taxes paid	(15,988)	(9,136)
Pension plan contributions paid	(1,596)	(1,688)
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Net cash from operating activities	35,834	47,791
Cash flows from investing activities		
Acquisition of interest in subsidiaries (net)	(124,226)	(520)
Purchase of property, plant and equipment	(23,905)	(17,051)
Proceeds on disposal of property, plant and equipment	4,963	6,221
Purchase of financial investments	(7,840)	(5,315)
Proceeds on disposal of financial investments	5,809	4,485
Investments and loans made in associated companies	(786)	(4,606)
Proceeds on disposal of investments in associated companies	124	–
Long-term loans made	(33)	(98)
Proceeds from repayment of long-term loans	230	237
Repayments of unsecured and secured loans	(868)	(886)
Dividends received from associated companies	1,875	923
	<hr/>	<hr/>
Net cash used in investing activities	(144,657)	(16,610)
Cash flows from financing activities		
Issue of common shares	14,715	1,126
Long-term loans received	119,632	5,183
Repayments of long-term loans	(14,189)	(11,722)
Dividends paid to minority shareholders	(1,664)	(1,126)
Loans repaid to minority shareholders	(1,374)	(1,023)
Dividends paid to shareholders	(13,047)	(10,827)
	<hr/>	<hr/>
Net cash from/(used in) financing activities	104,073	(18,389)
Net (decrease)/increase in cash and cash equivalents	(4,750)	12,792
Cash and cash equivalents – beginning of year	11,538	(1,254)
Cash and cash equivalents – end of year	<hr/> 6,788	<hr/> 11,538