

Schedule 1
FORM ECSRC – K
ANNUAL REPORT
PURSUANT TO SECTION 98(1) OF THE SECURITIES ACT, CAP. 21.16

For the financial year ended 30 September 2021

Issuer Registration number
SLH120119112KN

S. L. HORSFORD & COMPANY LIMITED

(Exact name of reporting issuer as specified in its charter)

ST. KITTS & NEVIS

(Territory of incorporation)

WEST INDEPENDENCE SQUARE, BASSETERRE, ST. KITTS

(Address of principal office)

Reporting issuer's:

Telephone number (including area code): 869-465-2616

Fax number: 869-4651042

Email address: headoffice@horsfords.com

(Provide information stipulated in paragraphs 1 to 14 hereunder)

Indicate whether the reporting issuer has filed all reports required to be filed by section 98 of the Securities Act, Cap. 21.16 during the preceding 12 months

Yes

No

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

CLASS	NUMBER
Ordinary Shares	60296860

SIGNATURES

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

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

Name of Chief Executive Officer:

W. Anthony Kelsick

SIGNED AND CERTIFIED

Signature

March 9th 2022

Date

Name of Director:

Natalie Kelsick

SIGNED AND CERTIFIED

Signature

March 9th 2022

Date

Name of Chief Financial Officer:

Bernard Malcolm

SIGNED AND CERTIFIED

Signature

March 9th 2022

Date

INFORMATION TO BE INCLUDED IN FORM ECSRC-K

1. Business.

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

The Group has managed the initial adverse effects of the Covid -19 pandemic while maintaining its core business activity.

The profitability for the Group was lower than in previous years; however, the Group has provided continuous employment to over 95% of its employees.

As the global economic and geopolitical factors present challenges in the local economy, the Group will continue to focus on those strategies that bring long-term growth, profitability, and sustainability to all its stakeholders.

2. Properties.

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

Listing attached

3. Legal Proceedings.

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

There were no legal proceedings.

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

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

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

AGM, October 21st 2021.

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

Mr. Faron Lawewnce – Re-elected
Mr. Terrence Crossman – Re-elected
Mr. Andrew Kelsick – Re-elected

The following Directors term of office continued
Mr. W. Anthony Kelsick – Chairman and Managing Director
Mrs. Natalie Kelsick Marshall – Executive Director
Mr. Mark Wilkin
Mr. Victor Williams
Mr. Anthony Gonsalves
Mr. Victor Williams

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

Other matters voted on at the AGM:
1. The shareholders unanimously accepted the audited financial statements for the year ended September 30th, 2020.
2. Dividends were reported as follows
"In exercise of their powers in Article 139, the Directors, on the following dates approved interim dividends on September 2020 profits
Oct 29th 2020 - Interim Dividend approved- \$ 2,562,817
June 17th 2021 - Interim Dividend approved - \$ 3,390,608
For a total of - \$ 5,953,225
3. The shareholder unanimously voted to approve the following special resolution
"Be it resolved that Article 150 of the Articles of Association of the Company be deleted and replaced with the version as described in the 2020 Annual Report."
"Be it resolved that the Articles of Association of the Company be amended by the addition Articles 176, 177, 178, 179, 180, 181 and 182 as described in the 2020 Annual Report."
4. Grant Thornton, Chartered Accountants, were unanimously appointed auditors for the year ending September 30th, 2021

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

NOT APPLICABLE

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

NOT APPLICABLE

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

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

NOT APPLICABLE

6. Financial Statements and Selected Financial Data.

Provide Audited Financial Statements, which comprise the following:

For the most recent financial year

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

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

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

7. Disclosure about Risk Factors.

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

The Covid-19 pandemic and the ever-evolving geopolitical landscape have caused significant disruption to all sectors of the global economy.

All the major supply chains were negatively affected, which has increased the cost and availability of all products and services.

The unemployment rate in the local economy is still high despite the reopening of the borders to cruise ships and airline tourists.

Although there is high liquidity in the financial sector, the risk of default by the ordinary customer remains high.

While the Group has a strong balance sheet, those factors that adversely affect its customers' demand and the Group's ability to provide its regular basket of goods and services will reduce the short-term profitability of the entity.

The Board continues to be proactive in identifying, evaluating, and implementing measures to mitigate the effect of these risks.

8. Changes in Securities and Use of Proceeds.

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

NOT APPLICABLE

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

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

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

- Name and address of underwriter(s)

- Amount of expenses incurred in connection with the offer _____

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

- Payments to associated persons and the purpose for such payments

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

There are no restrictions on working capital; however, the company must seek the consent of its bankers, The Bank Of Nevis, before paying a dividend.

9. Defaults upon Senior Securities.

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

There were no defaults; principal and interest were paid on their due dates.

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

There were no delinquencies.

Dividends were paid in a timely manner; there are no arrears.

A second Interim Dividend for the year ended 30 September 2020 was paid in June 2021. There were no further declarations of Dividends with respect to 2020 Income.

An Interim Dividends for the year ended 30 September 2021 was paid in October 2021.

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

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

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

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

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

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

General Discussion and Analysis of Financial Condition

Chairman's Report

The COVID-19 global pandemic continued to impact our economies negatively in fiscal 2021, which unfortunately resulted in a continued decline in our performance results.

Income Before Taxation of \$6,834,785 was a decrease of \$4,834,764 or 41.43 % versus 2020. Similarly, Income After Taxation of \$5,012,829 was less than 2020 by \$3,536,330 or 41.36 %. Basic Earning Per Share for 2021 was \$0.08 versus \$0.14 for 2020. These numbers also reflect a 60% decline from 2019. Total Comprehensive Income was \$11,693,040 versus \$8,508,027 for 2020. This increase in Total Comprehensive Income was due to property revaluation exercises, which resulted in an overall gain in Other Comprehensive Income of \$6,680,211.

Turnover or Group Sales for 2021 was \$130,952,148 versus \$148,512,924 for 2020, a decrease of \$17,560,776 or 11.82 %. Our Automotive Sector decreased by \$4,652,147 or 24.78 % and our Consumable Goods Sector decreased by \$13,437,257 or 16.59 %.

Gross Profit decreased by \$5,380,159 or 14.97 % to \$30,554,437.

Other Income decreased by \$1,754,438 or 15.23 % to \$9,763,637 due to lower interest income caused by a declining vehicle and furniture hire purchase portfolio.

The resulting Total Income decreased by 7,134,597 or 15.04 % to \$40,318,074.

Operating Expenses decreased by \$2,884,731 or 7.70 % to \$34,555,670. Employment Costs declined significantly, as did impairment losses on financial assets. Most other categories also experienced savings.

Operating Profit decreased by \$4,289,866 or 42.68 %, to \$5,762,404.

Share Of Results Of Associated Companies after tax was \$1,381,577, a decrease of \$942,813 or 40.56 %. This decrease was experienced by both St. Kitts Masonry Products Ltd and Carib Brewery.

Finance Charges decreased by \$397,915 or 56.27 %.

Profit Before Income Tax decreased by \$4,834,764 or 41.43 %.

Income Tax Expense was \$1,821,956 versus \$3,120,390 in 2020. The effective rates for 2021 was 33.41 % versus 33.39 % in 2020.

Profit After Tax for the year decreased by \$3,536,330 or 41.36% to \$5,012,829.

Liquidity and Capital Resources

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

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

Discussion of Liquidity and Capital Resources

The group ' s solvency continues to be strong with a debt to equity ratio of 0.05 :1 and a debt to total assets ratio of 0.04:1.

Off Balance Sheet Arrangements

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

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

NOT APPLICABLE

Results of Operations

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

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

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

Overview of Results of Operations

The economy has shown signs of improvement as the impact of the pandemic is becoming less severe at the time of writing this report. As a result, the company ' s performance for 2022 should improve.

Your Directors recommend a Final Dividend of \$0.0388 per share, which, along with the Interim Dividend of \$0.0393, will result in a total Annual Dividend of \$0.0781 per share for a total of \$4,710,368.

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

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

NONE

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

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

13. Other Information.

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

n/a

14. List of Exhibits

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

Annual Report September 2021
Annual Report September 2020
Annual Report September 2019
Land And Building Schedule September 2021

APPENDIX 1 - BIOGRAPHICAL DATA FORMS

DIRECTORS OF THE COMPANY

Name: W. Anthony Kelsick Position: Chairman / Managing Director

Age: 70

Mailing Address: P. O. Box 204
Frigate Bay
St. Kitts

Telephone No.: 869-465-8422

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

S. L. HORSFORD & CO. LTD - CHAIRMAN / MANAGING DIRECTOR

Give brief description of **current** responsibilities

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

B.A. UNIVERSITY OF WESTERN ONTARIO -1974
B. COMM. UNIVERSITY OF WINDSOR -1975
C.A. CANADIAN INSTITUTE OF CHARTERED ACCOUNTANTS -1977

Use additional sheets if necessary.

APPENDIX 1 - BIOGRAPHICAL DATA FORMS

DIRECTORS OF THE COMPANY

Name: NATALIE KELSICK - MARSHALL Position: DIRECTOR

Age: 32

Mailing Address: #52 Calypso Bay
Frigate Bay
St. Kitts

Telephone No.: 869-662-4940

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

S. L. HORSFORD & CO. LTD
BUSINESS DEVELOPMENT AND MARKETING EXECUTIVE - 2017 to PRESENT

S. L. HORSFORD & CO. LTD
BUSINESS DEVELOPMENT MANAGER - JANUARY 2016 to 2017

CEO & CO-FOUNDER - NC DIGITAL MARKETING - APRIL 2012 TO JANUARY 2016

Give brief description of **current** responsibilities

Overseeing the Marketing and Business Development activities of the Group

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

B.A. ENGLISH LITERATURE AND LANGUAGE - UNIVERSITY OF WESTERN ONTARIO, LONDON CANADA -2011

CERTIFICATE IN PROFESSIONAL AND TECHNICAL COMMUNICATION - UNIVRSITY OF WESTERN ONTARIO, LONDON, CANADA 2011

ONTARIO COLLEGE GRADUATE CERTIFICATE IN MARKETING MANAGENENT - FANSHAWE COLLEGE, LONDON, ONTARIO, CANADA -2012

Use additional sheets if necessary.

APPENDIX 1 - BIOGRAPHICAL DATA FORMS

DIRECTORS OF THE COMPANY

Name: Mark Wilkin Position: Director

Age: 57

Mailing Address: Frigate Bay
St. Kitts

Telephone No.: 869-465-0418

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

Carib Brewery (St. Kitts & Nevis) Limited - Managing Director - 2003 to present

Give brief description of **current** responsibilities

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

M.B.A., University of Keele - England - September 1990
B.A., University of Western Ontario - Canada - 1988

Use additional sheets if necessary.

APPENDIX 1 - BIOGRAPHICAL DATA FORMS

DIRECTORS OF THE COMPANY

Name: Faron Lawrence Position: Director

Age: 58

Mailing Address: Frigate Bay
St. Kitts

Telephone No.: 869-466-4001

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

Self Employed - SKN Homes, Owner and General Manager

Give brief description of **current** responsibilities

Plan, organize and direct all aspects of the business of SKN Homes, A real estate Development Company including:- Construction Administration, Housing project development

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

BSc, Economics - Southern Connecticut State University - August 1995
MBA - Southern Connecticut State University - May 1995

Use additional sheets if necessary.

APPENDIX 1 - BIOGRAPHICAL DATA FORMS

DIRECTORS OF THE COMPANY

Name: Anthony Gonsalves Position: Director

Age: 56

Mailing Address: Frigate Bay
St. Kitts

Telephone No.: 869-465-6495

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

Barrister-at-Law and Solicitor
Senior Partner in Law Firm of Gonsalves Parry

Give brief description of **current** responsibilities

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

Legal Education Certificate of Merit - Sir Hugh Wooding Law School 1992-1994
LL.M - University of Cambridge - 1987 - 1988
LL.B - University of the West Indies - 1984-1987

Use additional sheets if necessary.

APPENDIX 1 - BIOGRAPHICAL DATA FORMS

DIRECTORS OF THE COMPANY

Name: Victor Williams Position: Director

Age: 66

Mailing Address: Frigate Bay
St. Kitts

Telephone No.: 869-465-4004

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

Principal of William Architectural

Give brief description of **current** responsibilities

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

B.Sc. Architecture from New York Institute of Technology (1982)
Associate Degree in Town and Country Planning from United Nations Physical Planning Institute (1975)
Numerous short courses in Housing, Environmental Planning, Population Planning

Use additional sheets if necessary.

APPENDIX 1 - BIOGRAPHICAL DATA FORMS

DIRECTORS OF THE COMPANY

Name: Terrence Crossman Position: Director

Age: 56

Mailing Address: Fountain Estate
St. Kitts

Telephone No.: 869-466-2720

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

C.E.O. FND Enterprise Cooperative Credit Union Ltd 2018 to present
Consultant 2015-2018

Give brief description of **current** responsibilities

Responsible for the start-up of a new entity tasked with creating a sustainable National Financial Foundation and creating programs aimed at improving living standards for citizens while creating opportunities in entrepreneurship, agriculture, education, housing and energy.

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

MSc. Global Consumer Marketing - University of Liverpool (2010-2015)
MBA - Finance - University of Leicester - (2005-2009)
BA - Accounting - University of the Virgin Islands -(1989-1992)
AA - Business Mgmt. - University of the Virgin Islands -(1989-1992)

Use additional sheets if necessary.

APPENDIX 1 - BIOGRAPHICAL DATA FORMS

DIRECTORS OF THE COMPANY

Name: Andrew Kelsick Position: Director

Age: 32

Mailing Address: 18 Kenaston Garden, Suite 707
Toronto, Ontario
Canada M2k 3c7

Telephone No.: 416-568-4977

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

AECOM Canada Ltd. May 2014 - Feb 2019
Electrical lead and engineer in the Building and Places line of business primarily focused on clients in the transit sector.
Functions included design of electrical systems (power, lighting, fire alarm), multidisciplinary coordination, project management, contract administration, site reviews and construction progress reporting.
Project highlights:
TTC Legacy Faregate Equipment Demolition and Area Reinstatement Jan 2017- Dec 2018
Electrical lead and engineer, Responsible for all aspects of electrical design and contract administration for the removal of the legacy faregate infrastructure at 60t ttc stations
Successfully expedited the production and delivery of electrical design package for 60t TTC stations ahead of an already compressed schedule for building permit approvals, helping the TTC fulfill their obligations to the city of Toronto.
Conducted site reviews and prepared final reports for all 60+TTC stations as part of the project close-out and final submission of construction conformance letters to the TTC and the city of Toronto
Presto Wave Jan 2017 - Jun 2018
Electrical lead and engineer - responsible for the design of the upgrade for the Presto faregate electrical infrastructure at 20+ TTC pilot stations.
Participated in weekly stakeholder meetings and presented single line diagram modifications and load calculations for the upgrade of the electrical infrastructure of the Presto faregate system at 20+ TTC ware 4 stations

Give brief description of **current** responsibilities

Mulvey & Banani International Inc May 2019- Present
Full-time on-site electrical contract administrator assigned for the CIBC Square tenant fit-out project; currently one of the newest highlights of the downtown Toronto skyline
Responsibilities include but not limited to:
Documentation of construction progress and troubleshooting all construction issues relating to electrical systems including power, lighting and controls, fire alarm, communications and security ;
and general electrical contract administration including review and approval of electrical submittals for material and equipment preparation and management of electrical site instructions and change notices and work order quotation reviews.

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

Schulich School of Business at York University, Toronto, ON
Master of Business Administration (in progress) expected to graduation in 2022

Western University, London, ON
Bachelor of Engineering Science, Electrical Engineering 2014

Use additional sheets if necessary.

APPENDIX 1 (a) - BIOGRAPHICAL DATA FORMS

EXECUTIVE OFFICERS AND OTHER KEY PERSONNEL OF THE COMPANY

Name: Rupert Tyrell Position: General Manager, Building Center

Age: 65

Mailing Address: Upper Market Street
Basseterre
St. Kitts

Telephone No.: 869-465-3825

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

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

HIGH SCHOOL LEVEL -1973

Also a Director of the company Yes No

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

Use additional sheets if necessary

APPENDIX 1 (a) - BIOGRAPHICAL DATA FORMS

EXECUTIVE OFFICERS AND OTHER KEY PERSONNEL OF THE COMPANY

Name: Jacqueline Mills Position: Credit Manager

Age: 53

Mailing Address: P. O. Box 1080
Main Street
Cayon, St. Kitts

Telephone No.: 869-466-1833

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

S. L. Horsford & Co. Ltd
Manager - Credit Division

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

BACHELOR OF ARTS IN BUSINESS EDUCATION / OFFICE ADMINISTRATION - CLARKE
COLLEGE ATLANTA USA - 1990

Also a Director of the company _____ Yes No

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

Use additional sheets if necessary

APPENDIX 1 (a) - BIOGRAPHICAL DATA FORMS

EXECUTIVE OFFICERS AND OTHER KEY PERSONNEL OF THE COMPANY

Name: Ruth Trotman Position: Manager, Furniture & Appliance Showroom

Age: 60

Mailing Address: Taylor's Range
Basseterre
St. Kitts

Telephone No.: 869-465-9103

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

S. L. HORSFORD & CO. LTD
SHOWROOM MANAGER - APRIL 2000 TO PRESENT
RESPONSIBLE FOR THE OVERALL PROFITABILITY OF FURNITURE AND APPLIANCE
SHOWROOM

TAX INSPECTOR
GOVERNMENT OF ST. KITTS / NEVIS - 1993 TO 2000

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

Bachelor of Commerce- York University Canada - 1993

Also a Director of the company Yes No

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

Use additional sheets if necessary

APPENDIX 1 (a) - BIOGRAPHICAL DATA FORMS

EXECUTIVE OFFICERS AND OTHER KEY PERSONNEL OF THE COMPANY

Name: Denise Baptiste Position: Manager, Shipping Department

Age: 59

Mailing Address: New Road
St. Peter's Parish
St. Kitts

Telephone No.: 869-465-3201

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

S L HORSFORD & CO. LTD
Manager- January 2002 to present - Supervision of all office activities and functions. Liaison and communication with Agency Principals. Responsibility for the overall profitability of the department

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

High School Graduate 1979
CAT Certificate - ACCA Programme

Also a Director of the company Yes No

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

Use additional sheets if necessary

APPENDIX 1 (a) - BIOGRAPHICAL DATA FORMS

EXECUTIVE OFFICERS AND OTHER KEY PERSONNEL OF THE COMPANY

Name: R. Heather James Position: Group Management Accountant

Age: 62

Mailing Address: #152 Pond's Extension
P. O. Box 942
Basseterre, St. Kitts

Telephone No.: 869-762-0979

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

S. L. Horsford & Co. Ltd
Group Management Accountant - June 2017 to present

Design, implement and maintain proper systems, procedures and controls to ensure the safeguard of all the Group's assets in St. Kitts & Nevis

Accountant - May 2006 - 2017

Timely preparation of Monthly Accounts, periodic financial results and other financial information to Directors, Senior Management, Department Managers, the Group's Bankers and other Third Parties as necessary

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

B.A. Accounting - University of the Virgin Islands, St. Thomas - 1985
Associates in Arts degree - University of the Virgin Islands, St. Thomas - 1985

Also a Director of the company Yes No

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

Use additional sheets if necessary

APPENDIX 1 (a) - BIOGRAPHICAL DATA FORMS

EXECUTIVE OFFICERS AND OTHER KEY PERSONNEL OF THE COMPANY

Name: Bernard Malcolm Position: Chief Financial Officer

Age: 54

Mailing Address: #6 Dolphin House, Silver Reef
Frigate Bay

Telephone No.: 869763-8550

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

S.L. HORSFORD & CO. LTD
Chief Financial Officer - June 3, 2019 to present
Responsible for financial, management and regulatory reporting

STONE STREET CAPITAL
Group Strategic Consultant - 2018 - May 2019
Standardized group reporting structure for greater reliability and timelessness.

STONE STREET CAPITAL
Group Internal Auditor - 2017 - 2018
Aided in the implementation of the Group ERP project

FLAVORITE FOODS LIMITED (TRINIDAD)
Group Financial Controller, 2007-2016
Consolidated and reorganized group operation to achieve profitability

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

Master of Business Administration - Henley Business School -2017
ACCA Certificate - 1995

Also a Director of the company Yes No

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

Use additional sheets if necessary

APPENDIX 1 (a) - BIOGRAPHICAL DATA FORMS

EXECUTIVE OFFICERS AND OTHER KEY PERSONNEL OF THE COMPANY

Name: Oscar Walters Position: General Manager - Hardware & Building Materials (Nevis)

Age: 53

Mailing Address: Clyton Estate
Brown Hill
Nevis

Telephone No.: 869-662-9761

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

S. L. HORSFORD & CO. LTD
General Manager - 2011 to present
Responsible for the overall profitability of the Hardware and Building Department

Manager
Hardware and Building Material 1997- 2011
Responsible for all overall profitability of the department

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

Executive Masters in Business Administration - University of the West Indies, Cave Hill Campus, Barbados -2006

Bachelor of Arts Degree in Business Administration - Florida International University Florida 1991

Associate of Arts in Business Administration - Miami - Dade Community College Floarida 1991

Also a Director of the company Yes No

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

Use additional sheets if necessary

APPENDIX 1 (a) - BIOGRAPHICAL DATA FORMS

EXECUTIVE OFFICERS AND OTHER KEY PERSONNEL OF THE COMPANY

Name: Carlisle Pemberton Position: Manager, Buiding Center Nevis

Age: 59

Mailing Address: Mount Pelier
Nevis

Telephone No.: 869-6639090

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

S. L. HORSFORD NEVIS CENTER
Manager - Hardware - 2011 to present
Responsible for the overall profitability of the department

Assistant Manager - Retail Operation 2003-2011
Responsible for ensuring the proper functioning of the hardware store and to provide assistance to the
Manager when necessary

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

High School level of education and many years of experience having worked with the company since
December 23,1993

Also a Director of the company ____ Yes No

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

Use additional sheets if necessary

APPENDIX 1 (a) - BIOGRAPHICAL DATA FORMS

EXECUTIVE OFFICERS AND OTHER KEY PERSONNEL OF THE COMPANY

Name: Althea Huggins - Browne Position: Accountant / Office Manager

Age: 47

Mailing Address: Prospects Estate
Nevis

Telephone No.: 869-664-4955

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

S.L HORSFORD NEVIS CENTER
Accountant / Office Manager - 2011 to present
Responsible for the organization and co-ordination of office operations, procedures and resources to facilitate organizational effectiveness.

Accounting Supervisor - 2005 to 2011
Responsible preparing financial reports, supervision of accounting staff and business office

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

ACCA Fundamental Level Certified June 2010

Also a Director of the company Yes No

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

Use additional sheets if necessary

APPENDIX 1 (a) - BIOGRAPHICAL DATA FORMS

EXECUTIVE OFFICERS AND OTHER KEY PERSONNEL OF THE COMPANY

Name: Carmen Browne Position: Manager, Ocean Cold Storage

Age: 47

Mailing Address: Parray's Housing Development
St. Peter's Parish
St. Kitts

Telephone No.: 869-664-3842

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

Ocean Cold Storage Ltd
Manager - Responsible for all overall profitability of the department.

S. L. Horsford & Co. Ltd - Valu Mart IGA (St. Kitts)
Manager - Perishables & Specialty Goods, October 2015 to present
Responsible for the overall profitability of the department. Assist the store manager with the preparation of an annual business plan. The safeguarding of all assets of the department

Assistant Manager - Perishable Department November 2012 - September 2015
Responsible for the overall profitability of the department. Assist the manager with preparation of an annual business plan.

Ocean Cold Storage
Assistant Manager 2008-2012
Supervision of office personnel; assisting with the purchasing and control of merchandise, preparation for and supervision of stock taking exercises.

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

High School Level education and many years of experience having worked with the company since October 1, 1995

Also a Director of the company Yes No

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

Use additional sheets if necessary

BIOGRAPHICAL DATA FORMS

EXECUTIVE OFFICERS AND OTHER KEY PERSONNEL OF THE COMPANY

Name: JULIAN WEEKS Position: M.I.S. MANAGER

Age: 52

Mailing Address: P. O. BOX 1599
BIRD ROCK
BASSETERRE, ST. KITTS

Telephone No.: 869-662-8100

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

Responsible for administering the Group's overall computer systems, including all software and hardware

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

Master in Information Systems Security and Project Management (double major)
Colorado Technical University, Colorado Springs -2007
Bachelors Degree in Information Technology - Colorado Technical University, Colorado Springs 2005
Associate of Arts in Computer Science and Electronics - Heston College, Heston, Kansas -1992

Also a Director of the company Yes No

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

Use additional sheets if necessary.

BIOGRAPHICAL DATA FORMS

EXECUTIVE OFFICERS AND OTHER KEY PERSONNEL OF THE COMPANY

Name: Raul Lake Position: Manager - Customs Department

Age: 46

Mailing Address: Roxborough Street
Basseterre
St. Kitts

Telephone No.: 667-7600

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

S. L. HORSFORD & CO. LTD
MANAGER - Customs Department, 2010 to present
Responsible for the planning and coordinating the operations of the department

S. L. HORSFORD & CO. LTD
ASSISTANT MANAGER - Customs Department 2008-2010
Responsible;e for the supervision and coordination of activities of clerical workers and porters related to the importation of commodities for the group

S. L. HORSFORD & CO. LTD
Supervisor - Customs Department 2005-2008
Responsible for the supervision and coordination of activities of clerical workers and porters related to importation of commodities for the group

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

Sixth form level of education and many years of experience having worked with company since October 3, 1994.

Also a Director of the company Yes No

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

Use additional sheets if necessary.

BIOGRAPHICAL DATA FORMS

EXECUTIVE OFFICERS AND OTHER KEY PERSONNEL OF THE COMPANY

Name: KEVIN THOMPSON Position: FOOD OPERATION EXECUTIVE

Age: 37

Mailing Address: #20 Beacon Heights
Basseterre
St. Kitts

Telephone No.: 869-662-4433

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

Responsible for the performance and profitability of all the food operating departments of the Group, namely Valu Mart (St. Kitts & Nevis) and Ocean Cold Storage Ltd

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

IGA Coco Cola Institute Supermarket Management, Atlanta Ga 2008 (Certificate)

Also a Director of the company Yes No

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

Use additional sheets if necessary.

BIOGRAPHICAL DATA FORMS

EXECUTIVE OFFICERS AND OTHER KEY PERSONNEL OF THE COMPANY

Name: Joel McEachrane Position: Sales Manager - Automotive Division

Age: 41

Mailing Address: Frigate Bay
St. Kitts

Telephone No.: 869-760-0111

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

<p>S. L. HORSFORD & CO. LTD SALES MANGER - Automotive Division, 2018 to present Responsible for the overall profitability of the sales unit</p> <p>BUSINESS SOLUTIONS MANAGER Digicel St. Kitts & Nevis - March 2018 Developed sales strategy and business plan to grow Digicel's market share</p> <p>THE MISSOULIAN Sales and advertising Consultant 2016-2016 Execute sales presentations to customers and group with high emphasis on results and detailed accurate information</p> <p>ROYAL ST.KITTS GOLF Director of Gold Oversee retail buying, merchandising, staffing, training, marketing, corporate and group sales, advertising, food and beverage operations.</p>

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

<p>Golf Complex and Facility Management Associate Applied Business Degree - San Diego Golf Academy, South Carolina USA 2003 Business Management and Marketing BSc - Coker College, South Carolina USA 2002</p>
--

Also a Director of the company Yes No

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

Use additional sheets if necessary.

BIOGRAPHICAL DATA FORMS

EXECUTIVE OFFICERS AND OTHER KEY PERSONNEL OF THE COMPANY

Name: SIMONE CHARLES Position: Human Resources Manager

Age: 44

Mailing Address: #27 New Road Housing Project
St. Peter's Parish
St. Kitts

Telephone No.: 869-465-9974

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

Perform professional human resource functions, including recruitment, training, compensation, career development and retrenchment

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

Executive Diploma Management - Human Resource Management - University of the West Indies, 2011

Also a Director of the company Yes No

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

Use additional sheets if necessary.

BIOGRAPHICAL DATA FORMS

EXECUTIVE OFFICERS AND OTHER KEY PERSONNEL OF THE COMPANY

Name: KASIA WALTERS Position: Insurance Manager

Age: 39

Mailing Address: P. O. Box 1849, Humming Bird Circle
Bird Rock
St. Kitts

Telephone No.: 869-662-7712

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

S. L. Horsford Finance Co. Ltd - Insurance Manager 2019-present
Responsible for the overall profitability of the department, preparation of an annual business plan, control of all expenses in the department and insurance that such expenses do not exceed budgeted amounts, supervision of staff members in the department

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

The Institutes - Associates Degree in Insurance
High School Level Education

Also a Director of the company Yes No

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

Use additional sheets if necessary.

BIOGRAPHICAL DATA FORMS

EXECUTIVE OFFICERS AND OTHER KEY PERSONNEL OF THE COMPANY

Name: CANDY MAYNARD Position: General Manager Valu Mart

Age: 49

Mailing Address: Morning Star
St. John's Parish
Nevis

Telephone No.: 869-665-9490

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

S. L. HORSFORD NEVIS LTD - General Manager, Valu Mart (Nevis) 2017 to present
Responsible for the overall profitability of the department

S. L. HORSFORD NEVIS LTD - Manager 2015-2017
Responsible for the overall profitability of the department. Assist the store manager with the preparation of annual business plan. The safeguarding of all assets of the departments

S L HORSFORD NEVIS LTS - Assistant Manager Perishable and Specialty Goods 2011-2015
Responsible for the overall profitability of the department. Assist the store manager with the preparation of an annual plan. The safeguarding of all assets of the department

Guardian Trust Company Ltd Nevis - Operations Manager 2007-2011
Responsible for the daily operation of the Trust company

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

Master of Science Management Studies (Project Management) April 2019
Bachelor of Science Degree in Management Studies - University of the West Indies -2009

Also a Director of the company Yes No

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

Use additional sheets if necessary.

BIOGRAPHICAL DATA FORMS

EXECUTIVE OFFICERS AND OTHER KEY PERSONNEL OF THE COMPANY

Name: DESMOND RICHARDS Position: After Sales Manager

Age: 51

Mailing Address: #12b West Farm Project
West Farm
St. Kitts

Telephone No.: 869-662-5860

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

S. L. HORSFORD & CO. LTD - After Sale Manager - Automotive Division 2019 to present
Responsible for the overall profitability of the Part & Service Department

Assistant Manager - Building Center - 2011-2019
Managing of sales operations including but not limited to; managing indoor sales teams to meet targets and customer service requirements.

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

Executive Diploma Management - General Management - University of the West Indies -2007

Also a Director of the company Yes No

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

Use additional sheets if necessary.

BIOGRAPHICAL DATA FORMS

EXECUTIVE OFFICERS AND OTHER KEY PERSONNEL OF THE COMPANY

Name: DENNIS BODDIE Position: Manager - Avis Rent-A-Car & Gas S

Age: 62

Mailing Address: #107 Parray's Housing Development
St. Peter's Parish
St. Kitts

Telephone No.: 869-662-2213

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

S. L. HORSFORD & CO. LTD / S. L. HORSFORD FINANCE
Manager - Avis / Gas Station August 2016 to Present
Responsible for the overall profitability of both departments. Preparation of an annual business plan. The safeguarding of all assets both departments

Assistant Manager -Avis/ Gas Station - March 2004-2016

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

High school level of education and many years of experience having worked with the company since September 20,1978

Also a Director of the company Yes No

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

Use additional sheets if necessary.