GROUP

Building a Brighter Future

Trinidad Cement Limited
Annual Report **2015**

TCL GROUP
Building a Brighter Future

OUR STRATEGIC FRAMEWORK

Vision	**Building a Brighter Future**
Mission	Create sustainable value by providing industry-leading construction products and solutions to satisfy the needs of our customers in the Caribbean
Strategic Priorities	Health, Safety & Environment; Customer Centricity; Operational Efficiencies; One TCL; Sustainable Returns
Business Model	We leverage on our group's expertise and footprint to establish best practices and common processes, in order to operate with agility and effectiveness to ultimately create value to all of our stakeholders
Values	Safety; Customers; Excellence; Leadership; Integrity

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Design and Layout: Paria Publishing Co. Ltd.
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CORPORATE SOCIAL RESPONSIBILITY

Support for education in our fenceline communities and in the wider national community.

Business units across the TCL Group continue to demonstrate a strong commitment to social responsibility, offering impactful solutions to key societal issues under the core pillars of youth and education, shelter and the environment – Building a Brighter Future for all in the communities and countries where we operate!

A new home for a Claxton Bay resident in need.

Carib Cement has pledged its support to combatting the dreaded Zika virus and has committed to the training and employment of 100 workers to carry out insect vector control activities in neighbouring communities. Seen here are Her Worship The Mayor of Kingston and St. Andrew, Dr. Angella Brown Burke PhD; The Honourable Minister Horace Dally, Minister of Health; Mr. Alejandro Varés, General Manager of Caribbean Cement Company Limited at the press conference to highlight the partnership.

TCL GROUP
Building a Brighter Future

CORPORATE INFORMATION

Board of Directors of Trinidad Cement Limited
Mr. Wilfred Espinet (Chairman)
Mr. Francisco Aguilera Mendoza
Mr. Alejandro Ramirez Cantu
Mr. Jean Michel Allard
Mr. Wayne Yip Choy
Mr. Nigel Edwards
Ms. Alison Lewis
Mr. Christopher Dehring
Mr. Ruben McSween
Mr. Bryan Ramsumair
Mr. Arun K. Goyal
Mr. Mario Emilio Sáenz Arroniz

Company Secretary
Ms. Kathryna Baptiste

Group Chief Executive Officer
Mr. José Luis Seijo González

Registered Office
Southern Main Road,
Claxton Bay, Trinidad & Tobago, W.I.

Phone: (868) 225-8254
Fax: (868) 659-0818
Website: www.tclgroup.com

Bankers (Local)
First Citizens Bank
38 Southern Main Road,
Marabella,
Trinidad & Tobago, W.I.

Republic Bank Limited
High Street, San Fernando,
Trinidad & Tobago, W.I.

Bankers (Foreign)
CITIBANK N.A.
111 Wall Street,
New York, NY 10043, U.S.A.

Auditors
Ernst & Young
5/7 Sweet Briar Road,
St. Clair, Trinidad & Tobago, W.I.

Registrar & Transfer Agent
Trinidad and Tobago Central Depository Limited
10th Floor, Nicholas Tower,
63-65 Independence Square,
Port of Spain, Trinidad and Tobago, W.I.

Sub-Registrars
Barbados Central Securities Depository Inc.
8th Avenue, Belleville,
St. Michael, Barbados, W.I.

Jamaica Central Securities Depository
40 Harbour Street,
Kingston, Jamaica, W.I.

Eastern Caribbean Central Securities Registry Limited
Bird Rock, Basseterre,
St. Kitts, W.I.

Trust Company (Guyana) Limited
230 Camp & South Streets,
Georgetown, Guyana, South America.

Stock Exchanges on which the Company is listed:
Barbados Stock Exchange
8th Avenue, Belleville,
St. Michael, Barbados, W.I.

Jamaica Stock Exchange
40 Harbour Street,
Kingston, Jamaica, W.I.

Trinidad & Tobago Stock Exchange
10th Floor, Nicholas Tower,
63-65 Independence Square,
Port of Spain,
Trinidad & Tobago, W.I.

Eastern Caribbean Securities Exchange
Bird Rock, Basseterre,
St. Kitts, W.I.

Attorneys-At-Law:
Girwar & Deonarine
Harris Court, 17-19 Court Street,
San Fernando, Trinidad & Tobago, W.I.

Johnson, Camacho & Singh
First Floor, Briar Place,
10 Sweet Briar Road,
St. Clair, Port-of-Spain
Trinidad & Tobago, W.I.

M. Hamel-Smith & Co.
Eleven Albion,
Cor. Dere & Albion Streets,
P.O. Box 219,
Port of Spain, Trinidad & Tobago, W.I.

Jason K. Mootoo
Barrister & Attorney-at-Law
77 Abercromby Street,
Port of Spain, Trinidad & Tobago, W.I.

Mr. Derek Ali
Attorney-at-Law
36 Gordon Street,
Port of Spain, Trinidad & Tobago, W.I.

Ms. Gitanjali Gopeesingh
Solicitor & Attorney-at Law
Chancery Chambers,
108 Duke Street,
Port of Spain, Trinidad & Tobago, W.I.

Clarke, Gittens, Farmer
Parker House, Wildey Business Park,
Wildey Road,
St. Michael, Barbados, W.I.

Hughes, Fields & Stoby
62 Hadfield & Cross Streets,
Werk-en-rust,
Georgetown, Guyana, South America

Kelsick, Wilkin & Ferdinand
P.O. Box 174,
Fred Kelsick Building,
Independence Square South,
Basseterre, St. Kitts, W.I.

Patterson Mair Hamilton
63-67 Knutsford Boulevard,
Kingston 5, Jamaica, W.I.

Caribbean Juris Chambers
Hannah Waverhouse,
P.O. Box 801,
The Valley, Anguilla, W.I.

NOTICE OF ANNUAL MEETING

Notice is hereby given that the ANNUAL MEETING of TRINIDAD CEMENT LIMITED for the year ended December 31, 2015 will be held at the La Boucan, Hilton Trinidad & Conference Centre, Lady Young Road, Port of Spain, Trinidad, on Friday, April 22, 2016 at 5:00 p.m. for transaction of the following business:

ORDINARY BUSINESS

1. To receive and consider the Report of the Directors and the Audited Financial Statements for the financial year ended December 31, 2015, with the Report of the Auditors thereon;
2. To elect Directors;
3. To appoint Auditors and authorise the Directors to fix their remuneration for the year ended December 31, 2016;
4. To authorise the Board of Directors to fix the remuneration of the Directors; and
5. To transact any other business that may be properly brought before the meeting.

NOTES

1. Record Date

   As published on March 1, 2016, the Directors have fixed Monday, March 14, 2016 as the record date for shareholders entitled to receive notice of the Annual Meeting. Shareholders listed on the Register of Members as at the close of business on that date will be sent formal notice of the Meeting along with a proxy form, by mail. A list of such shareholders will be available for examination by shareholders at the registered office of the Trinidad and Tobago Central Depository, 10th Floor, Nicholas Tower, 63-65 Independence Square, Port of Spain, during usual business hours and at the Annual Meeting.

2. Proxies

   Members of the Company entitled to attend and vote at the Meeting are allowed to appoint one or more proxies to attend and vote instead of them. A proxy need not also be a member. Where a proxy is appointed by a corporate member, the form of proxy should be executed under seal or signed by some officer or attorney duly authorised.

   To be valid, the proxy form must be completed and deposited at the registered office of the Trinidad and Tobago Central Depository, 10th Floor, Nicholas Tower, 63-65 Independence Square, Port of Spain, not less than 48 hours (excluding non-business days) before the time fixed for holding the Meeting.

BY ORDER OF THE BOARD

Kathryna Baptiste
Secretary
March 8, 2016

MANAGEMENT PROXY CIRCULAR

REPUBLIC OF TRINIDAD AND TOBAGO
The Companies Act, 1995
Chapter 81:01 - Section 144

1. **Name of Company:**
   TRINIDAD CEMENT LIMITED Company No: T-51(C)

2. **Particulars of Meeting:**
   The Annual Meeting of the company for the year ended December 31, 2015 is to be held on Friday April 22, 2016 at 5:00 p.m. at the La Boucan, Hilton Trinidad & Conference Centre, Lady Young Road, Port of Spain, Trinidad.

3. **Solicitation:**
   It is intended to vote the Proxy solicited hereby, unless the Shareholder directs otherwise, in favour of all resolutions specified therein.

4. **Any director's statement submitted pursuant to Section 76(2):**
   No statement has been received from any Director pursuant to Section 76(2) of the Companies Act, 1995.

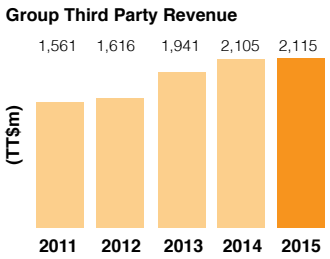
5. **Any auditor's statement submitted pursuant to Section 171(1):**
   No statement has been received from the Auditors of the Company pursuant to Section 171(1) of the Companies Act, 1995.

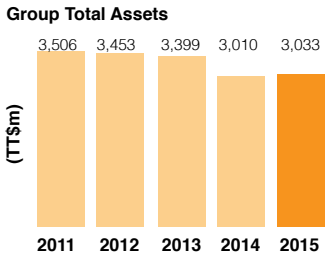
6. **Any shareholder's proposal and/or statement submitted pursuant to Section 116(a) and 117(2):**
   No proposal has been received from any Shareholder pursuant to Sections 116(a) and 117(2) of the Companies Act, 1995.

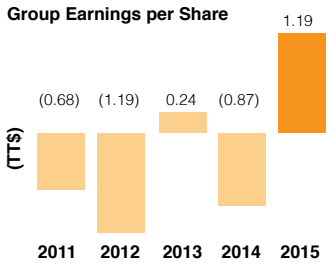
Date	Name & Title	Signature
March 15, 2016	Kathryna Baptiste Secretary	

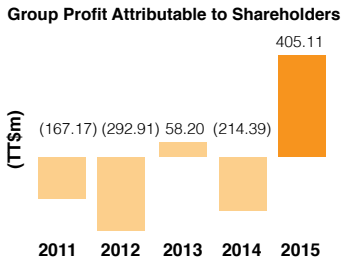
10-YEAR CONSOLIDATED FINANCIAL REVIEW

	UOM	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Group Third Party Revenue	TT$m	1,719.00	1,923.00	2,074.40	1,755.80	1,561.10	1,560.86	1,615.89	1,941.05	2,104.81	2,115.45
Operating Profit	TT$m	264.80	349.40	307.20	248.10	(1.20)	62.53	(0.76)	271.56	111.08	446.31
Group Profit before Taxation	TT$m	160.50	245.70	195.90	84.00	(149.60)	(162.05)	(351.74)	33.79	(102.47)	487.49
Group Profit attributable to Shareholders	TT$m	145.70	187.80	137.40	95.80	(48.50)	(167.17)	(292.91)	58.20	(214.39)	405.11
Foreign Exchange Earnings	TT$m	231.80	292.30	362.40	327.70	239.30	271.90	279.60	352.00	309.9	298.4
EPS	TT$	0.60	0.77	0.56	0.39	(0.20)	(0.68)	(1.19)	0.24	(0.87)	1.19
Ordinary Dividend per Share	TT$	0.06	0.07	-	-	-	-	-	-	-	-
Issued Share Capital – Ordinary	TT$m	466.20	466.20	466.20	466.20	466.20	466.20	466.20	466.20	466.20	827.73
Shareholders' Equity	TT$m	1,159.00	1,313.70	1,372.20	1,459.70	1,424.90	781.99	485.72	561.53	276.98	963.29
Group Equity	TT$m	1,267.50	1,442.30	1,504.30	1,579.30	1,517.30	810.26	461.07	536.30	245.53	950.97
Total Assets	TT$m	3,230.00	3,621.60	3,994.70	4,034.40	4,120.90	3,506.48	3,452.76	3,399.14	3,010.00	3,033.08
Net Assets per Share	TT$	5.07	5.77	6.02	6.32	6.07	3.24	1.85	2.15	0.98	2.54
Return on Shareholders' Equity	%	12.60	14.30	10.00	6.60	(3.40)	(21.38)	(60.30)	10.36	(77.40)	42.05
Share Price (Dec 31)	TT$	7.01	7.35	4.00	3.85	2.80	1.79	1.49	2.20	2.50	3.99
No. of Shares Outstanding (Dec 31)	'000	249,765.00	249,765.00	249,765.00	249,765.00	249,765.00	249,765.00	249,765.00	249,765.00	249,765.00	374,647.70
Market Capitalisation (Dec 31)	TT$m	1,750.90	1,835.80	999.10	961.60	699.30	447.08	372.15	549.48	624.41	1,494.84
Total Long Term Debt	TT$m	1,253.90	1,395.60	1,444.80	1,359.00	1,242.90	1,678.40	2,046.12	1,951.80	1,848.90	1,166.06
Total Long Term Debt/Equity Ratio	%	98.90	96.80	96.00	86.10	81.90	207.14	443.78	363.94	753.03	122.62



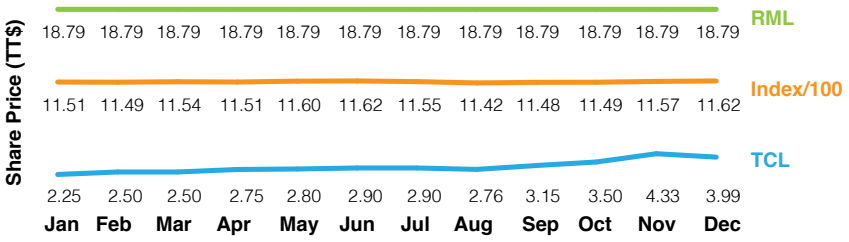




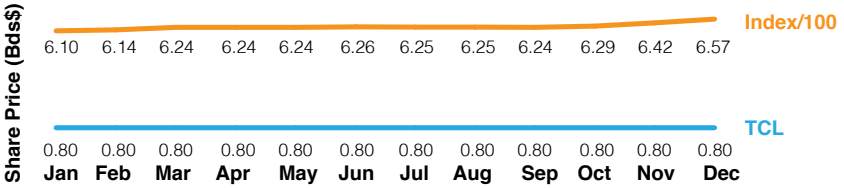


SHARE & PERFORMANCE HIGHLIGHTS

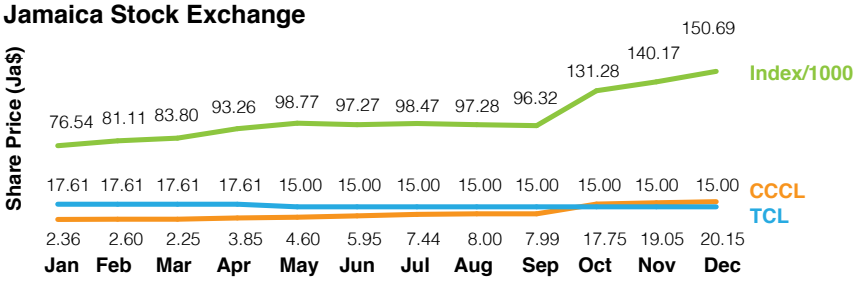
Trinidad & Tobago Stock Exchange



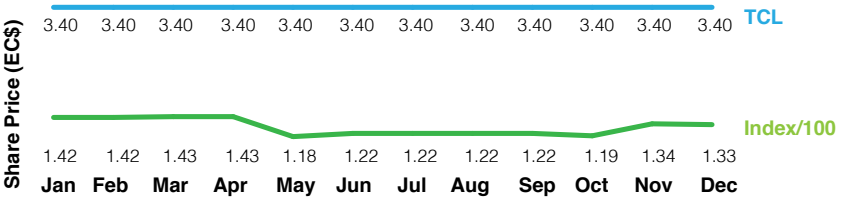
Barbados Stock Exchange



Jamaica Stock Exchange



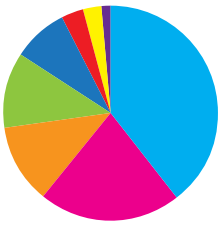
Eastern Caribbean Stock Exchange



Trading Volumes														
		Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	TOTAL
T'dad	TCL	445,438	1,738,639	1,523,957	607,676	881,598	2,624,590	1,668,861	1,391,670	1,124,162	184,678	1,020,661	553,451	13,765,381
	RML	156	-	-	-	-	-	-	-	-	-	-	-	156
BSE	TCL	-	-	-	-	-	-	-	-	-	-	-	-	-
J'ca	TCL	-	-	-	-	105	-	-	-	-	-	-	-	105
	CCCL	730,144	189,199	631,613	1,053,676	8,032,937	7,688,097	1,720,057	2,277,535	1,554,661	1,406,328	2,936,407	4,891,724	33,112,378
ECSE	TCL	-	-	-	-	-	-	-	-	-	-	-	-	-

SHARE & PERFORMANCE HIGHLIGHTS (CONTINUED)

Distribution of Shareholding



Category	% Distribution
Sierra Trading	39.50%
Individuals	21.50%
NIB	11.58%
Banks / Pension Funds	11.84%
Baleno Holdings	8.21%
Insurance Companies	3.41%
Unit Trust	2.64%
Other Foreign Investors	1.32%

Group Performance Highlights		2015	2014	% Change
Income Statement				
Group Third Party Revenue	$m	2,115.45	2,104.81	0.5%
Group Profit/(Loss) attributable to Shareholders	$m	405.11	(214.39)	289.0%
Foreign exchange earnings	$m	298.40	309.90	-3.7%
Balance Sheet				
Total Assets	$m	3,033.08	3,010.00	0.8%
Shareholders' Equity	$m	963.29	276.98	247.8%
Net Assets per Share	$	2.54	0.98	158.2%
Total Long Term Debt	$m	1,166.06	1,848.90	36.9%
Total Long Term Debt to Equity Ratio	%	122.62	753.03	83.7%

Operational Highlights					
Clinker production	TCL	'000 tonnes	649.4	646.1	0.5%
	CCCL	'000 tonnes	804.3	795.0	1.2%
	ACCL	'000 tonnes	194.0	195.3	-0.7%
TPL	Paper sack production	millions	28.8	29.0	-0.8%
TPM	Sling/Bag production	thousands	262.8	329.3	-20.2%

BOARD OF DIRECTORS

Wilfred Espinet (Chairman),
Christopher Dehring

Mario Emilio Sáenz Arroniz,
Wayne Yip Choy, Ruben
McSween, Nigel Edwards

Alejandro Ramirez Cantu,
Jean Michel Allard,
Francisco Aguilera Mendoza

Arun K. Goyal, Alison Lewis,
Bryan Ramsumair

ABOUT OUR BOARD OF DIRECTORS

The Board of Directors is responsible for setting the strategic aims of the organisation, by reviewing and approving corporate strategy, major plans of action, annual budgets and business plans. It has the statutory authority and obligation to act honestly and in good faith, with a view to the best interest of all shareholders as well as that of the Company's employees in general. Full details of the Board's responsibilities and duties can be downloaded from this website: http://www.tclgroup.com/about-tcl-group/article/corporate-governance.

The Board is comprised of the following directors:

Mr. Wilfred Espinet – Non-Executive Director and Chairman of the Board

Mr. Wilfred Espinet was appointed to the Board in August 2014. He is a businessman with considerable international experience in Manufacturing, Shipping and Retail industries in several countries. He is a former Director of Associated Brands Industries Limited; Managing Director of Consolidated Biscuits Ltd. and Chocolate Products Ltd. in Malta and President Director General of Cheval Blanc S.A. in France. He is a past President of the Trinidad and Tobago Manufacturers' Association.

Mr. Espinet is also the Chairman of Aeromarine International Logistics Company, which has operations in North America, Central America and the Caribbean, and Mayfair, a Cosmetic Retailer with outlets throughout the Caribbean.

Mr. Francisco Aguilera Mendoza – Non-Executive Director

Mr. Francisco Aguilera Mendoza was appointed to the Board in August 2014. He is the Vice President for Trading Americas and Group Shipping for CEMEX. Mr. Aguilera Mendoza was appointed to the position in August 2011 and is responsible for the trading of cement and clinker for CEMEX in the Americas, including the Caribbean Region. He also oversees all the shipping activities for the company.

Mr. Aguilera Mendoza joined CEMEX in June 1996, and has held positions in various areas throughout CEMEX's US operations including: Logistics Manager, Sales Administration Director, Aggregate Operations VP, and VP & General Manager for the Concrete Pipe Division. Prior to his current role, he was VP of Trading for Europe, Middle East, Africa and Asia, based in Madrid, Spain. He has extensive experience in the building materials industry, especially in fields such as general management, logistics operations, international commerce and post-merger integrations.

Mr. Aguilera Mendoza holds an MBA with a Major in Operations from the Kellogg Graduate School of Management of Northwestern University, and a B.Sc. in Mechanical and Industrial Engineering from the Monterrey Institute of Technology, Mexico.

Mr. Alejandro Ramirez Cantu – Non-Executive Director

Mr. Alejandro Ramirez Cantu was appointed to the Board in October 2012. He is the Managing Director of CEMEX Costa Rica.

Mr. Ramirez Cantu joined CEMEX in July 2000 and has held positions in various areas including Strategic Planning Director and Projects Director at CEMEX Central, Planning Vice President of the Philippines and Asia, Country Manager (Thailand), Vice President of Planning (Venezuela), Vice President of Strategic Projects (South America and the Caribbean), Director of Corporate Affairs (Americas) and Country Director of CEMEX Puerto Rico. In August 2014, he was appointed Acting CEO of the TCL Group, a position he held until April 2015.

Mr. Ramirez Cantu has extensive experience in the management of business units as well as development and implementation of operating and corporate strategies. He holds an MBA with a Major in Finance from the Wharton School of the University of Pennsylvania and a B.Sc. in Industrial and Systems Engineering from the Monterrey Institute of Technology, Mexico.

Mr. Jean Michel Allard – Non-Executive Director

Mr. Jean Michel Allard was appointed to the Board in March 2012. He is an Independent Expert in the cement industry and a Senior Advisor to the IFC (World Bank). Mr. Allard gained extensive experience during his 42-year tenure with the Vicat Group, an international cement organisation. He served as the Deputy Chief Executive Officer for 22 years and as a member of the Board during the period 1983 to 2009. Prior to these appointments, he held several managerial positions within the company.

Mr. Allard's other ancillary assignments included membership on the Board of Directors of Syndicat Français de l'Industrie Cimentière and Chairman of the National Commission on Safety for the French Cement Profession. In January 2012, Mr. Allard was nominated "Officer of the Legion of Honneur" by the President of the French Republic. Effective June 2015, Mr. Allard was appointed a member of the Board of Directors of National Cement Cie Limited – DEVKI Group – Kenya.

Mr. Wayne Yip Choy – Non-Executive Director

Mr. Wayne Yip Choy was appointed to the Board in November 2013. He is a retired businessman with over thirty-seven years' experience. He began his career in 1976 as Managing Director of a company called Sweetheart Cakes Ltd. which was subsequently renamed Kiss Baking Company Ltd. He spent a total of 28 years at that company. Mr. Yip Choy also served as the Managing Director of Caribbean Development Company Limited (makers of Carib and Stag alcoholic beverages) and Angostura Holdings Limited. He is also a past President of the Trinidad and Tobago Manufacturers' Association.

Mr. Nigel Edwards – Non-Executive Director

Mr. Nigel Edwards was appointed to the Board in August 2014. He is the Vice President – Finance at the Trinidad and Tobago Unit Trust Corporation. Mr. Edwards began his career at the Ministry of Finance in 1993 where he worked on several areas of government policy in relation to financial services. In his early career, he worked on originating global equity transactions from emerging markets for an international merchant bank in London. He later spent over fifteen years working in various areas of the financial services sector of the ANSA McAL Group of Companies and has worked in the areas of investment banking, corporate finance, structured lending, investment management as well as accounting and finance before moving on to be the Chief Executive of the ANSA McAL Group's life insurance subsidiary. He has been involved in several advisory mandates for mergers and acquisitions, corporate restructuring and equity issuance.

Mr. Edwards graduated from the University of the West Indies, St. Augustine, with a B.Sc. degree in Management Studies and subsequently attained an M.Sc. in Finance from the London Business School.

Ms. Alison Lewis – Non-Executive Director

Ms. Alison Lewis was appointed to the Board in August 2014. She is a former Public Servant who served for over twenty-nine years in the Ministry of Finance and rose to the position of Permanent Secretary of that Ministry, a position that she held for eleven years. She has served as a member of a number of Boards of Directors including the Boards of the Central Bank of Trinidad and Tobago, the Trinidad and Tobago Securities and Exchange Commission, the Trinidad and Tobago Unit Trust Corporation and the Heritage and Stabilisation Fund. Ms. Lewis is on the Board of Republic Bank Limited and is a member of the Economic Development Advisory Board. During the period 2001 to 2003, Ms. Lewis served as advisor to the Executive Director at the World Bank in Washington, D.C. returning home in 2003 shortly before being appointed Permanent Secretary.

Ms. Lewis holds a Bachelor of Arts in Economics and Management from the University of the West Indies (UWI), St. Augustine and became a distinguished awardee on the occasion of the UWI Alumni's 25th anniversary. In addition, Ms. Lewis is the holder of the Public Service Medal of Merit (Gold) for outstanding and meritorious service to Trinidad & Tobago.

Mr. Christopher Dehring – Non-Executive Director

Mr. Christopher Dehring was appointed to the Board in August 2014. Most recently he was a member of the senior executive team of Cable & Wireless Communications PLC and former Chairman of Cable & Wireless Jamaica. He currently holds directorships in Caribbean Cement Company Ltd. (Chairman) and KLE Group Ltd. Prior to Cable and Wireless Communications PLC, he was the CEO of the ICC Cricket World Cup 2007, staging the world's 3rd largest global sporting event across nine Caribbean countries and involving over 9,000 persons.

In 2002, Mr. Dehring conceptualised and launched Sportsmax - the Caribbean's first sports television channel, broadcast in twenty-six countries and sold recently to a major telecommunications company. Mr. Dehring was also the founder and former President and CEO of Dehring Bunting & Golding, Jamaica's first investment bank, listed on the Jamaica and Trinidad & Tobago stock exchanges, which was sold to Scotiabank in 2006.

Mr. Dehring is a graduate of West Virginia Wesleyan College where he attained a B.Sc. in Marketing and Economics.

Mr. Ruben McSween – Non-Executive Director

Mr. Ruben McSween was appointed to the Board in July 2015. He has been serving as Founder/President of Eve Financial Services Limited since February 2012. Effective February 1, 2016 Mr. McSween was elected as the Deputy Chairman of the National Insurance Board of Trinidad and Tobago.

Mr. McSween has over thirty-three years' experience in the local and international financial services sector having held senior positions in areas such as investments, operations and business development including the position of Vice President, Customer Service at the Trinidad and Tobago Unit Trust Corporation ("UTC"). He is currently a Director and Executive Committee Member of the Employers' Consultative

ABOUT OUR BOARD OF DIRECTORS (CONTINUED)

Association ("ECA"); Director - Caribbean Employers' Confederation; Director – UTC; and Alternative Member - Registration and Recognition Board.

Mr. McSween has been a past Chairman of the ECA, President - Rotary Club of Central POS, President - United Nations of Trinidad and Tobago and Chairman - Beetham Gardens Organising Committee.

Ruben McSween holds a B.Sc. in Finance (1st Class Honours), B.Sc. in Accounting (2nd Class Honours) from Southeastern University and a Master of Business Administration (MBA) from Howard University in Washington, D.C. In 1984, he was one of thirty outstanding students throughout the USA who was granted a one-year scholarship to understudy the American System of Government and Politics.

Mr. Bryan Ramsumair – Non-Executive Director

Mr. Bryan Ramsumair was appointed to the Board in July, 2015. He began his career with RBTT Merchant Bank and was involved in the origination, structuring and transaction execution for over US$2 billion transactions, involving sovereign debt issues, real estate and energy project financing, corporate bond issues, and equity capital market transactions. Mr. Ramsumair subsequently formed a corporate finance boutique, which was later sold to a large regional Caribbean conglomerate after consummating US$150 million in transactions in its first two years of operation.

Mr. Ramsumair was Chief Financial Officer of Trinity Exploration and Production between 2011 and 2015, and was part of a team which took the company public in 2013 on the Alternative Investment Market of the London Stock Exchange, where it was nominated for AIM Deal of the Year 2014. In that time, he also assisted Trinity in raising US$58 million in debt financing and was involved in M&A deals valued over US$110 million.

Mr. Ramsumair is currently the Chief Financial Officer of DeNovo Energy Limited, an independent upstream oil and gas company located in Trinidad and Tobago, pursuing opportunities related to the exploitation of stranded oil and gas reserves.

Mr. Ramsumair holds an honours degree in Business Administration and an MBA from the Richard Ivey School of Business, Western University.

Mr. Arun K. Goyal – Non-Executive Director

Mr. Arun K. Goyal was appointed to the Board of Trinidad Cement Limited in December, 2015.

A long-standing member of the TCL Group, Mr. Goyal has held several instrumental roles including that of General Manager of Trinidad Cement Limited & Caribbean Cement Company Ltd, Group Manufacturing Development Manager and Director on the Board of Readymix (W.I.) Limited.

Prior to his appointment as General Manager in 1995, Mr. Goyal, a Chemical Engineer, also served in the capacity of Operations Manager, Senior Process Engineer and Assistant Operations Manager at TCL and Process Engineer at Guyana Mining Enterprise Ltd, Guyana, and Industrial Gases Ltd, Trinidad.

Mr. Goyal has been a past member of the Board of Directors of APCAC – Association of Cement Manufacturers of Central America, Caribbean and Latin America, FICEM (Federación Interamericana del Cemento), South Trinidad Chamber of Industry & Commerce and Rotary Club of Pointe-a-Pierre. Mr. Goyal is a Fellow of the Association of Professional Engineers of Trinidad and Tobago and recipient of its Career of Excellence Award in 2009.

Mr. Mario Emilio Sáenz Arroniz – Non-Executive Director

Mr. Mario Emilio Sáenz Arroniz was appointed to the TCL Board in February, 2016. He first joined CEMEX in 1990 as a Litigation Counsel and is currently the Corporate Legal Counsel at CEMEX having worked in Asia and the Latin American region. Mr. Sáenz has over twenty six (26) years of experience in the Legal profession. He also has extensive experience in the Banking industry.

Together with his Corporate Legal Directorship, Mr. Sáenz performs the role of Legal Counsel, spanning a wide range of areas such as Energy and Sustainability, Procurement, Trading, Shipping and Planning.

Mr. Sáenz studied in Mexico at Escuela Libre de Derecho (Law School) and has a Master's Degree in Law and Business from Northwestern University.

CORPORATE GOVERNANCE

The TCL Group recognises that a robust corporate governance system redounds to the overall benefit of the organisation by fostering better performance and by facilitating a lower risk of malfeasance as well as a lower cost of capital. Based on the guiding principles of fairness, transparency and accountability, the Company strives to maintain a high standard of corporate governance through the establishment of a comprehensive and efficient framework of policies, procedures and systems and the promotion of a responsible corporate culture throughout the Group. The TCL Group's complete Corporate Governance Policy may be viewed by following this link: http://www.tclgroup.com/docs/default-document-library/corporate-governance-policy---2015.pdf. The Board of Directors has established the following four (4) sub-committees in order to facilitate adherence to the principles and practices of good corporate governance.

TCL GROUP – BOARD SUB-COMMITTEES

GOVERNANCE COMMITTEE

The role of the Governance Committee is to provide guidance and assistance to the Board in relation to the identification of potential new directors, and to develop and recommend guidelines regarding directors' qualification standards, responsibilities, access to management and independent advisors when necessary, non-executive directors' compensation, director orientation and continuing education; and to consider and report to the Board on any issues relating to conflicts of interest of Board members.

The responsibilities of the Governance Committee include, but are not limited to the following:

a) Recommending all remuneration for directors and the Chairperson;
b) Recommending and monitoring the level and structure of remuneration for Senior Management;
c) Establishing the policy for determining remuneration;
d) Reviewing and evaluating the appropriateness of remuneration plans on an annual basis;
e) Ensuring that the total remuneration and other benefits paid to directors are properly disclosed.

Members: Ms. Alison Lewis (Chairman)
Mr. Francisco Aguilera Mendoza (Member)
Mr. Nigel Edwards (Member)
Mr. José Luis Seijo González (Group CEO)
Ms. Kathryna Baptiste (Recording Secretary)

AUDIT COMMITTEE

The role of the Audit Committee is to increase the credibility and objectivity of financial reports and ensure that an effective system of internal controls is established and maintained by the Group. Under law, the Audit Committee is required to review the financial statements of the Company and report its findings to the Board, before such financial statements are approved by the directors.

The responsibilities of the Board Audit Committee include, but are not limited to:

1. Recommending the appointment of the External Auditors;
2. Assessing the suitability and independence of external auditors;
3. Following up on recommendations made by internal and external auditors;
4. Overseeing all aspects of the company-audit firm relationship;
5. Monitoring and reviewing the effectiveness of the internal audit function;
6. Promoting integrity in financial reporting by, inter alia, reviewing and advising the Board on the integrity of financial statements;
7. Overseeing the establishment, implementation and assessment of the Risk Management Function;
8. Assessing compliance with applicable laws and regulations; and
9. Ensuring that an effective system of internal control is established and maintained.

Members: Mr. Nigel Edwards (Chairman)
Mr. Jean Michel Allard (Member)
Ms. Alison Lewis (Member)
Mr. Gewan Armoogam (Recording Secretary)

FINANCE COMMITTEE

The objectives of the Board Finance Committee are two-fold:

1. To enhance the financial strength and shareholder value of the TCL Group by providing guidance and recommendations on issues which have a major financial impact on the TCL Group; and
2. To enhance communication and understanding between TCL Group's management and the Board on financial matters.

A summary of the unofficial terms of reference of the Finance Committee follows:

1. To review all significant issues of a financial nature before they are presented for consideration to the Board;
2. To review the adequacy and sourcing of working capital for the TCL Group;
3. To evaluate and recommend proposals for the ongoing long term financing of the TCL Group;
4. To examine and/or develop proposals for reducing the tax obligation of the TCL Group and the efficient management of its tax affairs;
5. To review annual budgets and five year plans for the TCL Group before submission for approval to the Board;
6. To examine and/or develop solutions for problems of

a financial nature arising from changes in accounting standards, tax regulations and governmental legislation;

7. To develop a set of financial objectives for the TCL Group; and
8. To determine the appropriate capital structure for the TCL Group.

Members: Mr. Alejandro Ramirez Cantu (Chairman)
Mr. Nigel Edwards (Member)
Mr. Wayne Yip Choy (Member)
Mr. Luis Gilberto Ali Moya (Group Finance Manager)
Mr. Osben Cuffie (Recording Secretary)

HUMAN RESOURCE COMMITTEE

In order to ensure excellence in the TCL Group's human capital and cultural initiatives, the Human Resource Committee's strategic direction and vision are aligned to the Company's strategic plan. The following categories of policies are administered by the Human Resource Committee:

- Talent acquisition
- Organisation capacity building
- Performance management
- Executive development
- Organisational structure and design
- Employee wellness

A summary of the Terms of Reference of the Human Resource Committee follows:

1. To formulate policies for the TCL Group's Human Resource Management function and to make recommendations to the Board for approval and adoption;
2. To review, approve and ensure compliance with existing administrative policies and recommend to the Board the adoption of proposals for all senior managers and executives across the TCL Group;
3. To ensure that the TCL Group Human Resource function provides efficient services to all Subsidiaries utilising equitable, transparent and contemporary performance management measures and systems; and
4. To act autonomously and approve on its own account specific human capital initiatives and recommendations that fall within the overall ambit of pre-existing Board approved policies and systems.

Members: Mr. Christopher Dehring (Member)
Ms. Alison Lewis (Member)
Mr. Nigel Edwards (Member)
Mr. José Luis Seijo González (Group CEO)
Ms. Sharon Diaz (Recording Secretary)

GROUP CHAIRMAN'S REVIEW

A YEAR OF SOLID PROGRESS

2015 was a remarkable year for the TCL Group, as the company recorded its highest ever revenue of TT$2.1 billion and successfully restructured its debt, generating positive cash flow in the reporting period. This significant achievement facilitated much-needed capital investment in our people and plants, which has resulted in enhanced operational efficiencies and competitiveness. Although we have seen an overall improvement in our operations and results, a clear indication that the core business produced growth during the fiscal, the Group still faces challenges imposed by adverse economic conditions at the local, regional and international levels. In spite of this, profitability, competitiveness and sustainability remain our goals, and performance in 2015 has demonstrated commitment and traction in the Group's operations.

FINANCIAL RESTRUCTURING

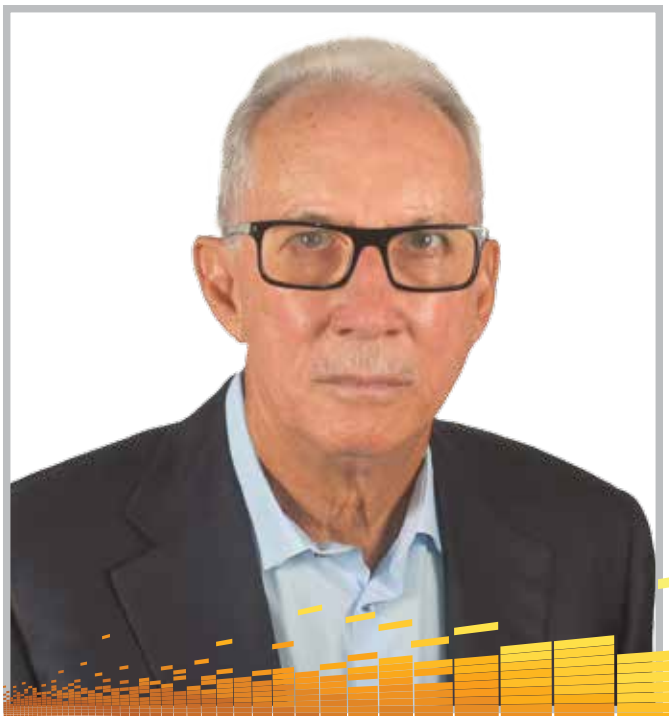
In February of 2015, shareholders voted for the removal of the twenty percent restriction on shareholding, paving the way for a successful Rights Issue of 124.9 million shares, through which new cash of $361.5 million was raised. CEMEX participated in the issue, increasing its shareholding to 39.5%, remaining the single largest shareholder.

At the end of the first half of 2015, the Group completed its capital restructuring, which included the negotiation of amendments to the restructured loan agreement (the "override" agreement) with lenders. This agreement addressed the debt default condition that existed as at December 31, 2014. In August 2015, a 5-year loan agreement was undertaken to repay all debt under the override agreement.

At December 31, 2015, total borrowings of the Group were reduced to $1.2 billion, down from $1.8 billion one year earlier. Also noteworthy is that the Group achieved a 23% reduction in annual finance costs and obtained a one-time benefit of $205.8 million as a result of renegotiating and settling the restructured debt under the override agreement and was able to increase cash holdings by $192 million while at the same time, returning the Group to capital investment in its plants.

LEADERSHIP

The Group executed a Technical and Managerial Services Agreement with CEMEX in April 2015 with a view to accessing the technical expertise of CEMEX as a global cement manufacturer. This allowed for the strengthening of the Group's executive management team through the appointment of five executives in key positions: José Luis Seijo González, Group CEO; Alejandro Varés, General Manager – Caribbean Cement Company Limited; Ricardo García Viani, Group Strategic Planning Manager; Miguel Roberto Estrada, Group Operations Manager and Juan Carlos Mendoza, Group Procurement Manager. Luis Gilberto Ali Moya and Manuel Toro subsequently joined as Group Finance Manager and General Manager – Arawak Cement Company Limited respectively.



Mr. Wilfred Espinet
Group Chairman

DELISTING OF SHARES

A decision was taken by the Board and confirmed by shareholders at the July 20, 2015 annual meeting to delist from the Barbados Stock Exchange (BSE), Eastern Caribbean Stock Exchange (ECSE) and the Guyana Association of Securities Companies and Intermediaries (GASCI). The reasons for delisting were that trading volumes and frequency were minimal in those jurisdictions as well as the negative financial consequences of annual listing/maintenance charges required.

DISSOLUTION OF TCL SERVICE LTD.

As part of a wider corporate restructuring exercise, TCL Service Limited, one of TCL's wholly-owned business units, was dissolved. TCL Service Limited was a financial holding company that had been inactive for the past ten years. It was one of the guarantors under the Credit Agreement between TCL and its lenders; however, such dissolution is permitted under the said Credit Agreement, provided that assets of the

GROUP CHAIRMAN'S REVIEW (CONTINUED)

guarantor are distributed to the borrower or another guarantor. The dissolution took effect on December 8, 2015, and upon dissolution, the assets of TCL Service Limited were distributed to TCL.

The dissolution of TCL Service Limited will result in cost savings and also serves to simplify the corporate structure of the TCL Group.

These manoeuvres are consistent with our overall move toward a more efficient corporate structure for the Group. We will continue to focus on optimising the corporate structure with a view to making every aspect of our operations and structure efficient and cost effective.

FINANCIAL PERFORMANCE

The Group has had a second consecutive year of record-breaking revenues, which reinforces our confidence in the approach we are following. Its 2015 unprecedented revenue performance of $2.1 billion represents an increase of $12.4 million over 2014. This achievement was mainly driven by a 12% increase in cement sales volumes in Jamaica and a 16% increase in clinker sales volumes. Profit after taxes amounted to $428.8 million compared with losses of $211.0 million in the prior year, which resulted in earnings per share of $1.19 (including the effect of a one-time financing gain of $205.8 million of $0.61 per share) compared with a loss of $0.87 for 2014.

STRATEGIC PRIORITIES AND OUTLOOK

Consistent with the mandate to achieve sustainability and competitiveness, the Group has begun extensive operational restructuring programmes and has committed significant investment over the next three years to further improve cost efficiencies and competitiveness in all of its business units. These initiatives are critical to ensuring that the TCL Group achieves industry best practice and global competitiveness, returns to consistent profitability and is able to generate value for the benefit of shareholders and financiers.

Our strategic priorities include customer centricity, operational efficiencies, the creation of one TCL Group, sustainable returns and Health, Safety and the Environment. The company will continue to capitalise on a number of efficiencies and health and safety initiatives that have been put in place to enhance the performance of all its cement plants.

Through the successful restructuring in 2015, debt exposure has been decreased and cash balances increased at year-end. Principal payments to lenders began in 2015 and all payments are fully up to date and compliant with financial covenants.

While the global economic uncertainties demand that we view the near term with cautious optimism, TCL is uniquely positioned to withstand these challenges. The exceptionally high local content of the products manufactured by the Group will provide stability in the current local environment while at the same time offering advantages in export development.

BOARD CHANGES

Mario Emilio Sáenz Arroniz, Bryan Ramsumair, Ruben McSween and Arun K. Goyal have been appointed to the Board of Directors. Conversely, Carlos Alberto Palero Castro, Michael Glenn Hamel-Smith, Timothy Hamel-Smith and José Bavaro have resigned and we thank them for their service and astute contributions to the Group.

ACKNOWLEDGEMENTS

Our progress is the result of the combined effort of each stakeholder and I am gratified by the support of all individuals who have in one way or another contributed to the many achievements recorded in 2015.

Special thanks to my fellow directors who continue to create and uphold the Group's vision and chart the way ahead. I also wish to acknowledge the efforts of the management team and to recognise the tremendous work of our Group CEO, José Luis Seijo González who joined in May 2015 and has been exemplifying the company's vision through his passion, people skills and strong leadership prowess. I want to acknowledge and congratulate our 1100 plus employees across the Group along with their representative trade unions for their dedication, loyalty and understanding as we move this Group forward. Our gratitude to all loyal customers and end-users, new and traditional, who have placed their confidence in our brands as demonstrated through their ongoing support. We are indeed also appreciative of our fenceline and national communities with whom we share good neighbourly relations. I wish to acknowledge our lenders as key stakeholders and facilitators, and to all our shareholders who have invested in this Group and continue to exercise patience and understanding, I thank you for your enduring confidence.

As a final point, we expect progress to continue, notwithstanding the prevailing economic and financial environment compounded by competitive market conditions. The words "these are challenging times" are often uttered these days, but we intend to plough on, confident in our abilities, strategic intent and your continued support.

Wilfred Espinet
Group Chairman

GROUP EXECUTIVE COMMITTEE

Juan Carlos Mendoza - Group Procurement Manager; José Luis Seijo González - Group Chief Executive Officer; Sharon Diaz - Human Resource Manager (TCL)/Group Coordinator; Roger Ramdwar - General Manager, TCL Packaging Limited and TCL Ponsa Manufacturing Limited.

Luis Gilberto Ali Moya - Group Finance Manager; Ricardo García Viani - Group Strategic Planning Manager; Miguel Roberto Estrada - Group Operations Manager; Egwin Daniel, General Manager – International Business & Marketing.

Kathryna Baptiste - Group Manager Legal/ Company Secretary; Andres Peña - General Manager - Readymix (West Indies) Limited; Jinda Maharaj - Acting General Manager, Trinidad Cement Limited; Alejandro Varés - General Manager, Caribbean Cement Company Limited; Manuel Toro - General Manager, Arawak Cement Company Limited.

ABOUT OUR GROUP EXECUTIVE COMMITTEE

José Luis Seijo González - Chief Executive Officer

José Luis Seijo González was appointed Chief Executive Officer of the TCL Group, effective May 4, 2015. He has had many years of experience in the cement industry, having worked in several key cross postings at CEMEX. The most recent posting, before taking up his appointment at TCL, was that of Head - Strategic and Financial Planning for Spain and the Mediterranean region.

Mr. Seijo joined CEMEX in 1999, initially in the area of production before moving to strategic planning at the company's operations in Spain. His vast experience incorporates assignments in Mexico in corporate strategic planning, in Israel as Chief Financial Officer, in Bangladesh as Chief Executive Officer and in Latvia, also as Chief Executive Officer.

He holds a B.Sc. in Mechanical Engineering with a Master's Degree in Finance from the University of Bath, United Kingdom.

Alejandro Varés - General Manager, Caribbean Cement Company Limited

Alejandro Varés was appointed General Manager of Caribbean Cement Company Limited, Jamaica, effective May 4, 2015. Born in Monterrey, Mexico, he joined CEMEX in 1999 in the Future Talents Programme, where he actively worked in operations, sales, and administrative functions. He has held several executive positions in areas such as strategic planning and enterprise risk management for CEMEX Europe, Asia, the Middle East, South America and Mexico.

Mr. Varés has been responsible for the strategic planning and business development functions in Puerto Rico and Costa Rica and, before joining Caribbean Cement, was acting Country Manager for CEMEX Costa Rica, where he actively participated as a member of several Boards and councils, mainly in joint related efforts between the public and private sectors.

While at University, Mr. Varés worked in the financial banking sector with Citibank and Banregio. He holds a Bachelor of Arts Degree in Business Administration from the Instituto de Tecnológico de Monterrey, and an MBA from IPADE Business School.

Manuel Toro - General Manager, Arawak Cement Company Limited

Prior to joining the TCL Group as General Manager of Arawak Cement Company Limited on January 1, 2016, Manuel Toro held several key positions including: Procurement Director - Central America, South America and the Caribbean (CEMEX); Innovation and Business Development Director (CEMEX) and Strategic Planning Director (CEMEX).

Mr. Toro is a Mechanical Engineer with significant experience in the fields of strategy, leadership, sustainability, innovation and negotiation. His academic achievements include an MBA, in which he specialised in finance, innovation and technology. He also holds certification in executive training from Stanford University, INSEAD and Babson College.

Jinda Maharaj - Acting General Manager, Trinidad Cement Limited

Jinda Maharaj is the Acting General Manager at Trinidad Cement Limited. He possesses a wealth of knowledge and experience, having been with the TCL Group for over twenty five years. He has held various positions throughout the Group, including Engineering Services Manager, Materials Manager, Production Manager, Operations Manager (all at Trinidad Cement Limited) as well as General Manager and Operations Manager at Arawak Cement Company Limited, Operations Manager at Caribbean Cement Company Limited, Group Energy Optimisation Manager and Group Manufacturing and Development Manager.

Mr. Maharaj holds a B.Sc. in Mechanical Engineering and an M.Sc. in Production Engineering and Management, both from The University of the West Indies, St. Augustine.

Roger Ramdwar - General Manager, TCL Packaging Limited and TCL Ponsa Manufacturing Limited

Roger Ramdwar joined the TCL Group in April 2006 in the capacity of Group Internal Auditor. In February 2016, he assumed the position of General Manager of TCL Packaging Limited and TCL Ponsa Manufacturing Limited.

Mr. Ramdwar has over twenty years of combined finance, internal and external audit experience, of which ten years have been at the TCL Group.

In January 2013, he graduated with distinction from the Arthur Lok Jack Graduate School of Business with an Executive MBA. He is an FCCA, a Member of the Institute of Internal Auditors and a member of ICATT. Mr. Ramdwar is also a Certified Fraud Examiner.

Andres Peña - General Manager - Readymix (West Indies) Limited

Mr. Andres Peña was appointed General Manager at Readymix (West Indies) Limited (RML) effective October 17, 2015, after acting in the position from May 4, 2015. Prior to that, he was Group Strategy Implementation Manager at the TCL Group.

Before joining the TCL Group, he served as Regional and Export Manager at Corpacero, a leading steel company in Colombia. Mr. Peña has over eighteen years' experience in sales and business development, twelve of which were spent in the cement industry. During his career, he has developed a passion for capturing new markets and possesses a deep understanding of the Latin American construction industry, attributes which are undoubtedly beneficial to the Group.

Mr. Peña holds a Business Administration degree from the University of Texas at Arlington and a Marketing Graduate degree from the Universidad del Norte in Barranquilla, Colombia.

Egwin Daniel - General Manager - International Business and Marketing

Egwin Daniel joined the Company in October, 2006. He has extensive International Marketing and Financial experience having worked in these fields in Canada, USA and throughout the Caribbean for twenty-one years, seven of which were spent abroad in the French and Spanish Caribbean, working in the private sector providing Senior Management expertise in the International Money Markets and Distribution.

Mr. Daniel holds an MBA from the University of Concordia, Canada and a B.Sc. from Mc Gill University, Canada.

Kathryna Baptiste - Group Manager Legal/ Company Secretary

Kathryna Baptiste joined the Company in September, 2012. She is an Attorney-at-Law with over nineteen years' experience in various facets, including corporate, commercial and employment Law. Prior to joining the Company, Ms. Baptiste was the Manager Legal/Company Secretary at Trinidad and Tobago National Petroleum Marketing Company Limited from October 2005 to April 2010 and conducted private practice in the areas of corporate and commercial law from June 2010 to August 2012.

Ms. Baptiste obtained a Bachelor of Laws (LL.B) (Honours) Degree from the University of the West Indies and a Legal Education Certificate (LEC) from the Hugh Wooding Law School, St. Augustine, Trinidad. She also holds an Executive Master of Business Administration (Distinction) Degree from the Arthur Lok Jack Graduate School of Business, Trinidad (EMBA Class Valedictorian, 2011). Ms. Baptiste is a member of the Law Association of Trinidad and Tobago, the Association of Caribbean Corporate Counsel and the Caribbean Corporate Governance Institute.

Sharon Diaz - Human Resource Manager (TCL)/Group Coordinator

Sharon Diaz joined the Company in January 2015. Prior to this, Mrs. Diaz served as an organisational leader and innovator for more than fifteen years, enhancing and streamlining divisions within esteemed national and global companies. She has been recognised as an influential communicator and facilitator and fosters highly collaborative, positive workplace environments. Mrs. Diaz has served both as a Human Resource Manager and Human Resource Consultant internationally and throughout Trinidad & Tobago, with specialisation in leadership development, change management, organisational development, workflow optimisation and process improvement.

Luis Gilberto Ali Moya - Group Finance Manager

Luis Gilberto Ali Moya was appointed Group Finance Manager effective January 4, 2016. Prior to joining the TCL Group, Mr. Ali Moya served in the positions of: Financial and Cost Analyst (Cemex, Venezuela); Business Process Coordinator (D.H.L, Costa Rica); and most recently, as Business Service Organisation Manager (Cemex, Costa Rica).

Mr. Ali Moya earned his Bachelor of Accounting degree from the Universidad Católica "Andres Bello" in Caracas, Venezuela (1997). He then went on to attain a Master of Business Administration degree from the Universidad Latinoamericana de Ciencia y Tecnología in San José, Costa Rica (2009).

Miguel Roberto Estrada - Group Operations Manager

Miguel Roberto Estrada was appointed Group Operations Manager on May 4, 2016. He has spent his entire professional life of twenty-eight years in the cement industry, specifically in the area of plant operations.

Before joining the TCL Group, Mr. Estrada was based in Columbia and held the position of Optimisation Director at CEMEX South America providing technical assistance to CEMEX's plants in the region. Previously, he was Vice President of Operations at CEMEX Philippines, responsible for the two cement plants in the country as well as technical direction for CEMEX Bangladesh and CEMEX Thailand. Mr. Estrada also worked at CEMEX Egypt as Vice President of Operations at the Assiut Cement Plant, the largest production unit of CEMEX worldwide. His career started at CEMEX Colombia.

Mr. Estrada graduated from the Universidad Tecnológica de Pereira, Colombia in 1986 as a Mechanical Engineer.

ABOUT OUR GROUP EXECUTIVE COMMITTEE (CONTINUED)

Ricardo García Viani - Group Strategic Planning Manager

Ricardo García Viani was appointed Group Strategic Planning Manager with effect from May 4, 2015. He has over ten years of practical experience in strategic and financial planning, marketing strategy, and cost and profitability analysis. Among his past positions are Corporate Strategic Planning Manager at CEMEX's corporate offices in Madrid, covering all CEMEX geographies, and Strategic Marketing Manager at CEMEX Venezuela for South and Central America and the Caribbean.

In 2001, Mr. García Viani graduated in Industrial Engineering from the Universidad Católica Andrés Bello in Caracas, Venezuela, being one of only three students to receive the distinction of Cum Laude in the school's forty year history. He was also winner of the 'Juris Vitol's Award 2001, conferred annually to the student who achieves the best academic and extra-curricular conditions. Ricardo García Viani also holds an MBA from Columbia University, New York, USA and in 2011, earned a Luxury Management Diploma from the IE Business School in Madrid, Spain.

Juan Carlos Mendoza - Group Procurement Manager

Mr. Juan Carlos Mendoza was appointed Group Procurement Manager on May 4, 2015. He has thirty-four years' experience in the mining and cement industry, with particular focus on procurement, negotiations and inventories management. His most recent position, prior to taking an appointment at TCL, was as Procurement Manager (CEMEX) in Miami, Florida.

Mr. Mendoza joined CEMEX on July 22, 1982. During his tenure, he was involved in Post-Merger Integration (PMI) in Australia and the USA, as well as Due Diligence (DD) in India, Gabon among other countries.

He has held several positions at CEMEX including Supply Planning Manager, Mexam Trade (Texas); Procurement Manager (Texas) and Manager: Purchases and Materials/ Stock (Venezuela).

Mr. Mendoza's key areas of expertise include: Customs Law, Shipping Insurance, Material Coding and Classification as well as International Business.

GROUP CEO'S REPORT & MANAGEMENT DISCUSSION 2015

Mr. José Luis Seijo González
Group Chief Executive Officer

INTRODUCTION

With the successful completion of the financial restructuring during 2015, we at the TCL Group continued to focus on and implement our strategic priorities, with our committed employees being at the centre of this transformation process towards "Building a Brighter Future" for all stakeholders.

A refocus on embedding best practices in Health, Safety and Environment (HSE) was foremost as we pursued our accompanying strategic initiatives toward increasing customer centricity, maximising productivity and operational efficiencies while improving working capital.

Integral to ensuring the sustainability and future growth of the company, critical employee training programmes were administered in 2015, together with employee-exchange programmes both across the Group, and at several international cement plants.

We returned to profitability in 2015, recording our highest ever revenue level. Significant overdue plant and equipment repairs were conducted and we are now in a stronger financial position as we prepare to effectively take on the challenges in the unfolding regional economic environment.

1.0 HEALTH SAFETY AND ENVIRONMENT (HSE)

Occupational Safety and Health

In 2015, we have taken a noteworthy step forward to put HSE as our **top priority**, with the objective of securing the health and safety of all our employees.

Numerous actions were put in place, investing close to $40 million across the Group in projects related to improving employees' well-being and work environment. This included initiatives to improve safety standards, renovation of facilities, landscaping improvement and demolition of old structures, vehicular and road transportation safety, adoption and implementation of best practice OSH Procedures, 'Lock out tag out' systems, several hours of training and the introduction of an initiative called the Visible Felt Leadership (VFL) Safety Walks Program, which is mandatory for all Managers. In addition, through Group-wide consultation, the Group CEO signed off on a new Group Occupational Safety and Health Policy, which emphasizes a preventive approach through proactive safe systems of work, legal compliance and communication with key stakeholders.

It is important to highlight that as at the end of 2015, TCL Ponsa Manufacturing Limited (TPM) achieved the record of 8 continuous years, and TCL Packaging Limited (TPL) and TCL Guyana Inc. (TGI) surpassed 7 continuous years, without a single Lost Time Incident (LTI) among all workers.

We still have a long way to go, acknowledging that safety has no memory but is a matter of continuous work. The goal now is clear – Safety First: Zero Incidents and Zero Accidents.

Environmental Management

The ISO 14001:2004 EMS-certified companies – Trinidad Cement Limited (TCL), Caribbean Cement Company Limited (CCCL), Arawak Cement Company Limited (ACCL) and TCL Guyana Inc. (TGI) – successfully completed their respective system audits, and were all recommended for re-certification or continued certification, as applicable. All companies embarked on environmental improvement programmes, with priority on addressing causes of external environmental complaints, prevention of dust emissions, proper storage of parts and materials, plant-wide housekeeping and removal of spills, for example: at TGI, the design of the system for the return of spilled cement was completed; at ACCL, quarry practices were improved, and maintenance work on the Electrostatic Precipitator (ESP) and other projects was completed, in part to also address the external environmental complaints received; and at CCCL, engineering works to install baghouses, and to repair chutes, ducting and belt conveyors were completed.

2.0 FINANCIAL REVIEW AND ANALYSIS

Review of 2015

The financial position of the Group has been strengthened as a result of the successful implementation of financial restructuring and efficiency initiatives. In 2015, we issued 124.9 million shares via a Rights Issue raising $361.5 million, and successfully renegotiated the restructured debt agreement, remediating the default condition that existed in 2014. We successfully repaid the lenders under the restructured debt facility using the proceeds of short-term financing and the Rights Issue, and obtained a prepayment discount of $199.4 million. We then renegotiated the short-term financing and entered into an amended 5-year agreement.

In spite of the fact that we have seen increased competition in the market during 2015, we have recorded the highest ever total revenue of $2.1 billion: an increase of $12.4 million compared to the year 2014. This represents the second consecutive year of record breaking revenues for the TCL Group. The 2015 revenue achievement was mainly driven by a 12% increase in cement sales volumes in Jamaica, and a 16% increase in clinker sales volumes.

Revenue

Our third party revenue of $2.1 billion was driven by an increase in local volume sold in Jamaica due to growth in construction activity that offset a decrease of 1.5% in local volume sold in Trinidad and Tobago due to a slow-down in construction activity. The decrease of 7.6% in local sales in Barbados caused by the competitive environment (compared with last year).

The volume for export sales of clinker increased by 16% (clinker sold to Venezuela under the PetroCaribe agreement) and for cement exports declined by 5% compared with 2014, due to a combination of decreased demand and increased competition in the market.

There was a 3% increase in third party revenue in the readymix and aggregates business due to increased marketing in the aggregate segment (18% more volume sold).

Operating Expenses

Earnings before Interest, Taxes, Depreciation, Impairment, Loss on disposal of property, plant and equipment and Manpower restructure cost ("adjusted EBITDA") from continuing operations showed an increase of $180.6 million, representing a 44.3% improvement over 2014. Our adjusted EBITDA margin has improved to 28% (2014: 19%). This increase has been driven by savings from electricity and fuel cost in our Jamaican cement manufacturing operation, operational restructuring programmes to improve cost efficiencies and competitiveness of the cement plants and more control over the sales and general administration expenses.

Net Finance Costs

A 23% reduction in annual finance costs was achieved compared to 2014, resulting in a reduced expense of $48.9 million. We also obtained a one-time benefit of $205.8 million from net discounts as a result of our financial restructuring. Apart from the cost improvements from which we have benefited, the financial and operational restructuring efforts have also had a significant positive effect on our free cash flow.

Liquidity & Financial Position

We generated $633 million in cash from Operations in 2015 compared with $444 million in the previous year, and have fully remediated the debt default condition which existed in 2014. The completed restructuring process in 2015 resulted in reduced debt exposure by $683 million. The Group's cash position improved by $192 million in 2015. This improvement resulted from a combination of the successful Rights Issue and improved operating performance.

In March 2015, we negotiated amendments to the restructured loan agreement. As part of the process, we raised equity contributions of $361.5 million through the Rights Issue. In May 2015, we negotiated a short term loan agreement, and in August 2015, negotiated a 5-year loan agreement. As at December 31, 2015, total borrowings of the Group were reduced to $1.2 billion ($1.8 billion as at December 31, 2014).

A rigorous programme further enhanced working capital at the end of year by $47.4 million.

SUMMARY FINANCIAL PERFORMANCE

The Group has returned to profitability with a profit for 2015 of $428.8 million and EPS of $1.19.

Group revenues for 2015 of $2.1 billion were achieved mainly due to increased cement sales volumes in Jamaica, an increase in the export of clinker and aggregate sales at Readymix (West Indies) Limited. A competitive environment and other cement markets have negatively impacted revenue.

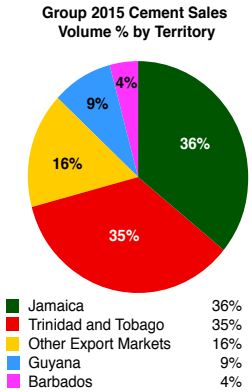
Adjusted EBITDA increased from $407.8 million in 2014 to $588.5 million in 2015. Cost savings from fuel and electricity in Jamaica's and Barbados' operations and the implementation of some operational efficiency programmes at all plants have contributed significantly to this improvement.

Finance Costs reduced from $213.6 million in 2014 to $164.6 million in 2015 and we achieved one-off net discounts of $205.8 million. These gains and improvements were achieved through successful renegotiation and subsequent settlement of the Group's restructured debts. New loans were negotiated at lower interest rates.

We generated $633 million in cash from Operations in 2015 compared with $444 million in the previous year.

3.0 GROUP MARKETING

Cement Sales



In total, our cement sales volume in 2015 experienced a decrease of 1% when compared to 2014.

In Jamaica, cement demand grew by 10% in comparison to the previous year, which contributed to an increase of 12% in total domestic sales volumes. Domestic demand was fueled by a significant increase in infrastructural projects. Jamaica's cement export sales were reduced as the company focused its efforts on growing the domestic market and improving clinker exports, reaching a 16% increase in clinker export sales compared with 2014.

In Trinidad and Tobago, domestic demand in 2015 declined by 2%, as a consequence of the contraction of the economy (estimated at 1.5%), mainly due to a reduction in public and private spending as international oil and gas prices declined and apprehension by investors surrounding the possible outcome of the national general elections, held in September 2015. However, TCL's export volume increased by 9% as a result of a modest growth in some of the international markets.

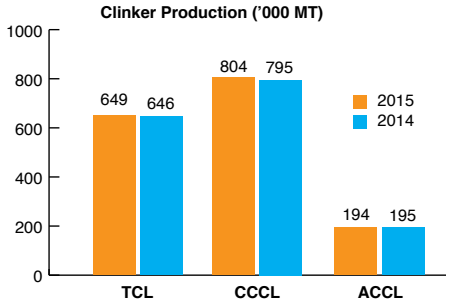
In Barbados, domestic sales decreased by 7% as a result of a slowdown in the construction industry and some competition entering the market in the month of November. Exports decreased 10% relative to 2014, mainly due to a contraction in Guyana's market, as a result of the national general elections as well as most of the government projects being halted.

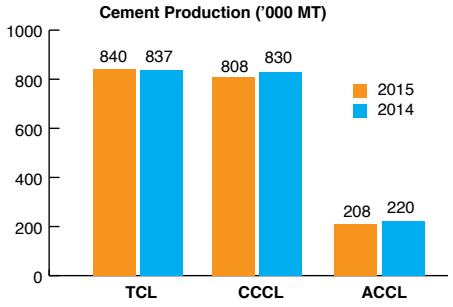
In the premixed concrete sector, in Trinidad and Tobago, volumes decreased by 10% compared to 2014, as a result of a slowdown in the construction sector during the latter half of 2015. Consequently, the aggregates demand decreased. Although we were able to maintain our leadership position in this sector, our market share fell by 1%.

The slowdown in the construction sector is expected to continue into 2016 in some of our local markets. Consequently, one of our strategic priorities is to stay focused on providing the best solutions along with a high level of service to all of our customers. In addition, we continue our efforts to increase the demand of cement and concrete intensive solutions, and also to foster the development of social housing in our local markets.

4.0 GROUP OPERATIONS

Cement / Clinker Operations





2015 was a turnaround year for TCL operations, as we defined and started implementing improvement action plans needed to bring the TCL cement plants to world class competitive standards.

A complete technical assessment was carried out at our three plants, covering all production phases from the quarries to the packing area. In order to facilitate such evaluations we brought in experts from several countries in different specialties like industrial safety, quality control, geology and mining, production, process, maintenance and bag factories. The primary objective was to evaluate the physical condition of the main equipment in each plant as well as operational practices and KPIs. The priority items requiring immediate action were identified in order to secure operational continuity as well as define our medium and long term road map to turnaround operations at the TCL plants. Improvements are being made in terms of CAPEX investment, operational practices, knowledge and technology transfer.

Immediate actions were taken to address some of the most critical issues as follows:

Housekeeping

Specific working plans have been implemented at each plant in order to improve housekeeping and thereby increase efficiency. Progress reports are provided to the CEO on a weekly basis and today the situation has improved substantially.

Limestone Reserves

Plans are in place to increase limestone reserves in Jamaica. A new quarry will be operational in June 2016. In Barbados we obtained a new quarry license. In order to improve operational practices related to geology and mining, we are getting better control of our reserves and optimising quarry operations in terms of quality and stability. To this end, we are implementing at all TCL Group quarries Datamine software support and training our staff.

Plant Reliability and Performance

2015 saw remarkable improvement in plant reliability and performance. A maintenance taskforce was brought to the Jamaica plant to implement immediate actions to recover equipment reliability, and to analyse and identify the causes of repeated shutdowns in the kilns and mills. We are happy to report that as at March 2016, Kiln 5 reliability has improved, from an average of 26 unexpected shutdowns per month to less than 10 unexpected shutdowns per month. The remaining corrective jobs needed to reach a minimum of 90% availability have been identified and will be carried out during the next annual shutdown and with the execution of 2017 capex.

A complete process evaluation (heat and material balance) was performed at Kiln 5 to identify ways to increase production. The cooler upgrade was defined and ordered, and basic engineering has been finalised to purchase and install a new coal mill and a new stacker – reclaimer for raw materials. These two pieces of equipment are expected to become operational in 2017 and to contribute to increased production.

In Trinidad and Tobago and in Barbados similar assessments were conducted to establish priorities for immediate actions and CAPEX requirements to recover plant reliability and performance. Mechanical and process evaluations of the kilns and mills were performed and action plans are currently being executed.

Maintenance practices and technology upgrades have been identified as two of the most critical issues to recover and keep reliability in the three plants. Basic fundamental practices for preventive and predictive programs, as well as work order systems, backlog management and maintenance planning are required. Specific action plans have been defined and are currently in progress to implement a world class system for maintenance.

Quality Assurance

After performing detailed evaluation at the Group level for quality sampling programs, analysis procedures, laboratory equipment and KPIs, several opportunities for quality improvement have been found. Benchmarking with similar cement plants in the region has been done to identify specific targets, a new tool MAC to measure very precisely quality performance in each production phase has been implemented. Special attention has been given to ACCL's product quality improvements, and a new X-ray analyser and Blaine measurement equipment were installed as part of the plan to recover customer confidence affected at the beginning of 2015 during switching from pozzolanic to limestone cement. Consequently, customers are now recognising better quality.

In addition, investment in infrastructure and improving working systems are expected to change the mind set of our people towards quality as part of a new customer-oriented approach.

Cost Optimisation

Benchmarking with similar cement plants in the region has been done to increase the plants' competitiveness at the international level. Specific areas of improvement have been identified and action plans are currently being implemented.

Mind Set Change

All cement plants worldwide are quite similar in terms of physical equipment but what really makes the difference to achieve a safe, clean, well operated and efficient plant is mainly PEOPLE. The way employees perceive their jobs, their commitment, motivation, loyalty and team work are critical. To this end we are sending our employees from all levels to visit plants in several countries, so that employees can observe international best practices and implement same at our plants.

Concrete Operations

The past year was a challenging one for the RML Group, as it continued to operate in an extremely competitive industry while maintaining market leadership by focusing on product quality with an aggressive sales force and excellent technical team. Our main quarry equipment (Wash Plants 1 & 2 and Mobile) were constrained by safety issues and low availability. Capitalising on the slowdown in activity, significant maintenance was undertaken in the latter part of 2015 which addressed the safety concerns and improved equipment availability and efficiency, thus allowing RML to be more competitive.

Critical components of our plans are reducing mining/extraction costs and improving Pitrun quality and production by fully operating our Bermudez Quarry. The ability to efficiently utilise our plants and equipment, while executing our increased sales volumes, is critical.

Packaging Operations

The prices of all TPL & TPM product lines were reduced in 2015, to become more in line with the market prices. A key initiative in the cost reduction drive at TPL was to convert all Group sack requirements into 2 ply, with ACCL already on board. For 2016 the plan is to convert both CCCL and TCL to 2 ply sacks in their respective local markets, along with securing additional third party sack sales. Operationally, we continue to focus on efficiency and productivity at both plants. At TPL, improvements were made in machine throughput, lower waste and an overall reduction in the use of raw materials. TPM has commenced the supply of slings into the Dominican Republic. Testing of jumbo bags in CCCL began in 2015 with the intention of supplying CCCL with all of its jumbo bag requirements from April 2016. New markets for this product will be aggressively pursued in 2016.

5.0 GROUP DEVELOPMENTAL ACTIVITIES

Sustainable Road Solutions

In the latter part of 2015, significant emphasis had been placed on offering sustainable concrete solutions for road construction/rehabilitation to all major stakeholders in Trinidad and Tobago and Guyana.

In Guyana, the first concrete pavement using short slab technology will be constructed in the second quarter of 2016 by a local contractor who has received the relevant technical training from a CEMEX expert in concrete solutions. This pilot project is the main focal point for the launching of the technology as the Ministry of Works and Transport and the local university will be actively involved during the construction process. The knowledge transfer will be ongoing during the construction phase, as well as after so as to ensure that more roads are constructed/rehabilitated using this method. The next step will be to lobby and support the government on rebuilding more durable roads using these sustainable solutions.

In Trinidad and Tobago, TCL has been working closely with Ministry of Works and Transport - PURE to re-introduce Soil Cement Stabilisation into their rehabilitation road projects and to visit the options of sustainable concrete road solutions. Aggressive lobbying for alternative designs for roads will be the next step with this Ministry.

In Barbados, concrete solutions have been discussed with the community for rehabilitative work of one of the major roads in the Parish of St. Lucy. The project will help to seal concrete as the more sustainable option for road rehabilitation.

Housing

Social housing is a key initiative of the TCL Group as it represents an opportunity to contribute to the socio-economic growth in our countries in the Caribbean. Discussions are ongoing with representatives of the Government of all countries in which we operate, as well as with some of our major clients and contractors, with a view to finding sustainable options for housing.

Oilwell Cement

Market expansion initiatives continued in Venezuela with a few renowned international companies as contracts were finalised in the last quarter of 2015.

6.0 HUMAN CAPITAL/INDUSTRIAL RELATIONS

We remained focused on improving relationships with key stakeholders this year. Through the successful restructuring of ACCL and CCCL, and a key focus on facilities improvement and housekeeping initiatives, we have made significant strides in re-building trust and confidence. In addition, training was intensified to ensure ongoing growth and development of the staff.

In Trinidad and Tobago, back pay for the period 2012-2014 was paid to TCL, TPL and RML. TPM was paid for the period December 01, 2010 and December 31, 2014 as per the Memorandum of Agreement (MOA) dated December 11, 2014. The acquisition of the shares as per the MOA is actively underway. The EPA was also paid on 30th October in accordance with the Court Judgement.

We still have work to do in this regard and the company is fully committed to working closely with its employees and their representatives to get the issues resolved and move ahead.

7.0 PUBLIC RELATIONS

Ongoing communication underscored the Group's commitment to keeping both internal and external stakeholders accurately and timely informed of matters of shareholder interest as well as wide-ranging developments across its business units.

Ever conscious of our duty to make a difference in the hearts, minds and lives of Caribbean people, the Group remained dedicated to building a brighter future, and in 2015, reorganised its CSR portfolio under the pillars of youth and education, housing and the environment - offering key solutions in these areas of paramount interest.

The Young Empowered Stars (YES!) programme was primary among these and was successfully administered at schools within the fenceline communities of TCL's Claxton Bay and Mayo plants as well as those of RML at Guanapo. Delivering support in academic and extra-curricular activities, the programme is partly facilitated through employee volunteerism. In early 2016, ACCL launched a similar programme in Barbados and TGI is getting ready to launch a major education-related initiative under a cause marketing drive.

In the category of shelter, the company's core product, cement, was donated to low-income families with housing needs, which continues to be a major socio-economic issue within the Caribbean. Donations to victims of natural disasters were also made under the pillar of Shelter and Infrastructure and in an heart-warming display of generosity, TCL Group employees in Trinidad & Tobago came together to contribute large quantities of food, clothing and household items to the citizens of Dominica who were adversely affected by tropical storm "Erika".

In Jamaica, CCCL is currently helping to combat the spread of the dreaded Zika virus and has contributed J$2.3 million to vector control in a move that is of widespread benefit.

As the TCL Group continues to build a brighter future, the company will remain steadfast in its support for youth and education, housing and the environment and will launch an internal Recycling Drive in 2016—a major initiative under the latter.

8.0 CHANGES TO EXECUTIVE MANAGEMENT

During the year 2015 there were several changes to the TCL Group executive structure and management team, as part of the overall operational review by the new Board of Directors.

Mr. Satnarine Bachew resigned as General Manager, Trinidad Cement Limited, effective January 13, 2015, and Mr. Jinda Maharaj assumed the role of Acting General Manager, Trinidad Cement Limited, in addition to his role as Group Manufacturing Development Manager.

Following completion of the Board's review of the technical capabilities of the Group, TCL entered into a Technical and Managerial Services Agreement with CEMEX in April 2015, pursuant to which CEMEX agreed to provide support to TCL by making available, suitable, qualified and experienced executives to fill key positions, and to provide training as well as technical assistance to support the Group's trading and shipping departments. Under the said Agreement, Mr. José Luis Seijo González was appointed as the Group CEO effective May 04, 2015, replacing Mr. Alejandro Ramirez Cantu who previously served as Acting Group CEO. Mr. Alejandro Varés was appointed as General Manager – Caribbean Cement Company Limited, effective May 04, 2015, replacing Mr. Anthony Haynes. Mr. Haynes continued with the Group as a consultant for the following six-month period. Mr. Miguel Roberto Estrada was appointed as the Group Operations Manager effective May 04, 2015. This post replaced the previous position of Group Manufacturing Development Manager. Mr. Ricardo García Viani was appointed to the new position of Group Strategic Planning Manager, effective May

04, 2015. Mr. Juan Carlos Mendoza was appointed to the new position of Group Procurement Manager, effective May 11, 2015.

Mr. Andres Peña, who had previously served as Group Strategy Implementation Manager was appointed to act as General Manager – Readymix (West Indies) Limited, effective May 04, 2015, replacing Mr. Manan Deo, who proceeded on pre-retirement leave. Mr. Deo subsequently retired on October 16, 2015, after which Mr. Peña was confirmed in the position.

Mr. Rupert Greene resigned as General Manager – Arawak Cement Company Limited, effective December 31, 2015. Mr. Greene continues with the TCL Group as a consultant for the following six-month period. Mr. Manuel Toro was appointed as General Manager – Arawak Cement Company Limited, effective January 01, 2016.

Mr. Luis Gilberto Ali Moya was appointed as Group Finance Manager effective January 4, 2016, replacing Mr. Parasram Heerah, who had been acting in the position. Mr. Roger Ramdwar, who previously held the position of Group Internal Auditor, was appointed as General Manager of both TCL Packaging Limited and TCL Ponsa Manufacturing Limited effective February 4, 2016, replacing Mr. Derrick Isaac. Mr. Gewan Armoogam was appointed as Group Internal Auditor (Ag.) effective February 4, 2016.

9.0 LOOKING AHEAD

Our focus in 2016 will continue to be market penetration/ expansion, improved productivity and operational efficiency, prudent cost control and working capital/balance sheet strengthening as competition in the regional markets will remain very aggressive. Our Trinidad and Tobago home market may continue to contract as we deal with the economic and monetary challenges of the day in this Oil and Gas economy. However, we are confident that with the continued support of all our stakeholders, we will be able to successfully navigate the challenging times ahead.

10.0 ACKNOWLEDGEMENTS

Sincere appreciation is extended to our valued shareholders for their overwhelming support in 2015. We have made great strides towards building bridges with our lenders, shareholders, customers, employees and all our other treasured stakeholders. Heartfelt gratitude is also extended to the committed, loyal and hardworking employees of the TCL Group, who continue to embrace change with courage and passion, as we pursue our shared vision of building a brighter future. Finally, I wish to thank the Group Chairman, Mr. Wilfred Espinet and the other members of the Board of Directors for their tremendous efforts over the past year, and for their wise counsel and on-going support.

Mr. José Luís Seijo González
Group Chief Executive Officer

TCL SUBSIDIARIES - PRINCIPAL OFFICERS

TRINIDAD CEMENT LIMITED

TRINIDAD CEMENT LIMITED

Trinidad Cement Limited was incorporated in Trinidad in 1951 and commenced production in 1954, celebrating its 60th anniversary in 2014. Its primary activity is the manufacture and sale of Portland Pozzolan Cement, Ordinary Portland Cement and Class G High Sulphate Resistant (HSR) Oilwell Cement.

Company Secretary

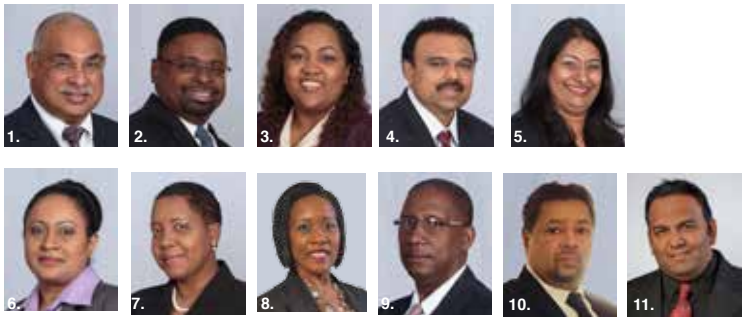
Ms. Kathryna Baptiste

Principal Officers

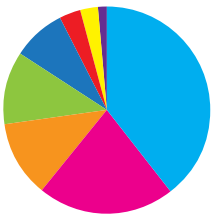
1.	Mr. Jinda Maharaj	-	General Manager (Ag.)
2.	Mr. Rodney Cowan	-	Marketing Manager
3.	Ms. Lisel Cozier	-	Procurement Manager
4.	Mr. Keith Ramjitsingh	-	Operations Manager (Ag.)
5.	Mrs. Sonia Bissoondatt Gobin	-	Finance Manager (Ag.)
6.	Mrs. Gloria Jacobs	-	Planning & Development Manager
7.	Ms. Bonnie Alexis	-	Industrial Relations Manager
8.	Mrs. Sharon Diaz	-	Human Resources Manager (TCL)/ Group Coordinator
9.	Lt. Col. (ret'd) Richardo Garcia	-	Health, Safety, Security & Environment Manager
10.	Mr. Taradath Ramdhanie	-	Engineering Services Manager
11.	Mr. Rajeev Chadee	-	Production Manager (Ag.)

Registered Office:

Southern Main Road,
Claxton Bay,
Trinidad & Tobago, W.I.
Tel: (868) 225-8254
Fax: (868) 659 2540
Website: www.tcl.co.tt



Distribution of Shareholding



Category	% Distribution
Sierra Trading	39.50%
Individuals	21.50%
NIB	11.58%
Banks / Pension Funds	11.84%
Baleno Holdings	8.21%
Insurance Companies	3.41%
Unit Trust	2.64%
Other Foreign Investors	1.32%

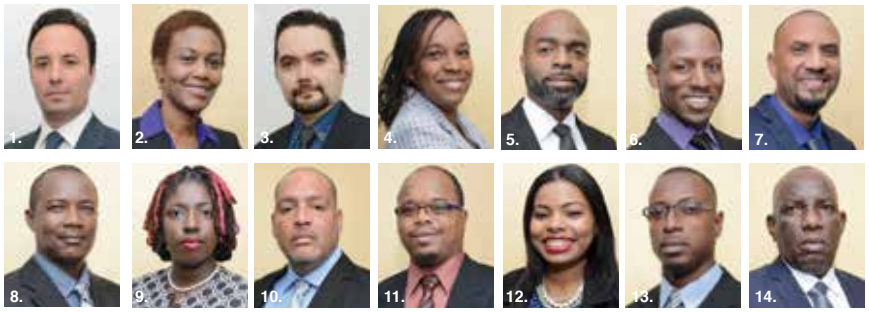
CARIBBEAN CEMENT COMPANY LIMITED

CARIBBEAN CEMENT COMPANY LIMITED

Caribbean Cement Company Limited was incorporated in Jamaica in 1947 and commenced production in 1952. Its primary activity is the manufacture and sale of Portland Pozzolan Cement and Ordinary Portland Cement. CCCL has three subsidiaries, Jamaica Gypsum & Quarries Limited, which is involved in the mining and sale of gypsum and anhydrite; Caribbean Gypsum Company Limited which has major assets of gypsum/ anhydrite quarry lands and Rockfort Mineral Bath Complex Limited, a national heritage site and mineral spa.

Board of Directors

Mr. Christopher Dehring (Chairman)
Mr. Parasram Heerah
Mr. Hollis N. Hosein
Mr. Parris Lyew-Ayee
Mr. José Luis Seijo González



Company Secretary

Ms. Kathryna Baptiste

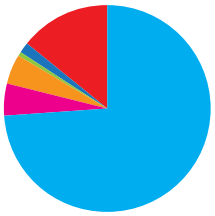
Principal Officers

1.	Mr. Alejandro Varés	-	General Manager
2.	Mrs. Alice Hyde	-	Sales & Logistics Director
3.	Mr. Sergio Zazueta	-	Operations Director
4.	Mrs. Jascinth Buchanan-Wint	-	Finance Manager
5.	Mr. Adrian Spencer	-	Procurement Manager
6.	Mr. Andrew Stephenson	-	Quality, Quarry & Environment Manager
7.	Mr. Christopher Brown	-	Production Manager
8.	Mr. Marchel Burrell	-	Health & Safety Manager
9.	Ms. Sophia Lowe	-	Corporate Communication & Public Affairs Manager
10.	Mr. Brett Johnson	-	Dispatch & Ports Manager
11.	Mr. Rohan Anderson	-	Process Manager
12.	Mrs. Makeda Ramgeet-Baugh	-	Communications Officer
13.	Mr. Wayne Ballen	-	Security Officer (Ag.)
14.	Mr. Glenroy Simpson	-	Maintenance Manager

Registered Office:

Rockfort, Kingston,
Jamaica, W.I.
Tel: (876) 928-6231-5
Fax: (876) 928-7381
Website: www.caribcement.com

Distribution of Shareholding



Category	% Distribution
TCL Group	74.08%
Cemex - Scancem International (St. Lucia) Ltd	4.96%
Financial Institutions	4.92%
Pension Plans	0.41%
Government	1.58%
Other	14.05%

TCL SUBSIDIARIES - PRINCIPAL OFFICERS (CONTINUED)

ARAWAK CEMENT

ARAWAK CEMENT COMPANY LIMITED

Arawak Cement Company Limited was incorporated in Barbados in 1981 and was wholly acquired by TCL in 1994. Its primary activity is the manufacture and sale of Limestone Cement. The company is wholly owned by TCL.

Board of Directors

Mr. Arun K. Goyal – Chairman
Mr. José Luis Seijo González
Mr. Miguel Roberto Estrada
Mr. Juan Carlos Mendoza
Mr. Alejandro Varés

Company Secretary

Ms. Ayanna Garnes

Principal Officers

1.	Mr. Manuel Toro	-	General Manager
2.	Ms. Ayanna Garnes	-	Finance Manager
3.	Ms. Leslie Maxwell	-	Engineering Services Manager
4.	Mr. Shane Matthews	-	Operations Manager
5.	Mr. Matthew Thornhill	-	Optimization Manager
6.	Mrs. Sheryllyn Welch-Payne	-	Procurement Manager
7.	Mr. Olvin Collymore	-	Human Resource Manager (Ag.)

Registered Office:

Checker Hall, St. Lucy,
Barbados, W.I.
BB27178
Tel: (246) 439-9880
Fax: (246) 439-7976
Website: www.arawakcement.com.bb

READYMIX (WEST INDIES) LIMITED

READYMIX (W.I.) LIMITED

Readymix (West Indies) Limited (RML) was incorporated in Trinidad in 1961. Its primary activities are the manufacture and sale of pre-mixed concrete and the mining and sale of sand and gravel. In 1995, Trinidad Cement Limited (TCL) acquired majority ownership of the Company.

Board of Directors

Mr. Nigel Edwards (Chairman)
Mr. José Luis Seijo González
Mr. Wayne Yip Choy
Mr. Michael Glenn Hamel-Smith
Mr. Jinda Maharaj
Mr. Parasram Heerah

Company Secretary

Mr. Malcolm Sooknanan

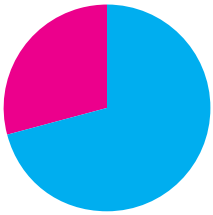
Principal Officers

1. Mr. Andres Peña – General Manager
2. Mr. Malcolm Sooknanan – Finance Manager (Ag.)/Company Secretary
3. Mrs. Reshma Gooljar-Singh – Marketing Manager
4. Mr. Austin Rodriguez – Technical Services Manager
5. Mr. Arneal Sieupresad – Maintenance Manager (Ag.)
6. Mr. Thomas Singh – Quarry Manager
7. Mr. Horace Boodoo – Senior Materials Officer
8. Ms. Debbie Frost – Human Resource Specialist
9. Mr. Anthony Wells – Industrial Relations Specialist
10. Mr. Anthony Ferguson – Health, Safety, Security & Environment Coordinator
11. Mr. Kevin Douglas – Security Supervisor

Registered Office:

Tumpuna Road, Guanapo
Arima, Trinidad, W.I.
Tel: (868) 225-8254
Fax: (868) 643-3209
Email: rmlinfo@tclgroup.com
Website: www.readymix.co.tt

Distribution of Shareholding



Category	% Distribution
TCL	71.1%
Other Shareholders	28.9%

TCL SUBSIDIARIES - PRINCIPAL OFFICERS (CONTINUED)

TCL PACKAGING LIMITED

TCL PACKAGING LIMITED

TCL Packaging Limited was incorporated in Trinidad in 1989 and commenced operations in 1991. Its primary activity is the manufacture and sale of papersacks.

Board of Directors

Mr. Arun K. Goyal – Chairman
Mr. José Seijo González
Mr. Juan Carlos Mendoza
Mr. Luis Gilberto Ali Moya

Company Secretary

Mrs. Cheryl Gransaull


1.

2.

3.

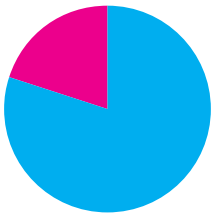
Principal Officers

1. Mr. Roger Ramdwar - General Manager
2. Mr. Hilary Lakhiram - Operations Manager
3. Ms. Betty Ann Noreiga - Marketing Manager

Registered Office:

Southern Main Road,
Claxton Bay,
Trinidad & Tobago, W.I.
Tel: (868) 225-8254
Fax: (868) 659-0950

Distribution of Shareholding



Category	% Distribution
TCL	80%
Dipeco (Switzerland)	20%

TCL – PONSA
MANUFACTURING LIMITED

TCL PONSA MANUFACTURING LIMITED

TCL Ponsa Manufacturing Limited was incorporated in Trinidad in 1995. Its primary activity is the manufacture and sale of single use slings. It is also involved in the sale of jumbo bags, reusable slings, safety harnesses and polypropylene sacks, as well as webbing for use in the furniture industry.

Board of Directors

Mr. Arun K. Goyal - Chairman
Mr. José Seijo González
Mr. Juan Ponsa (Industrias Ponsa - Spain)
Ms. Laura Ponsa (Industrias Ponsa - Spain)
Mr. Luis Gilberto Ali Moya
Mr. Juan Carlos Mendoza

Company Secretary

Mrs. Cheryl Gransaull


1.


2.

Principal Officers

1. Mr. Roger Ramdwar - General Manager
2. Ms. Betty Ann Noreiga - Marketing Manager

Registered Office:

Pacific Avenue, Point Lisas Industrial Estate,
Point Lisas, Trinidad & Tobago, W.I.
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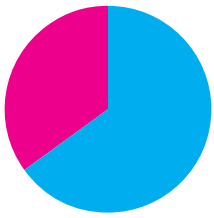
Fax: (868) 636-9627

Distribution of Shareholding



Category	% Distribution
TCL	65%
Industrias Ponsa S.A. (Spain)	35%

TCL SUBSIDIARIES - PRINCIPAL OFFICERS (CONTINUED)

TCL TRADING LIMITED

TCL Trading was incorporated in Anguilla, W.I. on December 12, 1997 and commenced business in April 1998. Its primary activity is trading in cement and related products and it functions as a marketing support unit for the two cement companies, Trinidad Cement Limited and Arawak Cement Company Limited. The company is wholly owned by TCL.

Board of Directors

Mr. José Luis Seijo González
Mr. Ricardo García Viani

Company Secretary

Mr. Egwin Daniel

Principal Officer

Mr. Jaris Liburd - General Manager

Registered Office:

Box 885
Fair Play Complex,
The Valley,
Anguilla, W.I.
Tel: (264)-497-3593
Fax: (264)-497-8501

TCL GUYANA INCORPORATED

TCL Guyana Inc. was incorporated in the Republic of Guyana, on March 17, 2004. Its primary activity is the packaging of bulk cement for sale on the Guyanese market (cement terminal facility).

Board of Directors

Mr. Hollis N. Hosein (Chairman)
Mr. Vinode Persaud
Mr. José Luis Seijo González
Mr. Ricardo García Viani
Mr. Ramjeet Ramphal

Company Secretary

Ms. Kathryna Baptiste

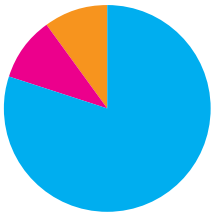
Principal Officer

Mr. Mark Bender - Plant Manager

Registered Office:

2-9 Lombard Street,
GNIC Compound,
Georgetown,
Guyana, South America.
Tel: 011 (592) 225-7520
Fax: 011 (592) 225-7347

Distribution of Shareholding



Category	% Distribution
TCL (Nevis) Limited	80%
Anral Investments Limited	10%
Toolsie Persaud Limited	10%

DIRECTORS' REPORT

The Directors have pleasure in submitting their Report and the Audited Financial Statements for the year ended December 31, 2015.

Financial Results	**TT$'000**
Turnover	2,115,446
Net Earnings for the Year	405,108

Directors' Interest *(Ordinary Shares of TCL)*

Name	**Position**	**Direct Holdings at 31-12-15**	**Indirect Holdings at 31-12-15**
Wilfred Espinet	Chairman	9,542,695	742,500
Alison Lewis	Director	Nil	Nil
Christopher Dehring	Director	Nil	Nil
Nigel Edwards	Director	16,095	9,905,572
Francisco Aguilera Mendoza	Director	Nil	Nil
Alejandro Ramirez Cantu	Director	Nil	Nil
Jean Michel Allard	Director	Nil	Nil
Wayne Yip Choy	Director	533,763	Nil
Ruben McSween	Director	Nil	43,370,814
Jose Bavaro Vallone	Director	Nil	Nil
Bryan Ramsumair	Director	Nil	Nil
Arun K. Goyal	Director	336,681	272,798

Senior Officers' Interest *(Ordinary Shares of TCL)*

Name	**Position**	**Holdings at 31-12-15**
José Luis Seijo González	Group Chief Executive Officer	Nil
Ricardo García Viani	Group Strategic Planning Manager	Nil
Miguel Roberto Estrada	Group Operations Manager	Nil
Juan Carlos Mendoza	Group Procurement Manager	Nil
Rupert Greene	GM – Arawak Cement Company Limited	8,090
Alejandro Varés	GM – Caribbean Cement Company Limited	Nil
Jinda Maharaj	GM – Trinidad Cement Limited (Ag.)	1,071,532
Derrick Isaac	GM – TCL Packaging Limited and TCL Ponsa Manufacturing Limited	23,371
Andres Peña	GM – Readymix (West Indies) Limited	Nil
Kathryna Baptiste	Group Manager Legal / Company Secretary	Nil
Egwin Daniel	GM – International Business & Marketing	57,149
Parasram Heerah	Group Finance Manager (Ag.)	1,735,277
Sharon Diaz	Human Resource Manager (TCL)/Group Coordinator	Nil
Roger Ramdwar	Group Internal Auditor	116,568

Substantial Interests
(A substantial interest means a beneficial holding of 5% or more of the issued share capital of the Company).

	Holdings at 31-12-15	% of Issued Share Capital at 31-12-15
Sierra Trading	147,994,188	39.50%
National Insurance Board	43,370,814	11.58%
Baleno Holdings Inc.	30,750,000	8.21%
Republic Bank Limited	27,071,508	7.23%

Service Contracts & Directors
TCL entered into a Technical and Managerial Services Agreement dated April 23, 2015 (as amended on October 12, 2015) with CEMEX pursuant to which CEMEX agreed to provide support to TCL by making available, suitable, qualified and experienced executives to fill key positions, and to provide training as well as technical assistance to support the Group's trading and shipping departments.

Directors
In accordance with Paragraph 4.6.1 of By-law No. 1, Ms. Alison Lewis, Mr. Wayne Yip Choy, Mr. Jean Michel Allard, Mr. Alejandro Ramirez Cantu and Mr. Bryan Ramsumair, who retire by rotation and, being eligible, offer themselves for re-election as directors of the company, until the conclusion of the second Annual Meeting following. Mr. Mario Emilio Sáenz Arroniz was appointed by the directors to fill a casual vacancy, pursuant to Paragraph 4.4.2 of By-law No. 1, and is being offered for election as a director of the company, in accordance with Paragraph 4.4.1 of By-law No. 1, until the conclusion of the second Annual Meeting following.

Auditors
The Auditors, Ernst and Young, retire and, being eligible, offer themselves for re-election.

BY ORDER OF THE BOARD

Kathryna Baptiste
Secretary
March 8, 2016

Addendum to the Directors' Report
As at the close of trade on February 29, 2016, adjustments to the balances of interests held as at December 31, 2015 were recorded as follows:

Directors' Interest *(Ordinary Shares of TCL)*
- *N. Edwards – Indirect Holdings decreased to 9,043,072 (2.41% of Issued Share Capital)*

Senior Officers' Interest *(Ordinary Shares of TCL)*
- *J. Maharaj – Holdings increased to 1,071,542*

Substantial Interests
- *Republic Bank Limited – Holdings decreased to 26,159,991 (6.98% of Issued Share Capital)*

Independent Auditor's Report on the Consolidated Financial Statements

For the year ended 31 December 2015

TO THE SHAREHOLDERS OF TRINIDAD CEMENT LIMITED

We have audited the accompanying consolidated financial statements of Trinidad Cement Limited and its subsidiaries ("the Group") which comprise the consolidated statement of financial position as at 31 December 2015 and the consolidated statements of income, comprehensive income, changes in equity and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

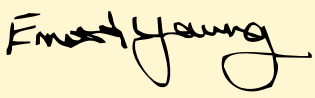
Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

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

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Group as at 31 December 2015, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.



Port of Spain
TRINIDAD:
25 February 2016

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

as at 31 December 2015 |
(Expressed in Thousands of Trinidad and Tobago dollars, except where otherwise stated)

		2015	2014
Assets	**Notes**	**$**	**$**
Non-current assets			
Property, plant and equipment	8	1,729,794	1,736,030
Pension plan assets	9	5,390	70,240
Receivables	11	4,483	6,049
Deferred tax assets	6 (d)	333,828	347,771
		2,073,495	2,160,090
Current assets			
Inventories	10	480,924	526,432
Receivables and prepayments	11	190,119	226,664
Cash at bank and on hand	12	288,500	96,589
		959,543	849,685
Assets held for sale	26	44	226
Total assets		3,033,082	3,010,001
Equity and liabilities			
Equity			
Stated capital	16 (a)	827,732	466,206
Unallocated ESOP shares	18	(25,299)	(25,299)
Other reserves	16 (b)	(243,485)	(228,187)
Retained earnings		404,345	64,257
Equity attributable to the parent		963,293	276,977
Non-controlling interests	23	(12,323)	(31,450)
Total equity		950,970	245,527
Non-current liabilities			
Long term portion of borrowings	15	976,541	–
Pension plan liabilities	9	32,025	13,055
Other post-retirement benefits	9	68,583	50,800
Deferred tax liabilities	6 (d)	295,464	316,203
Payables and accruals	14	–	8,203
		1,372,613	388,261
Current liabilities			
Short-term advances	13	–	14,707
Payables and accruals	14	519,576	510,973
Current portion of borrowings	15	189,521	1,848,903
		709,097	2,374,583
Liabilities directly associated with assets held for sale	26	402	1,630
Total equity and liabilities		3,033,082	3,010,001

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

These financial statements were approved by the Board of Directors on 25 February 2016 and signed on their behalf by:

_____ Director _____ Director

CONSOLIDATED STATEMENT OF INCOME

For the year ended 31 December 2015 |
(Expressed in Thousands of Trinidad and Tobago dollars, except where otherwise stated)

	Notes	2015 $	2014 $
Continuing operations			
Revenue	25	2,115,446	2,103,074
Earnings before interest, tax, depreciation, impairment, loss on disposal of property, plant and equipment and manpower restructuring costs	3	588,479	407,845
Manpower restructuring costs	3	(31,099)	–
Depreciation	8	(110,796)	(131,113)
Impairment charges and write-offs	3	–	(155,937)
Loss on disposal of property, plant and equipment	3	(164)	(3,963)
Operating profit	3	446,420	116,832
Finance costs	5 (a)	(164,630)	(213,551)
Debt refinancing gains (net)	5 (b)	205,819	–
Profit/(loss) before taxation from continuing operations		487,609	(96,719)
Taxation charge	6 (a)	(58,714)	(108,584)
Profit/(loss) for the year from continuing operations		428,895	(205,303)
Discontinued operations			
Loss before taxation from discontinued operations	26	(115)	(5,754)
Taxation	6 (a)	–	38
Loss for the year from discontinued operations	26	(115)	(5,716)
Profit/(loss) for the year		428,780	(211,019)
Attributable to:			
Shareholders of the parent		405,108	(214,394)
Non-controlling interests	23	23,672	3,375
		428,780	(211,019)
Basic and diluted earnings/(loss) per share: (expressed in $ per share)	7	$1.19	$(0.87)

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

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

TCL GROUP
Building a Brighter Future

For the year ended 31 December 2015 |
(Expressed in Thousands of Trinidad and Tobago dollars, except where otherwise stated)

	Notes	2015 $	2014 $
Profit/(loss) for the year		428,780	(211,019)
Other comprehensive income			
Other comprehensive loss to be reclassified to profit and loss in subsequent periods:			
Exchange differences on translation of foreign operations		(18,930)	(30,437)
Net other comprehensive loss to be reclassified to profit or loss in subsequent periods		(18,930)	(30,437)
Other comprehensive loss not to be reclassified to profit and loss in subsequent periods:			
Re-measurement losses on pension plans and other post-retirement benefits	9	(87,685)	(65,610)
Income tax effect		21,752	16,915
		(65,933)	(48,695)
Net other comprehensive loss not to be reclassified to profit or loss in subsequent periods		(65,933)	(48,695)
Other comprehensive loss for the year, net of tax		(84,863)	(79,132)
Total comprehensive income/(loss) for the year, net of tax		343,917	(290,151)
Attributable to:			
Shareholders of the parent		324,790	(284,556)
Non-controlling interests		19,127	(5,595)
		343,917	(290,151)

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

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2015 |
(Expressed in Thousands of Trinidad and Tobago dollars, except where otherwise stated)

		Equity attributable to the Parent						
	Notes	Stated capital $	Unallocated ESOP shares $	Other reserves $	Retained earnings $	Total $	Non-controlling interests $	Total equity $
Year ended December 31, 2015								
Balance at 1 January 2015		466,206	(25,299)	(228,187)	64,257	276,977	(31,450)	245,527
Other comprehensive loss	16(c)	–	–	(15,298)	(65,020)	(80,318)	(4,545)	(84,863)
Income for the year		–	–	–	405,108	405,108	23,672	428,780
Total comprehensive (loss)/income	16(a)	–	–	(15,298)	340,088	324,790	19,127	343,917
Issue of shares	16(c)	361,526	–	–	–	361,526	–	361,526
Balance at 31 December 2015		827,732	(25,299)	(243,485)	404,345	963,293	(12,323)	950,970
Balance at 1 January 2014		466,206	(25,299)	(205,704)	326,330	561,533	(25,236)	536,297
Other comprehensive loss	16(c)	–	–	(22,483)	(47,679)	(70,162)	(8,970)	(79,132)
(Loss)/income for the year		–	–	–	(214,394)	(214,394)	3,375	(211,019)
Total comprehensive loss		–	–	(22,483)	(262,073)	(284,556)	(5,595)	(290,151)
Dividends	17	–	–	–	–	–	(619)	(619)
Balance at 31 December 2014		466,206	(25,299)	(228,187)	64,257	276,977	(31,450)	245,527

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

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2015 |
(Expressed in Thousands of Trinidad and Tobago dollars, except where otherwise stated)

	Note	2015 $	2014 $
Cash from continuing operations		633,019	443,801
Cash from discontinued operations		–	31
Cash from operations	20	633,019	443,832
Pension contributions paid	9 (a)	(12,482)	(10,969)
Post-retirement benefits paid	9 (b)	(1,927)	(1,451)
Taxation paid		(33,687)	(24,147)
Net interest paid		(115,663)	(196,670)
Net cash generated by operating activities		469,260	210,595
Investing activities			
Additions to property, plant and equipment	8	(117,517)	(77,727)
Proceeds from disposal of property, plant and equipment		305	90
Net cash used in investing activities		(117,212)	(77,637)
Financing activities			
Repayment of borrowings		(1,709,364)	(92,310)
Proceeds from borrowings		1,188,830	–
Dividends paid to non-controlling interests		(984)	(653)
Proceeds from issuance of new shares – gross up	16 (a)	364,552	–
Transaction costs incurred on issuance of new shares	16 (a)	(3,026)	–
Net cash used in financing activities		(159,992)	(92,963)
Net increase in cash		192,056	39,995
Net foreign exchange differences		(145)	(1,210)
Net cash – beginning of year		96,589	57,804
Net cash – end of year		288,500	96,589
Represented by:			
Cash at bank and on hand	12	288,500	96,589

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

1. Incorporation and activities

Trinidad Cement Limited (the "Parent Company") is a limited liability company incorporated and resident in the Republic of Trinidad and Tobago. As at year end, the ordinary shares of the Company are publicly traded on the Trinidad and Tobago Stock Exchange (TTSE), Jamaica Stock Exchange (JSE), Barbados Stock Exchange (BSE), Eastern Caribbean Securities Exchange (ECSE) and the Guyana Association of Securities Companies and Intermediaries Inc. (GASCI). At the date of approval of the consolidated financial statements, the Company had embarked upon a process of delisting from the JSE, BSE, ECSE and GASCI exchanges and were at various stages of completion in this delisting process. Trinidad Cement Limited is the ultimate parent of the Group. The Group ("Trinidad Cement Limited and its Subsidiaries") is involved in the manufacture and sale of cement, lime, premixed concrete, packaging materials and the winning and sale of sand, gravel and gypsum. The registered office of the Parent Company is Southern Main Road, Claxton Bay, Trinidad.

A listing of the Group's subsidiary companies is detailed in Note 22.

2. Significant accounting policies

(i) Basis of preparation

The consolidated financial statements of the Group are prepared under the historical cost convention and provide comparative information in respect of the previous period.

Statement of compliance

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

Changes in accounting policy and disclosures

The accounting policies adopted in the preparation of these consolidated financial statements are consistent with those followed in the preparation of the Group's annual financial statements for the year ended 31 December 2014 except for the standards and interpretations noted below:

New and amended standards and interpretations

The Group applied, for the first time, certain standards and amendments, which are effective for annual periods beginning on or after 1 July 2014.

The nature and the impact of each new standard and amendment are described below:

- Amendments to IAS 19 Defined Benefit Plans: Employee Contributions
- Improvements to IFRSs – 2010-2012 cycle
- Improvements to IFRSs – 2011-2013 cycle

Amendments to IAS 19 Defined Benefit Plans: Employee Contributions

IAS 19 requires an entity to consider contributions from employees or third parties when accounting for defined benefit plans. Where the contributions are linked to service, they should be attributed to periods of service as a negative benefit. These amendments clarify that, if the amount of the contributions is independent of the number of years of service, an entity is permitted to recognise such contributions as a reduction in the service cost in the period in which the service is rendered, instead of allocating the contributions to the periods of service. This amendment is effective for annual periods beginning on or after 1 July 2014. These amendments did not impact the Group's financial statements.

Annual Improvements 2010-2012 Cycle

With the exception of the improvement relating to IFRS 2 Share-based Payment applied to share-based payment transactions with a grant date on or after 1 July 2014, all other improvements are effective for accounting periods beginning on or after 1 July 2014. The Group has applied these improvements for the first time in these consolidated financial statements. They include:

IFRS 2 Share-based Payment

This improvement is applied prospectively and clarifies various issues relating to the definitions of performance and service conditions which are vesting conditions. The clarifications are consistent with how the Group has identified any performance and service conditions which are vesting conditions in previous periods. These amendments did not impact the Group's financial statements.

IFRS 3 Business Combinations

The amendment is applied prospectively and clarifies that all contingent consideration arrangements classified as liabilities (or assets) arising from a business combination should be subsequently measured at fair value through profit or loss whether or not they fall within the scope of IAS 39. This amendment did not impact the Group's financial statements.

2. Significant accounting policies (continued)

(i) Basis of preparation (continued)

Changes in accounting policy and disclosures (continued)

Annual Improvements 2010-2012 Cycle (continued)

IFRS 8 Operating Segments

The amendments are applied retrospectively and clarify that:

- An entity must disclose the judgements made by management in applying the aggregation criteria in paragraph 12 of IFRS 8, including a brief description of operating segments that have been aggregated and the economic characteristics (e.g., sales and gross margins) used to assess whether the segments are 'similar'.
- The reconciliation of segment assets to total assets is only required to be disclosed if the reconciliation is reported to the chief operating decision maker, similar to the required disclosure for segment liabilities.

These amendments have no impact on the consolidated financial statements as the Group does not apply the aggregation criteria.

IAS 16 Property, Plant and Equipment and IAS 38 Intangible Assets

The amendment is applied retrospectively and clarifies in IAS 16 and IAS 38 that the asset may be revalued by reference to observable data by either adjusting the gross carrying amount of the asset to market value or by determining the market value of the carrying value and adjusting the gross carrying amount proportionately so that the resulting carrying amount equals the market value. In addition, the accumulated depreciation or amortisation is the difference between the gross and carrying amounts of the asset. These amendments have no impact on the consolidated financial statements.

IAS 24 Related Party Disclosures

The amendment is applied retrospectively and clarifies that a management entity (an entity that provides key management personnel services) is a related party subject to the related party disclosures. In addition, an entity that uses a management entity is required to disclose the expenses incurred for management services. The relevant disclosures are provided in note 4: "Related party disclosures."

Annual Improvements 2011-2013 Cycle

These improvements are effective from 1 July 2014 and the Group has applied these amendments for the first time in these consolidated financial statements. They include:

IFRS 3 Business Combinations

The amendment is applied prospectively and clarifies for the scope exceptions within IFRS 3 that:

- Joint arrangements, not just joint ventures, are outside the scope of IFRS 3
- This scope exception applies only to the accounting in the consolidated financial statements of the joint arrangement itself

The Group is not a joint arrangement, and thus this amendment is not relevant.

IFRS 13 Fair Value Measurement

The amendment is applied prospectively and clarifies that the portfolio exception in IFRS 13 can be applied not only to financial assets and financial liabilities, but also to other contracts within the scope of IAS 39. The Group does not apply the portfolio exception in IFRS 13.

IAS 40 Investment Property

The description of ancillary services in IAS 40 differentiates between investment property and owner-occupied property (i.e., property, plant and equipment). The amendment is applied prospectively and clarifies that IFRS 3, and not the description of ancillary services in IAS 40, is used to determine if the transaction is the purchase of an asset or a business combination. These amendments have no impact on the consolidated financial statements.

Standards issued but not yet effective

The standards and interpretations that are issued, but not yet effective, up to the date of issuance of the Group's financial statements are disclosed below. The Group intends to adopt these standards, if applicable, when they become effective.

- IFRS 9 – Financial Instruments – Effective 1 January 2018
- IFRS 14 – Regulatory Deferral Accounts – Effective 1 January 2016
- IFRS 15 – Revenue from Contracts with Customers – Effective 1 January 2017
- IFRS 16 – Leases – Effective 1 January 2019

2. Significant accounting policies (continued)

(i) Basis of preparation (continued)

Changes in accounting policy and disclosures (continued)

Standards issued but not yet effective (continued)

- Amendments to IFRS 11 Joint Arrangements – Accounting for Acquisition of Interests – Effective 1 January 2016
- Amendments to IAS 16 and IAS 38 – Clarification of Acceptable Methods of Depreciation and Amortisation – Effective 1 January 2016
- Amendments to IAS 16 and IAS 41 Agriculture – Bearer Plants – Effective 1 January 2016
- Amendments to IAS 27 – Equity Method in Separate Financial Statements – Effective 1 January 2016
- Amendments to IFRS 10 and IAS 28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture – Effective 1 January 2016
- Amendments to IFRS 10, IFRS 12 and IAS 28 Investment Entities: Applying the Consolidation Exception – Effective 1 January 2016
- Amendments to IAS 1 Disclosure Initiative – Effective 1 January 2016

The Group is currently assessing the potential impact of these new standards and interpretations.

Annual Improvements to IFRSs 2012-2014 Cycle

Certain limited amendments, which primarily consist of clarifications to existing guidance, were made to the following standards and are not expected to have a material impact on the consolidated financial statements:

- IFRS 5 Non-current Assets Held for Sale and Discontinued Operations
- IFRS 7 Financial Instruments: Disclosures
- IAS 19 Employee Benefits
- IAS 34 Interim Financial Reporting

These improvements are effective for annual periods beginning on or after 1 January 2016.

(ii) Going concern

The Group has reported a profit before taxation from continuing operations of $487.6 million for the year ended 31 December 2015 (loss before taxation from continuing operations of $96.7 million in 2014). Outstanding debt obligations amount to $1.2 billion as at year end relative to $1.8 billion in the prior year. In addition, the Group held cash and cash equivalents of the $288.5 million as at year end (2014: 97 million).

On 30 March 2015 the Group negotiated with its lenders amendments to the restructured loan agreement (the "Override Agreement") which addressed the debt default condition which existed as at 31 December 2014. As a condition of the amended Override Agreement the Company was required to receive equity contributions of at least US$50 million by 31 March 2015. On 31 March 2015 the Company successfully completed the Rights Issue of 124.9 million shares and raised net proceeds of $361.5 million.

As per the terms of the amendment to the Override Agreement, the Lenders agreed to waive existing defaults, to reschedule principal repayments, to reduce interest rates and to grant a discount to the Group if the debt was repaid within 90 days of the amended agreement.

On 11 May 2015 the Group negotiated a short term loan agreement (the "Credit Agreement"), which raised $1.6 billion, and allowed the Group to fully repay the lenders under the Override Agreement. The Group received a discount of $199.4 million upon repayment of the lenders under the Override Agreement. On 11 August 2015 the Company negotiated a five year loan agreement (the "Amended and Restated Credit Agreement") with the assistance of the lenders under the Credit Agreement. As at 31 December 2015, total borrowings of the Group were reduced to $1.2 billion ($1.8 billion as at 31 December 2014).

Overall, the Group has fully remediated the debt default condition which existed in 2014 and through the restructuring process undertaken in 2015, has reduced its debt exposure and increased cash and cash equivalent balances at year end. The Group is well positioned to meet its ongoing long term debt obligations as they fall due.

(iii) Basis of consolidation

These consolidated financial statements comprise the financial statements of Trinidad Cement Limited ("the Parent") and its subsidiaries (collectively "the Group") as at 31 December and for the year then ended. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

2. Significant accounting policies (continued)

(iii) Basis of consolidation (continued)

Specifically, the Group controls an investee if and only if the Group has:

- Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- Exposure, or rights, to variable returns from its involvement with the investee; and
- The ability to use its power over the investee to affect its returns.

When the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement with the other vote holders of the investee
- Rights arising from other contractual arrangements
- The Group's voting rights and potential voting rights

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the statement of comprehensive income from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income (OCI) are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. The financial statements of subsidiaries are prepared for the same reporting period as the parent, using consistent accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it:

- Derecognises the carrying amount of assets (including goodwill) and liabilities of the subsidiary
- Derecognises the carrying amount of any non-controlling interests
- Recognises the fair value of the consideration received
- Recognises the fair value of any investment retained
- Reclassifies to profit or loss or to retained earnings, as appropriate, the amounts recognised in OCI as would be required if the Group had directly disposed of the related assets or liabilities
- Recognises any resulting difference as a gain or loss in profit or loss attributable to the Parent

Non-controlling interests represent the interests not held by the Group, in Readymix (West Indies) Limited, Caribbean Cement Company Limited, TCL Ponsa Manufacturing Limited, TCL Packaging Limited and TCL Guyana Inc.

(iv) Significant accounting judgements, estimates and assumptions

The preparation of the consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities and the disclosure of contingent liabilities, at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in future periods. The key judgements, estimates and assumptions concerning the future and other key sources of estimation uncertainty at the consolidated statement of financial position date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Impairment of non-financial assets

An impairment exists when the carrying value of an asset or cash generating unit (CGU) exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. The fair value less costs to sell is determined using an approach that includes the use of market observable data for similar type cash generating units. The value in use calculation is based on a discounted cash flow model. The

2. Significant accounting policies (continued)

(iv) Significant accounting judgements, estimates and assumptions (continued)

cash flows are derived from the budget for the next five years and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the asset's performance of the CGU being tested. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes.

Taxes

Uncertainties exist with respect to the interpretation of complex tax regulations and the amount and timing of future taxable income. Given the existence of international business relationships and the long-term nature and complexity of existing contractual agreements, differences arising between the actual results and the assumptions made, or future changes to such assumptions, could necessitate future adjustments to tax income and expense already recorded. The Group establishes provisions, based on reasonable estimates, for possible consequences of audits by the tax authorities of the respective countries in which it operates. The amount of such provisions is based on various factors, such as experience of previous tax audits and differing interpretations of tax regulations by the taxable entity and the responsible tax authority. Such differences of interpretation may arise on a wide variety of issues depending on the conditions prevailing in the respective Group company's domicile.

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

Pension and post-retirement benefits

The cost of defined benefit pension plans and other post-retirement benefits is determined using actuarial valuations. The actuarial valuation involves making judgements and assumptions in determining discount rates, expected rates of return on assets, future salary increases and future pension increases. Due to the long term nature of these plans, such assumptions are subject to significant uncertainty. All assumptions are reviewed at each reporting date.

Property, plant and equipment

Management exercises judgement in determining whether costs incurred can accrue significant future economic benefits to the Group to enable the value to be treated as a capital expense.

Further judgement is applied in the annual review of the useful lives of all categories of property, plant and equipment and the resulting depreciation determined thereon.

Additionally, management exercises judgement in the determination of the key assumptions utilised in the impairment tests performed on the property, plant and equipment. These assumptions include the use of a suitable discount rate and applicable cash flow forecasts to be used in the analysis. These variables significantly impact the results and conclusions derived from the impairment tests performed.

Provision for doubtful debts

Management exercises judgement in determining the adequacy of provisions established for accounts receivable balances for which collections are considered doubtful. Judgement is used in the assessment of the extent of the recoverability of certain balances. Actual outcomes may be materially different from the provision established by management.

(v) Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any non-controlling interest in the acquiree. For each business combination, the acquirer measures the non-controlling interest in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition costs incurred are expensed and included in administrative expenses.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

2. Significant accounting policies (continued)

(v) Business combinations and goodwill (continued)

If the business combination is achieved in stages, the acquisition date fair value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date through profit or loss.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is deemed to be an asset or liability, will be recognised in accordance with IAS 39: "Financial instruments: Recognition and Measurement" either in profit or loss or as a change to other comprehensive income. If the contingent consideration is classified as equity, it should not be remeasured until it is finally settled within equity.

Goodwill is initially measured at cost being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interest over the net identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the difference is recognised in profit or loss.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill forms part of a cash-generating unit and part of the operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative values of the operation disposed of and the portion of the cash-generating unit retained.

(vi) Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and/or accumulated impairment losses, if any. Such cost includes the cost of replacing part of the property, plant and equipment and borrowing costs for long term construction projects if the recognition criteria are met. All other repairs and maintenance are recognised in the statement of income.

Depreciation is provided on the straight line or reducing balance basis at rates estimated to write-off the assets over their estimated useful lives. The estimated useful lives of assets are reviewed periodically, taking account of commercial and technological obsolescence as well as normal wear and tear, and the depreciation rates are adjusted if appropriate. Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount.

Current rates of depreciation are:

Buildings	-	2%	-	4%
Plant, machinery and equipment	-	3%	-	25%
Motor vehicles	-	10%	-	25%
Office furniture and equipment	-	10%	-	33%

Leasehold land and improvements are amortised over the shorter of the remaining term of the lease and the useful life of the asset. Freehold land and capital work-in-progress are not depreciated. The limestone reserves contained in the leasehold land at a subsidiary is valued at fair market value determined at the date of acquisition of the subsidiary. A depletion charge is recognised based on units of production from those reserves.

All other limestone reserves which are contained in lands owned by the Group are not carried at fair value but the related land is stated at historical cost.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on the derecognising of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the consolidated statement of income in the year the asset is derecognised.

2. Significant accounting policies (continued)

(vii) Inventories

Plant spares, raw materials and consumables are valued at the lower of weighted average cost and net realisable value.

Work in progress and finished goods are valued at the lower of cost, including attributable production overheads, and net realisable value. Net realisable value is the estimate of the selling price less the costs of completion and direct selling expenses.

(viii) Foreign currency translation

The consolidated financial statements are presented in Trinidad and Tobago dollars (expressed in thousands), which is the Parent's functional and presentation currency. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

Foreign currency transactions

Transactions in foreign currencies are initially recorded by Group entities in their functional currency at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the foreign currency spot rate of exchange ruling at the reporting date. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Exchange differences on foreign currency transactions are recognised in the consolidated statement of income.

Foreign entities

On consolidation, assets and liabilities of foreign entities are translated into Trinidad and Tobago dollars at the rate of exchange ruling at the financial reporting date and their statements of income are translated at the weighted average exchange rates for the year. The exchange differences arising on re-translation are recognised in other comprehensive income. On disposal of the foreign operation, the deferred cumulative amount recognised in other comprehensive income is recognised in the consolidated statement of income.

(ix) Deferred expenditure

The cost of installed refractories, chains and grinding media is amortised over a period of six to twelve months to match the estimated period of their economic usefulness.

(x) Segment information

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

The Group generally accounts for inter-segment sales and transfers as if the sales or transfers were to third parties at current market prices. Revenues are attributable to geographic areas based on the location of the assets producing the revenues.

(xi) Financial instruments

Financial instruments carried on the consolidated statement of financial position include cash and bank balances including advances/overdrafts, accounts receivables, accounts payables, and borrowings. The particular recognition methods adopted are disclosed in the individual policy statements associated with each item.

(xii) Leases

Operating leases

Leases of assets under which all the risks and benefits of ownership are effectively retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the statement of income on a straight-line basis over the period of the lease.

Finance leases

Finance leases, which transfer to the Group substantially all the risks and benefits incidental to ownership of the leased item, are capitalised at the inception of the lease at the fair value of the leased assets or, if lower, at the present value of the minimum lease payments. Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged directly against income. Capitalised leased assets are depreciated over the shorter of the estimated useful life of the asset or the lease term.

2. Significant accounting policies (continued)

(xiii) Taxation

Current income tax

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

Deferred income tax

A deferred tax charge is provided, using the liability method, on all temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax assets are recognised for all deductible temporary differences and unused tax losses, to the extent that it is probable that future taxable profit will be available against which these deductible temporary differences and unused tax losses can be utilised. The carrying amount of deferred tax assets is reviewed at each statement of financial position date and reduced to the extent that it is no longer probable that sufficient future taxable profit will be available to allow all or part of the deferred tax assets to be utilised.

(xiv) Pension plans and post-retirement medical benefits

Defined benefit pension plans are generally funded by payments from employees and by the relevant Group companies, taking into account of the rules of the pension plans and the recommendations of independent professional actuaries.

For defined benefit plans, the pension accounting costs are assessed using the projected unit credit method. Under this method, the cost of providing pensions is calculated based on the advice of independent actuaries who also carry out a full funding valuation of the plans every three years. The pension obligation is measured at the present value of the estimated future cash outflows using interest rates of long term government securities.

Defined contribution plans are accounted for on the accrual basis, as the Group's liabilities are limited to its contributions.

Certain subsidiaries also provide post-retirement healthcare benefits to their retirees. The expected costs of these benefits are measured and recognised in a manner similar to that for defined benefit plans. Valuation of these obligations is carried out by independent professional actuaries using an accounting methodology similar to that for the defined benefit pension plans.

Past service costs are recognised in profit and loss on the earlier of:

- The date of the plan amendment or curtailment, and
- The date that the Group recognises restructuring-related costs.

Net interest is calculated by applying the discount rate to the net defined benefit liability or asset. The Group recognises the following changes in the net defined benefit obligation under 'personnel remuneration and benefits' in the consolidated statement of income:

- Service costs comprising current service costs, past-service costs, gains and losses on curtailments and non-routine settlements
- Net interest expense or income

(xv) Revenue recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. Revenue is measured at the fair value of the consideration received, taking into account discounts, rebates and sales taxes. The following specific recognition criteria must be met before revenue is recognised:

Sales of goods

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer, usually on delivery of the goods.

Interest and investment income

Interest and investment income are recognised as they accrue unless collectability is in doubt.

(xvi) Trade and other receivables

Trade and other receivables are carried at anticipated realisable value. Provision is made for specific doubtful receivables based on a review of all outstanding amounts at the year-end.

2. Significant accounting policies (continued)

(xvii) Trade and other payables

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

(xviii) Interest bearing loans and borrowings

Borrowings are initially recognised at the fair value of the consideration received less directly attributable costs. After initial recognition, interest bearing loans and borrowings are subsequently measured at amortised cost using the effective interest rate method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the effective interest rate amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. The effective interest rate amortisation is included as finance costs in the statement of profit or loss.

(xix) Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective assets. All other borrowing costs are expensed in the period they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

(xx) Provisions

Provisions are recorded when the Group has a present or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and a reliable estimate of the amount can be made.

(xxi) Earnings/(loss) per share

Earnings/(loss) per share is computed by dividing net profit or loss attributable to the shareholders of the Parent for the year by the weighted average number of ordinary shares in issue during the year. Diluted earnings or loss per share is computed by adjusting the weighted average number of ordinary shares in issue for the assumed conversion of potential dilutive ordinary shares into issued ordinary shares. The Group has no dilutive potential ordinary shares in issue.

(xxii) Cash and cash equivalents

For the purpose of the consolidated statement of cash flows, cash and cash equivalents include all cash and bank balances and overdraft balances with maturities of less than three months from the date of establishment.

(xxiii) Equity compensation benefits

The Group accounts for profit sharing entitlements which are settled in the shares of the Parent Company through an Employee Share Ownership Plan (ESOP) as an expense determined at market value. The cost incurred in administering the Plan is recorded in the statement of income of the Parent Company. The cost of the unallocated shares of the Parent Company, which are treated as treasury shares, is recognised as a separate component within equity.

(xxiv) Equity movements

Stated capital

Ordinary stated capital is classified within equity and is recognised at the fair value of the consideration received by the Company. As equity is repurchased, the amount of consideration paid is recognised as a charge to equity and reported in the consolidated statement of financial position as treasury shares.

Dividends on ordinary shares are recognised as a liability and deducted from equity when they are approved by the Group's Board of Directors. Interim dividends are deducted from equity when they are paid. Dividends for the year that are approved after the statement of financial position date are dealt with as an event after the end of reporting date.

Treasury shares

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

2. Significant accounting policies (continued)

(xxv) Impairment of assets

Non-financial assets

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

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

Financial assets

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

(xxvi) Fair value measurement

The Group does not measure any assets or liabilities at fair value in its consolidated statement of financial position. The fair values of financial instruments measured at amortised cost are disclosed in Note 21. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible to by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

(xxvii) Non-current assets held for sale and discontinued operations

Non-current assets and disposal groups classified as held for sale are measured at the lower of their carrying amount and fair value less costs to sell. Non-current assets and disposal groups are classified as held for sale if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset or disposal group is available for immediate sale in its present condition. Management must be committed to the sale, which should be expected to qualify for recognition as a completed sale within one year from the date of classification.

2. Significant accounting policies (continued)

(xxvii) Non-current assets held for sale and discontinued operations (continued)

Assets and liabilities classified as held for discontinuation are presented separately as current items in the consolidated statement of financial position. Discontinued operations are excluded from the results of the continuing operations and presented as a single amount as profit or loss after tax from continuing operations in the consolidated statement of income.

In the consolidated statement of income of the reporting period, and of the comparable period of the previous year, income and expenses from discontinued operations are reported separately from income and expenses from continuing operations, down to the level of profit after taxes, even when the Group retains a non-controlling interest in the subsidiary after the sale. The resulting profit or loss (after taxes) is reported separately in the consolidated statement of income.

3. Operating profit – continuing operations

	Notes	2015 $	2014 $
Revenue	25	2,115,446	2,103,074
Less expenses:			
Personnel remuneration and benefits (see below)		479,760	475,604
Fuel and electricity		310,301	405,909
Operating expenses		237,053	249,555
Raw materials and consumables		191,704	234,109
Equipment hire and haulage		136,331	140,263
Repairs and maintenance		128,544	113,272
Changes in finished goods and work in progress		49,378	85,921
Other income (see below)		(6,104)	(9,404)
Earnings before interest, tax, depreciation, impairment, loss on disposal of property, plant and equipment and manpower restructuring costs		588,479	407,845
Manpower restructuring costs (see below)		(31,099)	–
Depreciation	8	(110,796)	(131,113)
Impairment charges and write-offs (see below)		–	(155,937)
Loss on disposal of property, plant and equipment		(164)	(3,963)
Operating profit		446,420	116,832
Impairment charges and write-offs			
Property, plant and equipment (ACCL)	8	–	152,816
Work in progress (Haiti)	8	–	3,121
		–	155,937

Manpower restructuring costs mainly comprise severance costs incurred during implementation of restructuring programmes at two of the subsidiaries of the Group in 2015. The objective of the restructuring programs are to improve cost efficiency.

In accordance with IAS 36: "*Impairment of assets*", management performed an impairment test on Property, Plant and Equipment (PPE) of the Barbados subsidiary (ACCL) and recorded an impairment provision of $152.8 million in 2014. Another impairment test was performed as at 31 December 2015 and no further impairment or reversal was recorded in 2015. The recoverable amount of $163.7 million as at 31 December 2015 was based on value in use and was determined at the level of the PPE and related assets. The pre-tax discount rate used in the impairment test was 17.2%. The terminal growth rate applied was 1.5% per annum.

In 2014, the Board of Directors took the decision to dissolve TCL Haiti Inc. SA (THI) and write-off work in progress costs of $3.1 million.

3. Operating profit – continuing operations (continued)

	Notes	2015 $	2014 $
Personnel remuneration and benefits include:			
Salaries and wages		384,853	387,563
Other benefits		46,024	41,810
Statutory contributions		20,688	21,164
Pension costs – defined contribution plan		3,907	3,695
Termination benefits		451	493
Net pension expense – defined benefit plans	9 (a)	23,837	20,879
		479,760	475,604
Operating profit is stated after deducting directors' fees of:			
Directors' fees		1,801	2,429
Other income includes:			
Delivery and trucking services		(2,643)	(4,206)
Miscellaneous income		(3,461)	(5,198)
		(6,104)	(9,404)

4. Related party disclosures

The TCL Group has entered into related party transactions with respect to the purchase and sale of product with CEMEX S.A.B. de C.V. ("CEMEX"), a company incorporated in Mexico. In addition, during 2015, the Company has entered into a management agreement with a subsidiary of CEMEX to provide managerial and technical support to the TCL Group.

The following table provides the total amount of transactions and balances at year end that have been entered into with the CEMEX Group for the relevant financial year:

	2015 $	2014 $
Sales for the year	13,526	2,343
Purchases for the year	36,159	19,487
Management fee expenses	15,306	–
Trade receivables at year end	1,466	715
Trade payables at year end	1,453	5,647

These related party transactions are made on terms equivalent to those that prevail in arm's length transactions. Outstanding trade receivables and trade payable balances are unsecured and interest free and no provision has been established at year end for these balances.

Key management compensation of the Group

	2015 $	2014 $
Short-term employment benefits	37,376	39,245
Pension plan and post-retirement benefits	701	961

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

5. Finance costs and refinancing gains

	2015 $	2014 $
(a) Finance costs		
Interest expense on borrowings	140,682	210,991
Other finance costs	10,826	–
Bank and related charges	889	264
Interest income	(602)	(123)
	151,795	211,132
Foreign currency exchange loss	12,835	2,419
	164,630	213,551
(b) Debt refinancing gains		
Net refinancing gains	205,819	–

In March 2015 the TCL Group negotiated new terms under the Override Agreement with Lenders with the restructured debt agreements coming into effect as at March 30, 2015. The main elements of the new terms included, a reduction of the interest rate on the outstanding debt by 2%, forgiveness of the default moratorium interest from September 30, 2014 (2%) and the ability to prepay originally secured and unsecured debt on a discounted basis within 90 days of the effectiveness of the restructuring.

In March 2015 the Group recorded net discounts of $6.4 million comprising forgiveness of interest of $27.8 million net of costs and loan balance adjustments of $21.4 million. In May 2015 the TCL Group prepaid the Override debt in full net of prepayment discount of $199.4 million with the proceeds of a successful Rights Issue process, proceeds from short term borrowings and internal cash.

6. Taxation

	2015 $	2014 $
(a) Taxation charge		
Deferred taxation (Note 6 (c))	14,938	79,361
Current taxation	43,776	29,185
	58,714	108,546
Taxation on continuing operations	58,714	108,584
Taxation on discontinued operations	–	(38)
	58,714	108,546
(b) Reconciliation of applicable tax charge/(credit) to effective tax charge		
Profit/(loss) before taxation from continuing operations	487,609	(96,719)
Loss before tax from a discontinued operation	(115)	(5,754)
Profit/(loss) before taxation	487,494	(102,473)
Tax charge/(credit) calculated at 25%	121,874	(25,618)
Net effect of other charges and disallowances	(3,463)	61,434
Movement in deferred tax income assets not recognised	(10,057)	73,560
Impact of income not subject to tax	(50,046)	(28,234)
Business and green fund levies	3,055	2,884
Effect of different tax rates outside Trinidad and Tobago	(2,649)	24,520
Taxation charge reported in the consolidated statement of income	58,714	108,546

6. Taxation (continued)

(b) Reconciliation of applicable tax charge/(credit) to effective tax charge (continued)

As at 31 December 2015, a deferred tax asset of $ 146.8 million (2014: $156.9 million) in relation to tax losses and capital allowances available for reducing future tax payments was not recognised in the consolidated statement of financial position given a level of uncertainty regarding their utilisation within a reasonable time.

Trinidad Cement Limited has tax losses of $1,200 million (2014: $1,066 million) available for set off against future taxable profits.

Caribbean Cement Company Limited and its subsidiaries have tax losses of $186.6 million (2014: $295.8 million) available for set off against future taxable profits.

These losses are subject to agreement with the respective tax authorities.

(c) Movement in deferred tax net balance:

	2015 $	2014 $
Net balance at 1 January	31,568	94,748
Exchange rate and other adjustments	(18)	(734)
Charge to earnings	(14,938)	(79,361)
Credit to other comprehensive income	21,752	16,915
Net balance at 31 December (Note 6 (d))	38,364	31,568

(d) Components of the deferred tax assets/(liabilities)are as follows:

Deferred tax assets:		
Tax losses carry forward	297,366	269,244
Interest accrual	3,758	61,246
Pension plan liabilities	8,005	–
Others	24,699	17,281
Balance at 31 December	333,828	347,771
Deferred tax liabilities:		
Property, plant and equipment	(291,953)	(299,185)
Pension plan assets	–	(13,268)
Others	(3,511)	(3,750)
Balance at 31 December	(295,464)	(316,203)
Net deferred tax assets	38,364	31,568

7. Earnings/(loss) per share

	2015 $	2014 $
The following reflects the income and share data used in the earnings per share computation:		
Net profit/loss for the year attributable to equity holders of the Parent - continuing operations	405,158	(211,959)
Net loss for the year attributable to equity holders of the Parent - discontinued operations	(50)	(2,435)
Net profit/(loss) for the year attributable to equity holders of the Parent	405,108	(214,394)
Weighted average number of ordinary shares issued (net of treasury shares) (thousands of units)	339,675	246,013
The following reflects the income and share data used in the earnings per share computation:		
Basic earnings/(loss) per share - continuing operations (expressed in $ per share)	$1.19	($0.86)
Basic loss per share - discontinued operations (expressed in $ per share)	–	($0.01)
Basic and diluted earnings/(loss) per share - Total company (expressed in $ per share)	$1.19	($0.87)

The balance of the TCL Employee Share Ownership Plan relating to the cost of unallocated shares held by the Plan is presented as a separate component in equity. The weighted average number of unallocated shares of 3.752 million (2014: 3.752 million) held by the Plan during the year is deducted in computing the weighted average number of ordinary shares in issue. The Group has no dilutive potential ordinary shares in issue.

8. Property, plant and equipment

	Land and buildings $	Plant, machinery and equipment and motor vehicles $	Office furniture and equipment $	Capital work in progress $	Total $
At 31 December 2015					
Cost	433,183	3,265,442	103,833	111,704	3,914,162
Accumulated depreciation and impairment	(191,382)	(1,910,156)	(82,697)	(133)	(2,184,368)
Net book amount	241,801	1,355,286	21,136	111,571	1,729,794
Net book amount					
1 January 2015	250,950	1,405,187	20,798	59,095	1,736,030
Exchange rate adjustments	(3,169)	(7,533)	(128)	(1,367)	(12,197)
Additions and transfers	5,612	53,738	4,125	54,042	117,517
Disposals and adjustments	–	(503)	(58)	(199)	(760)
Depreciation charge	(11,592)	(95,603)	(3,601)	–	(110,796)
31 December 2015	241,801	1,355,286	21,136	111,571	1,729,794
At 31 December 2014					
Cost	433,234	3,266,077	103,484	59,227	3,862,022
Accumulated depreciation and impairment	(182,284)	(1,860,890)	(82,686)	(132)	(2,125,992)
Net book amount	250,950	1,405,187	20,798	59,095	1,736,030
Net book amount					
1 January 2014	262,779	1,635,154	20,996	64,182	1,983,111
Exchange rate adjustments	(10,397)	(21,398)	(330)	(2,735)	(34,860)
Additions and transfers	3,509	29,936	2,717	41,565	77,727
Disposals and adjustments	5,852	31,028	886	(40,664)	(2,898)
Depreciation charge	(10,793)	(116,717)	(3,471)	(132)	(131,113)
Impairment charge and write off	–	(152,816)	–	(3,121)	(155,937)
31 December 2014	250,950	1,405,187	20,798	59,095	1,736,030

The net carrying value of assets held under finance leases within property, plant and equipment amounted to nil as at 31 December 2015 (31 December 2014: ($0.5 million)).

In accordance with IAS 36: "*Impairment of assets*", management assessed other Property, Plant and Equipment in Barbados and recorded an impairment provision of $152.8 million in 2014. (Refer to Note 3).

In 2014 the Board of Directors took the decision to dissolve TCL Haiti and write-off capital work in progress of $3.1 million. (Refer to Note 3).

9. Pension plans and other post-retirement benefits

The Trinidad Cement Limited Employees' Pension Fund Plan, a defined benefit plan, is sectionalised for funding purposes into three segments to provide retirement pensions to the retirees of Trinidad Cement Limited ("TCL"), TCL Packaging Limited ("TPL") and Readymix (West Indies) Limited ("RML"). Another pension plan, resident in Barbados, covers the employees of Arawak Cement Company Limited and Premix and Precast Concrete Incorporated. Employees of TCL Ponsa Manufacturing Limited are paid directly by the company, an end of service lump sum payment.

The Parent Company's employees and employees of TPL and RML are members of the TCL Employees' Pension Fund Plan. This is a defined benefit Pension Plan which provides pensions related to employees' length of service and basic earnings at retirement. The Plan's financial funding position is assessed by means of triennial actuarial valuations carried out by an independent professional actuary. The Actuarial Valuation report as at 31 December 2012 revealed that the RXL section was in surplus by $113.6 million but the RML and TPL sections were in deficit by $1.1 million and $4.4 million respectively. The next triennial actuarial valuation is due as at 31 December 2015.

The report recommended service contribution rates for TCL, RML and TPL as a percentage of salaries at 6%, 15.8% and 23.7% respectively.

Employees of Arawak Cement Company Limited are members of a defined benefit pension plan, which became effective in September 1994. The Plan is established under an irrevocable trust and its assets are invested through an independently administered segregated fund policy. The triennial actuarial valuation was last carried out as at January 2013 and showed a funding surplus of $4.3 million. The actuary has recommended that the company contributes at the rate of 1% of members' earnings.

The numbers below are extracted from information supplied by independent actuaries.

Pension plan assets/(liabilities) and other post-retirement obligations:

	2015 $	2014 $
Net pension plan assets	5,390	70,240
Net pension plan liabilities	(32,025)	(13,055)
Net pension plan (liabilities)/assets	(26,325)	57,185
Other post-retirement obligations:		
Retiree's medical benefit obligations	(65,217)	(48,450)
Service benefit obligations	(3,366)	(2,350)
Total other post-retirement obligations	(68,583)	(50,800)

9. Pension plans and other post-retirement benefits (continued)

(a) Changes in the defined benefit obligation and fair value of plan assets

	Defined benefit obligation $	Fair value of plan assets $	Net benefit asset/(liability) $
Balance at 1 January 2015	(945,204)	1,002,389	57,185
Pension cost charged to profit or (loss)			
Current service cost	(27,625)	(2,077)	(29,702)
Past service cost	2,618	–	2,618
Net interest	(47,770)	51,017	3,247
Sub-total included in profit or (loss)	(72,777)	48,940	(23,837)
Re-measurement gains/(losses) in OCI			
Return on plan assets	–	(70,873)	(70,873)
Actuarial changes arising from changes in financial assumptions	–	–	–
Experience adjustments	(1,637)	–	(1,637)
Sub-total included in OCI	(1,637)	(70,873)	(72,510)
Other movements			
Contributions by employee	(7,065)	7,065	–
Contributions by employer	–	12,482	12,482
Benefits paid	35,850	(35,850)	–
Other movements	708	(663)	45
Sub-total – other movements	29,493	(16,966)	12,527
Balance at 31 December 2015	(990,125)	963,490	(26,635)

The Group expects to contribute $15.0 million to its defined benefit plan in 2016.

The weighted average duration of the defined benefit obligations at 31 December 2015 ranges from 14.1 to 20.2 years (2014: 14.1 to 20.2 years).

9. Pension plans and other post-retirement benefits (continued)

(a) Changes in the defined benefit obligation and fair value of plan assets (continued)

	Defined benefit obligation $	Fair value of plan assets $	Net benefit asset/(liability) $
Balance at 1 January 2014	(857,002)	984,208	127,206
Pension cost charged to profit or (loss)			
Current service cost	(25,447)	(1,920)	(27,367)
Net interest	(43,631)	50,119	6,488
Sub-total included in profit or (loss)	(69,078)	48,199	(20,879)
Re-measurement gains/(losses) in OCI			
Return on plan assets	–	(14,620)	(14,620)
Actuarial changes arising from changes in financial assumptions	–	(1,729)	(1,729)
Experience adjustments	(42,644)	–	(42,644)
Sub-total included in OCI	(42,644)	(16,349)	(58,993)
Other movements			
Contributions by employee	(7,592)	7,592	–
Contributions by employer	–	10,969	10,969
Benefits paid	31,119	(31,119)	–
Other movements	(7)	(1,111)	(1,118)
Sub-total – other movements	23,520	(13,669)	9,851
Balance at 31 December 2014	(945,204)	1,002,389	57,185

(b) Changes in the other post-retirement benefits

	2015 $	2014 $
Balance at 1 January	(50,800)	(41,738)
Pension cost charged to profit or (loss)		
Current service cost	(2,042)	(1,845)
Net interest	(2,493)	(2,051)
Sub-total included in profit or (loss)	(4,535)	(3,896)
Re-measurement (losses)/gains in other comprehensive income		
Actuarial changes arising from changes in demographic assumptions	–	–
Experience adjustments	(15,175)	(6,617)
Sub-total included in OCI	(15,175)	(6,617)
Other movements		
Benefits paid	1,927	1,451
Sub-total – other movements	1,927	1,451
Balance at 31 December	(68,583)	(50,800)

9. Pension plans and other post-retirement benefits (continued)

(c) The major categories of plan assets of the fair value of the total plan assets are as follows:

	2015	2014
Cash and cash equivalents	5%	6%
Equities	42%	41%
Bonds	51%	51%
Mortgages	1%	1%
Real estate	0%	1%
Other	1%	0%

Equities are quoted on actively traded markets.

(d) Principal actuarial assumptions used in determining pension plans and other post-retirement benefits for the Group:

Pension plans

The actual return on plan assets for 2015 amounted to $35,499 (2013: $103,840).

	2015	2014
Discount rate at 31 December:		
Trinidad Cement Limited Employees' Pension Fund Plan	5.00%	5.00%
Arawak Cement Company Limited Pension Fund Plan	7.75%	7.75%
Future salary increases:		
Trinidad Cement Limited Employees' Pension Fund Plan	5.00%	5.00%
Arawak Cement Company Limited Pension Fund Plan	6.75%	6.75%
Post-retirement mortality for pensioners at 60: Male	21.0	21.0
Female	25.1	25.1

A quantitative sensitivity analysis for significant assumptions as at 31 December 2015 is as shown below:

Assumptions	Discount rate		Future salary increases		Life expectancy of pensioners
Sensitivity level	1% increase	1% decrease	1% increase	1% decrease	increase by 1 year
Impact on the defined benefit obligation	(128,219)	156,973	46,563	(42,984)	11,135

The sensitivity analyses above have been determined based on a method that extrapolates the impact on net defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

Other post-retirement obligations:

	2015	2014
Discount rate at 31 December	5%	5%
Future medical claims inflation	5%	5%
Post-retirement mortality for pensioners at 60: Male	21.0	21.0
Female	25.1	25.1

9. Pension plans and other post-retirement benefits (continued)

(d) Principal actuarial assumptions used in determining pension plan and other post-retirement benefits for the Group: (continued)

A quantitative sensitivity analysis for significant assumptions as at 31 December 2015 is as shown below:

Assumptions	Discount rate		Future medical claims inflation		Life expectancy
Sensitivity level	1% increase	1% decrease	1% increase	1% decrease	increase by 1 year
Impact on the defined benefit obligation	(8,505)	10,909	10,795	(8,579)	2,248

The sensitivity analyses above have been determined based on a method that extrapolates the impact on net defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

The Group expects to contribute $2.0 million to its other post-retirement benefits in 2016.

10. Inventories

	2015 $	2014 $
Plant spares	153,108	153,051
Raw materials and work in progress	155,733	196,908
Consumables	122,177	116,348
Finished goods	49,906	60,125
	480,924	526,432

Inventories are shown as net of obsolescence provision of $13.3 million (2014: $13.9 million) in respect of plant spares and consumables.

11. Receivables and prepayments

	2015 $	2014 $
Trade receivables	173,862	200,438
Less: provision for doubtful debts	(38,379)	(36,616)
Trade receivables (net)	135,483	163,822
Sundry receivables and prepayments	46,259	58,476
Deferred expenditure	6,641	4,182
Taxation recoverable	6,219	6,233
	194,602	232,713
Presented in the consolidated statement of financial position as follows:		
Non-current	4,483	6,049
Current	190,119	226,664
	194,602	232,713

Included within trade receivables are balances due from three (3) customers with agreed repayment terms over one year and therefore $4.5 million (2014: $6.0 million) is presented as a non-current asset.

11. Receivables and prepayments (continued)

	Total $	Neither past due nor impaired $	Past due but not impaired 1-90 days $	91-180 days $	Over 180 days $
2015	135,483	79,786	19,446	12,018	24,233
2014	163,822	86,928	58,659	2,900	15,335

As at 31 December, the impairment provision for trade receivables assessed to be doubtful was $38.4 million (2014: $36.6 million). Movements in the provision for impaired receivables were as follows:

	2015 $	2014 $
At 1 January	36,616	34,449
Charge for the year	7,964	8,653
Unused amounts reversed/written off	(6,201)	(6,486)
At 31 December	38,379	36,616

12. Cash at bank and on hand

Cash at bank earns interest at floating rates based on daily bank deposit rates.

13. Short-term advances

	2015 $	2014 $
Short-term advances	–	14,707

Short-term advances are comprised of an unsecured deposit advanced from a customer for the purchase of product from the TCL Group. This was settled during the financial year via the sale of product to the customer.

14. Payables and accruals

	2015 $	2014 $
Sundry payables and accruals	324,792	312,746
Trade payables	161,798	170,857
Interest and other finance charges	12,133	18,260
Taxation payable	10,277	9,110
Statutory obligations	10,576	8,203
	519,576	519,176
Presented in the consolidated statement of financial position as follows:		
Non-current	–	8,203
Current	519,576	510,973
	519,576	519,176

The Jamaica subsidiary has been granted up to six years to remit withholding taxes to the Jamaican taxation authorities. The outstanding amount of $8.2 million is scheduled to be paid in June 2016 and was therefore classified as a current liability in 2015.

15. Borrowings

	2015 $	2014 $
Maturity of borrowings:		
One year	189,521	1,848,903
Two to five years	976,541	–
Gross borrowings	1,166,062	1,848,903
Current portion of total borrowings	(189,521)	(1,848,903)
Borrowings non-current portion	976,541	–
Type of borrowings:		
Restructured debt	–	1,843,675
Term loans	1,166,062	4,778
Finance lease obligations	–	450
	1,166,062	1,848,903
Currency denomination of borrowings		
US dollar	867,206	679,452
Local currencies	298,856	1,169,451
	1,166,062	1,848,903
Interest rate profile		
Fixed rates	–	1,500,254
Floating rates	1,166,062	348,649
	1,166,062	1,848,903

	2015	2014
The weighted average effective interest rate for borrowings is:	9.60%	11.9%

(a) Debt refinancing

As described in Note 2 (ii), TCL and its subsidiaries have successfully repaid the lenders under the "Override Agreement". On 6 August 2015 TCL negotiated a 5-year loan agreement (the "Amended and Restated Credit Agreement") with the following key terms:

(i) The loan was for an original Principal amount of US$200 million.

(ii) The Principal was disbursed in a combination of USD and TTD currencies and bears interest at a rate of LIBOR + 5.50% (effective 6.25% per annum) on the USD amounts and 3 Month TT Treasury Bill + 5.50% (effective 6.4% per annum) on the TTD amounts, with a floor of 0.75% for LIBOR and the 3 Month TT Treasury Bill.

(iii) Principal and interest payments commenced on 11 November 2015 and are payable quarterly thereafter with the last bullet payment of 30% of the debt due on 11 August, 2020.

(iv) The loan is secured by a charge on the assets of the TCL Group.

(v) Compliance with certain financial covenants for the TCL Group commencing from 30 September 2015 and quarterly thereafter. This includes a consolidated interest coverage ratio (ratio of EBITDA to interest), consolidated total debt leverage ratio (ratio of Total Debt to EBITDA) and consolidated senior debt leverage ratio (ratio of Senior Debt to EBITDA).

15. Borrowings (continued)

(a) Debt refinancing (continued)

(vi) The Group's capital expenditure cannot exceed US$20 million in any calendar year.

(vii) Dividends may be paid by TCL if both before and after the payment of a dividend, Total Debt/EBITDA is less than or equal to 2.75. If Total Debt/EBITDA is greater than 2.75 but less than 3.00 a maximum dividend of US$3 million is permissible in any fiscal year.

At 31 December 2015 the TCL Group was compliant with the terms and covenants of the Amended and Restated Credit Agreement.

(b) Finance leases

Finance leases consist of the obligations for a number of motor vehicles acquired under finance lease agreements with monthly installments over a period of four to five years. The agreements are secured by the related motor vehicles and inherent finance charges.

The minimum lease payments under these finance leases are as follows:

	2015 $	2014 $
Due not more than one year	–	468
Due in years two to five	–	–
Total minimum lease payments	–	468
Less: Finance charges	–	(18)
Total net present value	–	450

16. Stated capital and other reserves

	2015 $	2014 $
(a) Stated capital		
Authorised		
An unlimited number of ordinary and preference shares of no par value	–	–
Issued and fully paid		
374,647,704 (2014: 249,765,136) ordinary shares of no par value	827,732	466,206

On 31 March 2015, the Company issued 124.9 million ordinary shares under a Rights Issue. The net proceeds received from this Rights Issue of ordinary shares was $361.5 million ($364.5 million gross). Transaction costs of $3.0 million were incurred in this transaction and is accounted for net against the proceeds of the rights issue. A reconciliation of the number of shares and dollar amount of issued and paid share capital during the year is presented below:

	Thousands of shares	$'000
At 1 January 2014 and 31 December 2014	249,765	466,206
Issued on 31 March 2015	124,883	361,526
At 31 December 2015	374,648	827,732

16. Stated capital and other reserves (continued)

(a) Stated capital (continued)

On 9 February 2015 a special meeting of shareholders of the Company was convened and a resolution was passed to remove the restriction in the Articles of Continuance which prohibited any person from holding more than 20% of the issued share capital of the Company or more than 20% of the total voting rights of the Company.

(b) Other reserves

	2015 $	2014 $
Year ended 31 December		
Balance at 1 January	(228,187)	(205,704)
Other comprehensive loss:		
Currency translation	(15,298)	(22,483)
Balance at 31 December	(243,485)	(228,187)

Nature and purpose of reserves

Foreign currency translation account

This reserve records exchange differences arising from the translation of the financial statements of foreign subsidiaries.

(c) Other comprehensive income net of tax

The disaggregation of changes of other comprehensive income by type of reserve is shown below:

	Foreign currency translation account $	Retained earnings $	Total $
Year ended 31 December 2015			
Other comprehensive income:			
Currency translation	(15,298)	–	(15,298)
Re-measurement losses on pension plans and other post-retirement benefits	–	(65,020)	(65,020)
	(15,298)	(65,020)	(80,318)
Year ended 31 December 2014			
Other comprehensive income:			
Currency translation	(22,483)	–	(22,483)
Re-measurement gains on pension plans and other post-retirement benefits	–	(47,679)	(47,679)
	(22,483)	(47,679)	(70,162)

17. Dividends

The Parent Company has not declared nor paid any dividends during the year 2015 or in respect of 2014.
In 2014 dividends represents the dividends of subsidiaries in respect of non-controlling interests during the year of $0.62 million.

18. Employee share ownership plan (ESOP)

	2015	2014
	Thousands of shares	
Employee share ownership plan		
Number of shares held - unallocated	3,752	3,752
Number of shares held - allocated	4,216	4,216
	7,968	7,968
	2015	**2014**
	$	**$**
Fair value of shares held - unallocated	14,970	9,380
Fair value of shares held - allocated	16,822	10,540
	31,792	19,920
Cost of unallocated ESOP shares	25,299	25,299
Charge to earnings for provision of shares allocated to employees	400	400

The Parent Company operates an Employee Share Ownership Plan (ESOP) to give effect to a contractual obligation to pay profit sharing bonuses to employees via shares of the Parent Company based on a set formula. Employees may acquire additional company shares to be held in trust by the Trustees but the costs of such purchases are for the employee's account. All permanent employees of the Parent Company and certain subsidiaries are eligible to participate in the Plan that is directed, including the voting of shares, by a Management Committee comprising management of the Parent Company and the general employee membership. Independent Trustees are engaged to hold in trust all shares in the Plan as well as to carry out the necessary administrative functions.

Shares acquired by the ESOP are funded by the Parent Company's contributions. The cost of the shares so acquired and which remain unallocated to employees have been recognised in shareholders' equity under 'Unallocated ESOP Shares'. The fair value of shares was derived from the closing market price prevailing on the Trinidad and Tobago Stock Exchange at the year-end.

19. Capital commitments and contingent liabilities

Capital commitments

The Group has contractual capital commitments of $17.2 million as at December 2015 (2014: $8.4 million).

Contingent liabilities

There are contingent liabilities amounting to $93.3 million (2014: $22.3 million) for various claims, assessments, bank guarantees, and bonds against the Group. Included therein, are several pending legal actions and other claims in which the Group is involved. It is the opinion of the directors, based on the information provided by the Group's attorneys at law, that owing to the uncertainty of the outcome of these possible liabilities no provision has been made in these consolidated financial statements in respect of these matters.

The Board of Inland Revenue has disallowed expenditure claimed by the Parent Company in respect of the following fiscal years:

Fiscal years	Disallowed expenditure
2007	$102.1 million
2008	$284.4 million
2009	$260.6 million

This has been objected to as the Parent Company is of the view that its claim is well supported in law and will defend its position in the resolution process. No provision has been made in the consolidated financial statements in respect of this matter as the possible liability is not considered probable.

19. Capital commitments and contingent liabilities (continued)

The subsidiary in Guyana was given a commitment by the Government of Guyana in 2006 to have the corporate tax rate for non-commercial companies of 30 percent made applicable to its operations. Subsequent action by the Guyana Revenue Authority held that the corporate tax rate for commercial companies of 40 percent was applicable. The subsidiary computes its corporation tax liability on the basis of the original commitment received while it contests through court action the failure to honour the original commitment. No provision has been made in these consolidated financial statements for the higher tax rate as the possible liability is not considered probable. This contingent liability amounts to $19.1 million as at year end (2014: $17.5 million).

20. Cash from operations

	Notes	2015 $	2014 $
Profit/(loss) before taxation from continuing operations		487,609	(96,719)
Loss before taxation from discontinued operations		(115)	(5,754)
Profit/(loss) before taxation		487,494	(102,473)
Adjustments to reconcile (loss)/profit before taxation to net cash generated by operating activities:			
Depreciation	8	110,796	131,113
Net impairment charges and write-offs	3	–	155,937
Interest expense net of interest income	5	164,630	213,551
Debt refinancing gains (net)	5	(205,819)	–
Pension plan expense	9 (a)	23,837	20,879
Other post-retirement benefit expense	9 (b)	4,535	3,896
Loss on disposal of property, plant and equipment	3	164	3,963
		585,637	426,866
Changes in net current assets			
Decrease in inventories		30,801	56,368
Decrease/(increase) in receivables and prepayments		38,111	(53,040)
(Decrease)/increase in payables and accruals		(21,530)	13,638
		633,019	443,832

21. Fair values

The fair values of cash at bank and on hand, receivables, payables and current portion of borrowings approximate their carrying amounts due to the short-term nature of these instruments. The fair values of these instruments and long term borrowings are presented below:

	Carrying amount 2015 $	Fair value 2015 $	Carrying amount 2014 $	Fair value 2014 $
Financial assets:				
Cash at bank	288,500	288,500	96,589	96,589
Trade receivables	135,483	135,483	163,822	163,822
Financial liabilities:				
Short-term advances	–	–	14,707	14,707
Borrowings	1,166,062	1,166,062	1,848,903	1,848,903
Trade payables	161,798	161,798	170,857	170,857
Interest and finance charges	12,133	12,133	18,260	18,260

22. Subsidiary undertakings

The Group's subsidiaries are as follows:

Company	Country of incorporation	Ownership level	
		2015	2014
Readymix (West Indies) Limited	Trinidad and Tobago	71%	71%
TCL Packaging Limited	Trinidad and Tobago	80%	80%
TCL Ponsa Manufacturing Limited	Trinidad and Tobago	65%	65%
TCL Leasing Limited	Trinidad and Tobago	100%	100%
Caribbean Cement Company Limited	Jamaica	74%	74%
Jamaica Gypsum and Quarries Limited	Jamaica	74%	74%
Rockfort Mineral Bath Complex Limited	Jamaica	74%	74%
Caribbean Gypsum Company Limited	Jamaica	74%	74%
Arawak Cement Company Limited	Barbados	100%	100%
Premix & Precast Concrete Incorporated	Barbados	42.6%	42.6%
TCL Trading Limited	Anguilla	100%	100%
TCL Service Limited	Nevis	-	100%
TCL (Nevis) Limited	Nevis	100%	100%
TCL Guyana Inc.	Guyana	80%	80%

TCL Service Limited was liquidated in December 2015.

23. Material partly-owned subsidiaries

The financial information of subsidiaries that have material non-controlling interests is provided below:

Proportion of equity held by non-controlling interests:

Name	Country of incorporation and operation	2015	2014
Caribbean Cement Company Group	Jamaica	26%	26%
Readymix (West Indies) Limited	Trinidad & Tobago	29%	29%
TCL Packaging Limited	Trinidad & Tobago	20%	20%
TCL Ponsa Manufacturing Limited	Trinidad & Tobago	35%	35%
TCL Guyana Inc.	Guyana	20%	20%

	2015 $	2014 $
Accumulated balances of material non-controlling interests:		
Caribbean Cement Company Limited	(62,253)	(80,014)
Readymix (West Indies) Limited	26,976	24,490
TCL Packaging Limited	11,552	12,702
TCL Ponsa Manufacturing Limited	2,890	3,814
TCL Guyana Inc.	8,512	7,558
	(12,323)	(31,450)
Profit/(loss) allocated to material non-controlling interests:		
Caribbean Cement Company Limited	21,458	1,677
Readymix (West Indies) Limited	2,671	127
TCL Packaging Limited	(636)	766
TCL Ponsa Manufacturing Limited	(697)	(13)
TCL Guyana Inc.	876	818
	23,672	3,375

23. Material partly - owned subsidiaries (continued)

The summarised financial information of these subsidiaries are provided below. This information is based on amounts before inter-company eliminations.

Summarised statement of income for 2015:

	Caribbean Cement Company Limited $	Readymix (West Indies) Limited $	TCL Packaging Limited $	TCL Ponsa Manufacturing Limited $	TCL Guyana Inc. $
Revenue	841,810	216,807	49,386	14,487	92,919
Operating expenses	(748,204)	(203,081)	(55,077)	(16,678)	(85,803)
Finance costs (net)	(925)	(426)	2,615	199	(390)
Profit/(loss) before tax	92,681	13,300	(3,076)	(1,992)	6,726
Income tax	(9,833)	(3,863)	(106)	–	(2,345)
Total comprehensive income	64,532	8,801	(5,746)	(2,640)	4,771
Attributable to non-controlling interests	17,760	2,486	(1,149)	(924)	954

Summarised statement of income for 2014:

Revenue	827,342	211,439	66,882	17,417	127,037
Operating expenses	(794,516)	(194,895)	(65,272)	(17,443)	(119,447)
Finance costs (net)	(19,609)	(812)	2,359	(11)	(1,312)
Profit/(loss) before tax	13,217	15,732	3,969	(37)	6,278
Income tax	(6,743)	(3,945)	(138)	–	(2,190)
Total comprehensive income	(24,991)	8,745	3,262	(125)	3,644
Attributable to non-controlling interests	(6,177)	(755)	652	(44)	729

Summarised statement of financial position as at 31 December 2015:

Inventories, cash and bank balances and other current assets	294,130	108,600	79,101	15,004	19,374
Property, plant and equipment and other non-current assets	348,806	33,770	(708)	2,110	39,502
Trade and other payables and other current liabilities	(237,176)	(40,258)	(17,769)	(5,490)	(14,366)
Interest bearing loans, borrowings and deferred tax and other non-current liabilities	(34,674)	(2,540)	(2,859)	(3,366)	(1,949)
Total equity	371,086	99,572	57,765	8,258	42,561
Attributable to:					
Equity holders of parent	433,340	72,596	46,212	5,368	34,049
Non-controlling interests	(62,254)	26,976	11,553	2,890	8,512

23. Material partly - owned subsidiaries (continued)

Summarised statement of financial position as at 31 December 2014:

	Caribbean Cement Company Limited $	Readymix (West Indies) Limited $	TCL Packaging Limited $	TCL Ponsa Manufacturing Limited $	TCL Guyana Inc. $
Inventories, cash and bank balances and other current assets	257,661	83,703	40,838	16,829	25,234
Property, plant and equipment and other non-current assets	277,464	50,590	54,199	2,203	40,826
Trade and other payables and other current liabilities	(213,305)	(33,689)	(18,207)	(5,784)	(26,345)
Interest bearing loans, borrowings and deferred tax and other non-current liabilities	(48,460)	(9,718)	(13,319)	(2,350)	(1,924)
Total equity	273,360	90,886	63,511	10,898	37,791
Attributable to:					
Equity holders of parent	353,374	95,699	50,809	7,084	30,233
Non-controlling interests	(80,014)	(4,813)	12,702	3,814	7,558

Summarised cash flow information for the year ending 31 December 2015:

Operating	154,853	60,055	5,777	3,822	(1,221)
Investing	(44,005)	(10,692)	(2,704)	(85)	(732)
Financing	(70,628)	(4,778)	(3,844)	–	–
Net (decrease)/increase in cash and cash equivalents	40,220	44,585	(771)	3,737	(1,953)

Summarised cash flow information for the year ending 31 December 2014:

Operating	19,807	17,806	(1,239)	221	(209)
Investing	(34,469)	(5,013)	(736)	(33)	(476)
Financing	13,268	(3,837)	(331)	(96)	–
Net (decrease)/increase in cash and cash equivalents	(1,394)	8,956	(2,306)	92	(685)

24. Financial risk management

Introduction

The Group's activities expose it to a variety of financial risks, including the effects of changes in debt prices, interest rates, market liquidity conditions and foreign currency exchange rates which are accentuated by the Group's foreign operations, the earnings of which are denominated in foreign currencies. Accordingly, the Group's financial performance and position are subject to changes in the financial markets. Overall risk management measures are focused on minimising the potential adverse effects on the financial performance of the Group of changes in financial markets.

Risk management structure

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

Credit risk

Credit risk is the risk that a counter-party will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Group is exposed to credit risks from its operating activities (primarily for trade receivables) and from its financing activities, including deposits with banks and financial institutions, foreign exchange transactions and other financial instruments.

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

The Group structures the level of credit risk it undertakes by placing limits on the amount of risk accepted in relation to one customer, or group of customers, and to geographical and industry segments. Such risks are monitored on an ongoing basis and limits on the levels of credit risk that the Group can engage in are approved by the Board of Directors.

Exposure to credit risk is further managed through regular analysis of the ability of debtors and financial institutions to settle outstanding balances, meet capital and interest repayment obligations and by changing these lending limits when appropriate. The Group does not generally hold collateral as security.

The following table shows the maximum exposure to credit risk for the components of the statement of financial position:

	Gross maximum exposure	
	2015	**2014**
	$	**$**
Trade receivables	135,483	163,822
Cash at bank	288,500	96,589
Credit risk exposure	423,983	260,411

Credit risk related to receivables

Customer credit risk is managed in accordance with the Group's established policy, procedures and control relating to customer credit risk management. Credit limits are established for all credit customers based on internal rating criteria. Outstanding customer receivables are regularly monitored. At 31 December 2015, the Group had twelve (12) customers (2014: sixteen (16) customers) that owed the Group more than $2 million each and which accounted for 61% (2014: 73%) of all trade receivables.

Credit risk related to cash at bank

Credit risks from balances with banks and financial institutions are managed in accordance with Group policy. Investments of surplus funds are made only with approved counterparties and within limits assigned to each counterparty. Counterparty limits are reviewed by the Group's Board of Directors on an annual basis. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through potential counterparty failure.

24. Financial risk management (continued)

Liquidity risk

The Group monitors its risk to a shortage of funds by considering planned and probable expenditures against projected cash inflows from operations, from the settlement of financial assets such as accounts receivable and levels of cash sales.

The table below summarises the maturity profile of the Group's financial liabilities at 31 December:

	On demand $	1 year $	2 to 5 years $	> 5 years $	Total $
2015					
Borrowings	–	261,050	1,241,228	–	1,502,278
Interest and finance charges	–	12,182	–	–	12,182
Trade payables	–	161,798	–	–	161,798
	–	435,030	1,241,228	–	1,676,258
2014					
Short-term advances	–	14,707	–	–	14,707
Borrowings	1,848,415	488	–	–	1,848,903
Interest and finance charges	18,260	–	–	–	18,260
Trade payables	–	162,681	8,176	–	170,857
	1,866,675	177,876	8,176	–	2,052,727

Capital management

The primary objective of the Group's capital management is to ensure that it maintains a healthy financial position in order to support its business activities and maximise shareholder value. The Group is required to comply with several financial ratios and other quantitative targets in accordance with loan agreements. The Group is required to achieve Leverage, Debt Service and Net Worth financial ratio targets in accordance with the revised terms of the debt restructuring agreed with lenders. At year end, the Company was in compliance with all terms and conditions of the Amended and Restated Credit Agreeement.

Foreign currency risk

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

The following table demonstrates the sensitivity to a reasonably possible change in the exchange rates, with all other variables held constant, of profit before tax (due to changes in the fair value of monetary assets and liabilities) and the Group's equity:

24. Financial risk management (continued)

Foreign currency risk (continued)

	Increase/decrease in US/Euro rate	Effect on profit before tax $	Effect on equity $
2015			
US dollar	+1%	(7,047)	(5,285)
	–1%	7,047	5,285
Euro	+1%	5	4
	–1%	(5)	(4)
2014			
US dollar	+1%	(6,018)	(4,514)
	–1%	6,018	4,514
Euro	+1%	(53)	(40)
	–1%	53	40

The effect on profit is shown net of US dollar financial assets (2015: $207.0 million; 2014: $132.4 million), and liabilities (2015: $891.3 million; 2014: $734.2 million) and EURO net financial liabilities (2015: $0.5 million; 2014: $5.3 million).

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

	TTD $	USD $	JMD $	BDS $	Other $	Total $
2015						
ASSETS						
Cash at bank	99,623	148,806	32,432	1,654	5,985	288,500
Trade receivables	42,019	58,194	27,798	3,266	4,206	135,483
	141,642	207,000	60,230	4,920	10,191	423,983
LIABILITIES						
Borrowings	317,460	848,602	–	–	–	1,166,062
Interest and finance charges	2,822	9,311	–	–	–	12,133
Trade payables	32,083	53,823	46,883	24,769	4,240	161,798
	352,365	911,736	46,883	24,769	4,240	1,339,993
NET (LIABILITIES)/ ASSETS	(210,723)	(704,736)	13,347	(19,849)	5,951	(916,010)
2014						
ASSETS						
Cash at bank	36,932	52,415	(31)	2,784	4,489	96,589
Trade receivables	51,001	79,964	19,317	3,721	9,819	163,822
	87,933	132,379	19,286	6,505	14,308	260,411
LIABILITIES						
Short-term advances	–	14,707	–	–	–	14,707
Borrowings	970,857	679,453	38,507	160,086	–	1,848,903
Interest and finance charges	6,125	10,831	286	1,018	–	18,260
Trade payables	13,099	29,199	63,780	55,690	9,089	170,857
	990,081	734,190	102,573	216,794	9,089	2,052,727
NET (LIABILITIES)/ ASSETS	(902,148)	(601,811)	(83,287)	(210,289)	5,219	(1,792,316)

Other currencies include the Euro.

24. Financial risk management (continued)

Interest rate risk

Interest rate risk for the Group centers on the risk that debt service cash outflow will increase due to changes in market interest rates. At the statement of financial position date, the Group's exposure to changes in interest rates relates primarily to bank loans which have a floating interest rate. The Group's policy is to manage its interest cost using a mix of fixed, variable rate debt and financial derivatives.

The interest rate exposure of borrowings is as follows:

	2015 $	2014 $
At fixed rate	–	1,500,254
At floating rates	1,166,062	348,649

Interest rate risk table

The following table shows the sensitivity to a reasonably possible change in interest rates, with all other variables held constant, of the Group's profit before tax:

	Increase/decrease in basis points	Effect on profit before tax $
2015	+100	(11,661)
	–100	11,661
2014	+100	(3,486)
	–100	3,486

25. Financial information by segment

The Group is organised and managed on the basis of the main product lines provided which are cement, concrete and packaging. Management records and monitors the operating results of each of the business units separately for the purpose of making decisions about resource allocations and performance assessment. Transfer pricing between operating segments is on an arm's length basis.

25.1 Operating segment information

2015	Cement $	Concrete $	Packaging $	Consolidation adjustments $	Total $
Total revenue	2,202,494	216,716	62,695	–	2,481,905
Inter-segment revenue	(309,972)	–	(56,487)	–	(366,459)
Third party revenue	1,892,522	216,716	6,208	–	2,115,446
Depreciation	106,561	6,596	1,503	(3,864)	110,796
Profit/(loss) before tax	676,731	13,185	(5,068)	(197,354)	487,494
Segment assets	3,713,276	147,289	96,728	(924,211)	3,033,082
Segment liabilities	2,764,719	43,425	30,704	(756,736)	2,082,112
Capital expenditure	103,962	10,692	2,863	–	117,517
Operating cash flows	446,667	60,055	9,599	(47,061)	469,260
Investing cash flows	(102,539)	(10,692)	(2,789)	(1,192)	(117,212)
Financing cash flows	(157,961)	(4,778)	28,250	(25,503)	(159,992)
Net increase in cash and cash equivalents	185,937	3,585	2,965	(431)	192,056

Third party revenue as presented above consists of revenue from continuing operations of $2,115,446 (2014: $2,103,074). In 2014 third party revenue from discontinued operations as disclosed in Note 26 amounted $1,739.

25. Financial information by segment (continued)

25.1 Operating segment information (continued)

2014	Cement $	Concrete $	Packaging $	Consolidation adjustments $	Total $
Total revenue	2,230,020	210,900	83,521	–	2,524,441
Inter-segment revenue	(343,077)	–	(76,551)	–	(419,628)
Third party revenue	1,886,943	210,900	6,970	–	2,104,813
Depreciation and impairment	284,092	5,579	1,279	(3,900)	287,050
Profit/(loss) before tax	79,029	15,732	3,932	(201,166)	(102,473)
Segment assets	3,342,154	132,175	103,934	(568,262)	3,010,001
Segment liabilities	3,238,704	36,997	29,525	(540,752)	2,764,474
Capital expenditure	71,926	5,032	769	–	77,727
Operating cash flows	159,302	17,806	(1,018)	34,505	210,595
Investing cash flows	(71,697)	(5,013)	(769)	(158)	(77,637)
Financing cash flows	(54,181)	(3,837)	(427)	(34,518)	(92,963)
Net increase in cash and cash equivalents	33,424	8,956	(2,214)	(171)	39,995

25.2 Geographical segment information

	Revenue 2015 $	Revenue 2014 $	Non-current assets 2015 $	Non-current assets 2014 $	Additions property plant and equipment 2015 $	Additions property plant and equipment 2014 $
Trinidad and Tobago	878,550	847,357	1,257,353	1,257,568	62,488	37,253
Jamaica	679,194	717,002	328,601	340,550	44,235	34,469
Barbados	93,059	171,002	108,726	103,493	9,172	5,515
Other countries	464,643	369,452	39,597	40,468	1,622	490
Group total	2,115,446	2,104,813	1,734,277	1,742,079	117,517	77,727

The revenue information above represents third party revenue based on the location of the customers' operations. Other countries include Guyana, Venezuela, the OECS islands and Brazil.

Non-current assets comprise property, plant and equipment and receivables.

26. Net liabilities classified as held for sale

The Board of Directors suspended operations of Premix & Precast Concrete Incorporated ("PPCI"), located in Barbados effective 30 September 2014 due to a major decline in the demand for concrete on the island.

As at 31 December 2015, PPCI was classified as a disposal group held for sale and as a discontinued operation. The results of PPCI for the years ended 31 December 2015 and 2014 are presented below:

	2015 $	2014 $
Sales revenue	–	1,739
Operating loss	(115)	(5,738)
Finance costs – net	–	(16)
Loss before taxation	(115)	(5,754)
Taxation	–	38
Net loss for the year	(115)	(5,716)

The major classes of assets and liabilities of PPCI classified as held for sale as at 31 December 2015 and 2014 are as follows:

	2015 $	2014 $
Assets		
Receivables and prepayments	44	41
Cash and cash equivalents	–	185
Assets associated with discontinued operation	44	226
Liabilities		
Payables and accruals	402	1,630
Liabilities associated with discontinued operation	402	1,630
Net liabilities directly associated with discontinued operation	(358)	(1,404)

The net cash flows incurred by PPCI for the year ended 31 December 2015 and 2014 are as follows:

	2015 $	2014 $
Operating	–	31
Investing	–	19
Net cash inflow	–	50

PROXY FORM

REPUBLIC OF TRINIDAD AND TOBAGO

The Companies Act, 1995
Chapter 81:01 - Section 144
Form 9

To: The General Manager
Trinidad and Tobago Central Depository Limited
10th Floor, Nicholas Tower
63-65 Independence Square
Port of Spain
Trinidad and Tobago, W.I.

(BLOCK CAPITALS PLEASE)

I/We _____
NAME(S) OF SHAREHOLDER(S)

of _____
ADDRESS

being a Member/Members of the above named Company, hereby appoint the Chairman of the meeting or failing him,

Mr./Ms./Mrs._____
NAME OF PROXY

of _____
ADDRESS

to be my/our Proxy to vote for me/us on my/our behalf at the Annual Meeting of the company to be held at 5:00 p.m. on April 22, 2016 and any adjournment thereof.

_____ Signature of Shareholder(s)

_____ Date

PLEASE INDICATE WITH AN "X" IN THE SPACES BELOW HOW YOU WISH YOUR VOTES TO BE CAST.

ORDINARY BUSINESS		
Resolutions	**For**	**Against**
1. Financial Results and Auditors Reports		
Be it resolved that the Financial Statements for the year ended December 31, 2015 and the Reports of the Directors and Auditors thereon be adopted.		
2. Election of Directors		
(i) Be it resolved that Ms. Alison Lewis, who retires by rotation and being eligible, be re-elected a director of the company in accordance with Paragraph 4.6.1 of By-Law No. 1 until the conclusion of the second Annual Meeting following.		
(ii) Be it resolved that Mr. Wayne Yip Choy, who retires by rotation and being eligible, be re-elected a director of the company in accordance with Paragraph 4.6.1 of By-Law No. 1 until the conclusion of the second Annual Meeting following.		
(iii) Be it resolved that Mr. Jean Michel Allard, who retires by rotation and being eligible, be re-elected a director of the company in accordance with Paragraph 4.6.1 of By-Law No. 1 until the conclusion of the second Annual Meeting following.		

Please turn over

ORDINARY BUSINESS (CONTINUED)		
Resolutions (continued)	**For**	**Against**
2. Election of Directors (continued)		
(iv) Be it resolved that Mr. Alejandro Ramirez Cantu, who retires by rotation and being eligible, be re-elected a director of the company in accordance with Paragraph 4.6.1 of By-Law No. 1 until the conclusion of the second Annual Meeting following.		
(v) Be it resolved that Mr. Bryan Ramsumair, who retires by rotation and being eligible, be re-elected a director of the company in accordance with Paragraph 4.6.1 of By-Law No. 1 until the conclusion of the second Annual Meeting following.		
(vi) Be it resolved that Mr. Mario Emilio Sáenz Arroniz, who was appointed by the Directors to fill a casual vacancy pursuant to Paragraph 4.4.2 of By-Law No. 1, be elected a director of the Company in accordance with Paragraph 4.4.1 of By-Law No. 1 until the conclusion of the second Annual Meeting following.		
3. Appointment of Auditors		
Be it resolved that Ernst & Young be appointed as the Auditors for the year 2016 and that the Board be authorised to fix their remuneration.		
4. Remuneration of Directors		
Be it resolved that the Board of Directors of the Company be authorised to fix the remuneration of the Directors, in accordance with Paragraph 7.2 of the Company's By-laws.		

NOTES:

1. A member may appoint a proxy of his choice. If such appointment is made, delete the words "the Chairman of the meeting" and insert the name of the person appointed proxy in the space provided.
2. Where a proxy is appointed by a corporate member, the form of proxy should be executed under seal or signed by some officer or attorney duly authorised.
3. If the form is returned without any indication as to how the person appointed proxy shall vote, such proxy may exercise discretion as to how to vote or whether to abstain from voting on any resolution.
4. To be valid, this form must be completed and deposited at the registered office of the Trinidad and Tobago Central Depository, not less than 48 hours (excluding non-business days) before the time fixed for holding the meeting or adjourned meeting.
5. Any alterations made on this form should be initialed.

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Folio Number	
Number of Shares	

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GROUP

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