



**TRINIDAD AND TOBAGO
POLICE CREDIT UNION**

ANNUAL REPORT 2020

**EXPANDING
THE POSSIBILITIES**

GENESIS



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& PRICING**

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No. 251

Est. 12th
Oct. 1956

TRINIDAD AND TOBAGO POLICE CREDIT UNION CO-OPERATIVE SOCIETY

63RD ANNUAL GENERAL MEETING

SATURDAY 10TH APRIL, 2021

**EXPANDING
THE POSSIBILITIES**

VISION:

To be the Premier Financial Institution that meets the needs of a diverse membership.

MISSION:

We are a dynamic and dedicated Credit Union, committed to robustly sustaining the trust, confidence and financial security of our valued members, through the provision of service excellence, customer and staff care, driven by cutting edge technology and a highly motivated, professional team, in a state of the art environment.

THEME:

“EXPANDING THE POSSIBILITIES”

VALUES:

MEMBER FOCUSED

Trinidad and Tobago Police Credit Union as a service provider must focus on the efficient and effective delivery of superior service to all its members.

EMPLOYEE CENTERED

Trinidad and Tobago Police Credit Union must provide a workplace conducive to employees' professional development through continuous learning so that a culture of engaged employees (knowledgeable, well-trained, customer focused, efficient, committed and resourceful) can be formed.

TEAMWORK DRIVEN

Trinidad and Tobago Police Credit Union must create an environment that thrives on teamwork, co-operation, commitment and accountability.

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EXPANDING
THE POSSIBILITIES

PRAYER OF ST. FRANCIS OF ASSISI

Lord, make me an instrument of Thy Peace

Where there is hatred, let me sow Love;

Where there is injury, Pardon;

Where there is doubt, Faith;

Where there is despair, Hope;

Where there is darkness, Light;

Where there is sadness, Joy.

O Divine Master,

Grant that I may not so much seek

To be consoled as to console;

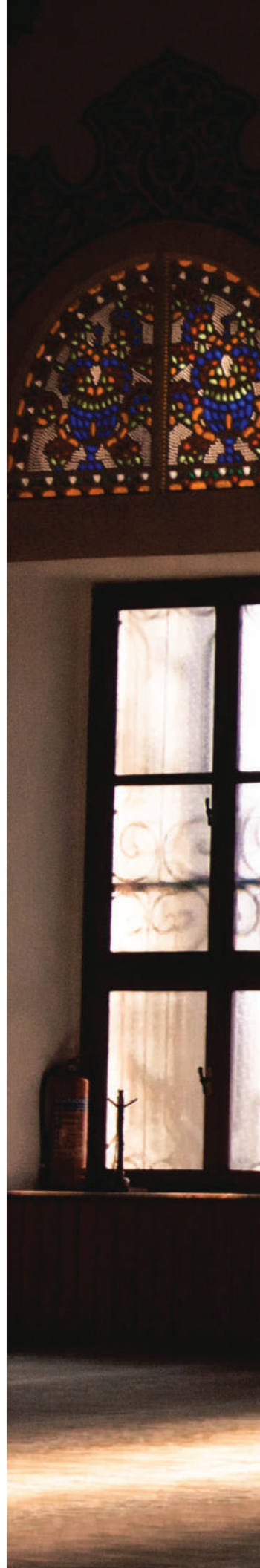
To be understood as to understand;

To be loved as to love;

For it is in giving that we receive;

It is in pardoning that we are pardoned;

And it is in dying that we are born to Eternal Life.



NOTICE OF THE ANNUAL GENERAL MEETING

Notice is hereby given that the 63rd Annual General Meeting of the Trinidad & Tobago Police Credit Union Co-operative Society Limited takes place virtually on Saturday 10th April 2021 beginning at 2:00 p.m. promptly.

AGENDA

NATIONAL ANTHEM INVOCATION

1. [a] Credential Committee's Report
[b] Notice of Meeting
[c] Adoption of Standing Orders
[d] Resolution to conduct A Virtual Annual General Meeting
[e] President's Address
[f] Vote of Thanks
2. **MINUTES OF 62ND ANNUAL GENERAL MEETING HELD ON SATURDAY 8TH AUGUST 2020**
3. **BUSINESS ARISING FROM THE MINUTES OF THE 62ND ANNUAL GENERAL MEETING HELD ON AUGUST 8TH, 2020**
4. **REPORTS**
 - [a] Board of Directors
 - [b] Credit Committee
 - [c] Supervisory Committee
 - [d] Education Committee
 - [e] Auditors
5. **NOMINATING COMMITTEE'S REPORT AND NOMINATIONS**
6. **ELECTIONS**
7. **BUDGET**
8. **RESOLUTIONS**
9. **GENERAL BUSINESS**
10. **CLOSING REMARKS**

Annual Reports will be available Online from April 5th, 2021.

Members are required to Register for the Annual General Meeting via our website at www.policecreditunion.com during the period March 11, 2021- April 8, 2021. This registration would allow members access to the platform for the virtual meeting.

Registration to attend the Annual General Meeting would be closed after April 8, 2021.

BY ORDER OF THE BOARD



Phillip Wilson
SECRETARY

STANDING ORDERS

1. (a) A member shall 'raise their hand' to indicate their desire to address the Chair.
(b) Speeches are to be clear and relevant to the subject before the Meeting.
2. A member shall address the Meeting only when called upon by the Chair to do so.
3. No member shall address the Meeting except through the Chairman.
4. A member may not speak twice on the same subject except:
 - (a) The mover of a motion who has the right of reply.
 - (b) He rises to object or to explain (with the permission of the Chair)
5. The mover of a 'Procedural Motion' e.g. Adjournment, Laying on the table, or Postponement, shall have no right of reply.
6. No speeches shall be made after the 'Question' has been put and carried or negated.
7. A member rising on a 'Point of Order' is to state the point clearly and concisely. A 'Point of Order' must have relevance to the 'Standing Orders'.
8. A member shall not call another member to order but may draw the attention of the Chair to a Breach of Order.
9. A question shall not be put to the vote if a member desires to speak on it or move an amendment to it. However, the motion 'that the question be now put' may be moved at any time.
10. Only one amendment shall be before the Meeting at any time.
11. When a motion is withdrawn, any amendment to it fails.
12. The Chairman shall have the right to a 'casting vote'.
13. If there is equality of voting on an amendment, and if the Chairman does not exercise his casting vote, the amendment is lost.

PRESIDENT'S ADDRESS 2021

Fellow members, it is indeed a pleasure to once again address you in the capacity of President of the Police Credit Union. Today, we meet for our 63rd Annual General Meeting and this occasion is not insignificant. As we reflect on the past year and look ahead to the future for this great financial institution, I am overcome with humility.

I am certain that most, if not all, will agree that we can describe the period under review as tempestuous. Notwithstanding the challenges presented, I am very happy to report that with steadfast determination to succeed, we not only overcame, but we also transcended.

As we look back on 2020 there are several successes to report and as we push forward into 2021, all indicators suggest that the Credit Union is well on its way to delivering higher levels of value for our members.

The theme for this year's AGM is

Expanding the Possibilities. The chosen theme is intended to focus our attention on and reinforce the concept that opportunities for success and possibilities to grow exist, even in the most trying of times.

As reported last year *"lower returns on investments, stronger and sustained competition from other financial institutions and generally tougher economic conditions"* presented the main challenges for the organization in terms of long-term sustainability.

Coupled with critical vacancies of leadership, in the posts of Chief Executive Officer and Chief Operating Officer, the Credit Union was forced



to devote a considerable amount of time and energy to ensure that our members were sheltered from the chaos of a changing economy and increasingly competitive environment.

As a Management Team, we strategized on ways to rise above the challenges and then suddenly,

PRESIDENT'S ADDRESS 2021

(continued)

the world was broadsided by the COVID-19 Pandemic and our thoughts had to turn to survival. In local parlance, *"Like a wave on a rough day at Maracas Bay"*, COVID-19, turned economies and businesses the world over upside-down. Many organizations, at home and in the global community, were pulled under by the riptide of lockdowns and business closures, many did not survive.

WE ARE STILL HERE!

The world is no longer a big place, it is a village, connected by delicate strands and we were not spared the enormous impact of this unforeseen situation. From the onset of the Pandemic, the Credit Union experienced a decline in demand for loans with a commensurate increase in applications for share withdrawals. An increasing number of members opted to utilize their share savings to treat with their financial obligations, as a means of mitigating against the uncertainty that existed then and still exists.

The situation demanded action. Consequently, to stabilize the organization and move us forward, we offered moratoriums to our members most severely affected by the Pandemic. We also introduced new loan products, adjusted the interest rates of existing products and took a more aggressive approach to the recruitment of new members. Advertising was increased, and expenditure reduced in targeted areas. These strategies, amongst others, were primarily aimed at assisting our members to navigate this difficult period.

The Free Yourself Loan (FYL) was one of the innovative solutions implemented to assist our

membership. This product offered members with a limited share balance an opportunity to consolidate their loans both within and external to the Credit Union. We also effected an adjustment to the interest rate of our existing **Motor Vehicle Loan**.

These two initiatives proved to be very popular and thus received a lot of traction amongst the membership. Members were able to benefit from an increase in disposable income in the first instance and an opportunity to acquire a motor vehicle to help mitigate against the threat to them and their families of contracting COVID-19 due to a reduced requirement for commuting via public transport.

Our **Land Acquisition Loan** continues to provide our membership, even in these uncertain times, with the opportunity to acquire property at Green Street, Arima. We remain committed to improving this product and look forward to being able to offer our members full mortgage loans before the hosting of our 64th Annual General Meeting.

Through it all, we have remained focused. We have led a steady ship and maintained our upward growth trajectory in asset base, membership, and shares. Notwithstanding a slight increase in our delinquency ratio, our loan to shares ratio, as well as other key performance indicators continue to be carefully managed and maintained well within the accepted prudential standards.

We also welcomed our new Chief Executive Officer, in the person of Mr. Colin Eddy, who commenced his tenure on March 1st, 2021. Mr. Eddy brings with him more than thirty-five years of Credit Union experience, both locally and internationally, and we look forward to a very

PRESIDENT'S ADDRESS 2021

(continued)

successful and symbiotic relationship.

I also reported to you last year that, *“all the indicators suggest that the organization is well poised to realize an even greater surplus for the next financial year and an asset base in excess of one billion dollars”*.

I am happy to report that the Credit Union has recorded a small increase in our surplus for the financial year. Had it not been for a requirement of the new accounting standard, that is IFRS9, the increase in surplus would have been in excess of Six Million Dollars.

Although not yet achieved, we have moved tantalizingly close to the billion-dollar mark with respect to our asset base. This sterling performance has afforded us the opportunity to offer our membership a very competitive dividend payment in these trying times.

The construction of our Flagship Building at Eastern Main Road, San Juan, was seriously affected by the “stop order” issued by the Government, with respect to construction activities, during the throes of the Pandemic. A direct consequence of this has been significant delays to the project. We are, however, engaged in constant and aggressive monitoring of this project and continue to make the necessary adjustments required to mitigate against any cost overruns.

We have yet to be notified of any cost overruns and we remain optimistic that this position will be maintained throughout the life of the project. Consequently, I can advise that based upon the information provided by the project team, we anticipate the building will be ready for occupation by the second quarter of 2021.

In keeping with one of our stated objectives, the refurbished Mt. Marie Building in Tobago continues to provide a safe and comfortable working environment for our dedicated staff and members alike. I am also very pleased to report that in the not-too-distant future, our staff and members in the east will find themselves in a more comfortable environment as we are in the process of acquiring properties at Green Street, Arima. This process is at a very advanced stage and is expected to be completed within two months, thereafter the necessary adjustments to the building will be undertaken in anticipation of it housing our Arima office.

In addition, based upon feedback from you the members, GENESIS Insurance Brokers was engaged. This was done after careful consideration and analysis of our existing Group Health package as well as presentations from several proposed suppliers. This alliance is expected to redound to lower premiums and increased coverage for you our valued members.

At the risk of repetition, the period under review represented arguably one of the most difficult periods in our organization's long history. However, I can say without fear of contradiction that we have done exceptionally well, and we have reason to be proud.

This Board of Directors, Management Team and Staff, who I had the honour and privilege to lead, provided invaluable support and for this, I am infinitely grateful. An unknown author wrote, *“Past is experience, Present is experiment and Future is expectation.”* You should use your experience in your experiments to achieve your expectations.” This quote aligns well with this year's chosen theme “Expanding the Possibilities”; as the challenges of the period

PRESIDENT'S ADDRESS 2021

(continued)

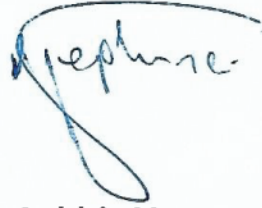
under review provoked thoughts and discussions that may not have necessarily been broached at this juncture had adversity not been brought to bear on us as an institution.

During this pandemic, we were forced to move the operations of the organization into a virtual space as our very survival depended upon it. Our Board and some of the other Standing Committees' meetings were for the most part virtual, with few exceptions, which also resulted in cost savings. We instituted "work from home" arrangements for several staff members and increased our online presence.

Applying this "Past" to the experiment that is the "Present", I surmise that it may be more efficient and financially prudent to move towards digitization of the organization as well as embracing technology in a more structured manner. As such, we have set that ship in motion, so to speak, with some initiatives that we will update the membership on in due course.

With the hosting of our first virtual Annual General Meeting, it is hoped that this "Experiment" will translate to the "Expectation" becoming a premier financial institution that meets the needs of our membership. Experience and wisdom suggest that this transition may not necessarily be easy, but we must embrace change and reinvent ourselves to remain relevant and survive.

Once again, I thank you, our valued members, as well as my colleagues on the Management Team for the opportunity to be of service to you. I wish you and your family continued good health, and God's choicest blessings.



Auldric Neptune
PRESIDENT

MINUTES OF THE 62ND ANNUAL GENERAL MEETING

MINUTES OF THE 62ND ANNUAL GENERAL MEETING

HELD ON SATURDAY 8TH AUGUST, 2020

HELD AT GRANDSTAND, QUEEN'S PARK SAVANNAH, PORT OF SPAIN

1. COMMENCEMENT

1.01 At 1:00 p.m. the Chairman, Mr. Aldric Neptune, called the meeting to order and indicated that the Credential Officer reported that there were fifty-eight (58) members present and registered for the meeting.

1.02 The Grandstand Security Briefing was played.

1.03 The National Anthem was then played.

1.04 Director Margaret Sampson-Browne opened the Meeting in a word of prayer, followed by the recital of the Credit Union's Prayer.

1.05 The Secretary, Mr. Phillip Wilson, read the Notice of the 62nd Annual General Meeting and the Standing Orders of the meeting.

1.06 On a motion moved by Ms. Barbara P. Wills, seconded by Mr. Shurland Tracey, the Notice of the Meeting and the Standing Orders were accepted by the membership.

1.07 The Chairman highlighted the change in the format of the meeting due to COVID-19 regulations. He emphasized to the members that the meeting must be concluded within the shortest time possible without sacrificing the efficiency of the organization.

1.08 PRESIDENT'S ADDRESS

1.08.01 The Chairman directed the membership to the President's Address in their brochures and began reading same.

1.08.02 Mr. Neptune commenced his address with a quotation from Martin Luther King Jr and its significance to the 2020/2021 Theme of 'Pressing on Towards the Goal'.

1.08.03 He discussed the mandate of improving the products and services of the Credit Union, especially loans that would have served productive and provident purposes.

1.08.04 Mr. Neptune updated the membership on the status of the various real estate projects of the Credit Union, namely the Flagship Building and the renovation of the Mt. Marie Building.

MINUTES OF THE **62ND ANNUAL GENERAL MEETING**
(continued)

- 1.08.05** He assured members that the Board of Directors were assiduously searching for a suitable site in Arima and that property in Sangre Grande would be developed.
- 1.08.06** Mr. Neptune concluded his address by encouraging the membership to continue to strive towards the goal of being the 'Premier Financial Institution that would meet the needs of every member'.
- 2. READING AND CONFIRMATION OF THE MINUTES OF THE 61ST ANNUAL GENERAL MEETING HELD ON APRIL 14, 2019**
- 2.01** On a motion moved by Mr. Leslie Charles, seconded by Mr. Shurland Tracey, the Minutes of the 61st Annual General Meeting, held on April 14, 2019 was tabled.
- 2.02** CORRECTION AND/OR OMISSIONS TO THE MINUTES OF THE 61ST ANNUAL GENERAL MEETING, HELD ON APRIL 14, 2019
- 2.02.01** At item 5.02.02, Ms. Candance Bertrand's name was corrected to 'Candice Bertrand'.
- 2.03** There being no further corrections and/or omissions to the Minutes of the 61st Annual General Meeting, on motion moved by Mr. Richard Taylor, seconded by Mr. Keith Phillip, the Minutes of the 61st Annual General Meeting were confirmed.
- 3. BUSINESS ARISING OUT OF THE MINUTES OF THE 61ST ANNUAL GENERAL MEETING**
- 3.01** MEDICAL COVERAGE FOR MEMBERS OVER 70 YEARS
- 3.01.01** Mr. Richard Taylor raised the issue of medical coverage for members over the age of 70 years, asking for clarity on the process.
- 3.01.02** The Chairman indicated that the Credit Union signed an agreement with Genesis Insurance Brokers who have forwarded proposals for medical coverage for members 70 years and over.
- 4. REPORTS**
- 4.01** On a motion moved by Ms. Jacqueline De Vignes, seconded by Mr. Abba Neptune, the Reports were tabled for discussion.
- 4.02** The Chairman invited the Chairperson of each Committee to the microphone to respond to any questions that may be raised by the membership.

MINUTES OF THE **62ND ANNUAL GENERAL MEETING**
(continued)

4.03 BOARD OF DIRECTORS' REPORT

4.03.01 FREE YOURSELF LOAN

4.03.01.01 Mrs. Marcia Wiltshire asked for clarity on the 'Free Yourself Loan' product.

4.03.01.02 Mr. Neptune explained the genesis of the loan and its intended purpose.

4.03.02 LISTING OF ACCOUNTS TO BE WRITTEN OFF

4.03.02.01 Mrs. Shelley Charles-Williams inquired on the meaning of the remark of 'Not qualified for CLICO entitlement' in the table of accounts before the meeting that were deemed irrecoverable.

4.03.02.02 The Chairman explained that the remark described members who defaulted on their insurance premium and were therefore ineligible for the benefits. He also explained to Mrs. Charles-Williams that every effort was made to contact the members at the point of their delinquency.

4.04 AUDITED FINANCIAL STATEMENTS

4.04.01 On a motion moved by Mr. Abba Neptune, seconded by Mr. Richard Taylor, the Audited Financial Statements were tabled for discussion.

4.04.02 The Chairman invited Mr. David Montgomery from HBL Montgomery & Company to the lectern to address the meeting.

4.04.03 Mr. Montgomery read the Auditors' Opinion to the membership.

4.04.04 The Chairman then invited the Finance Manager, Ms. Kathleen Kanhai-Bujhawan to the Head Table and handed the meeting over to the Treasurer, Mr. Alexander Prince.

4.04.05 Mr. Prince took the meeting through the Statement of Financial Position and Statement of Comprehensive Income for the Year Ending 31st December 2019, located on pages 4 and 5 of the Audited Financial Statements. After which, he invited questions from the membership.

4.04.06 Ms. Jacqueline De Vignes enquired as to the amount recovered from 'Bad Debts'.

4.04.07 Mr. Prince directed her to the section detailing the monetary value of 'Bad Debts' recovered for 2019.

MINUTES OF THE **62ND ANNUAL GENERAL MEETING**
(continued)

4.04.08 There being no further questions on the Audited Financial Statements, Mr. Prince turned the meeting back over to the Chairman.

4.04.09 On a motion moved by Mr. Leslie Charles, seconded by Mr. Shurland Tracey, the Audited Financial Statements were accepted by the meeting.

4.05 GREETINGS AND SALUTATIONS

4.05.01 The Chairman acknowledged the presence of the following:
Mr. Andre Goindoo, Managing Director & CEO – CUNA Caribbean Insurance
Mr. Wayne Estrada, CUNA Caribbean Insurance
Mr. Kent Byer, Chairman – LinCU Ltd.
Ms. Liesel Alexander, KCL Capital Market Brokers Limited
Ms. Jacqueline Hilton-Clarke, KCL Capital Market Brokers Limited
Ms. Barbara P. Wills, Past Director, TTPCU
Mr. Fitzroy Frederick, Past Director, TTPCU
Mr. Richard Taylor, Past Director, TTPCU

4.05.02 The Chairman thanked all the specially invited guests for their support.

5. NOMINATING COMMITTEE REPORT AND NOMINATIONS

5.01 The President indicated that there were 256 members present and registered and requested that the Registration Desk be closed. He then invited the Convenor of the Nominating Committee to present their Report to the membership.

5.02 On a motion moved by Mr. Keith Phillip, seconded by Ms. Candice Bertrand, the Nominating Committee's Report was accepted by the meeting.

6. ELECTIONS

6.01 The President handed the proceedings over to the Returning Officer, Mr. Selwyn Malcolm and invited the Directors to vacate the Head Table.

6.02 Mr. Malcolm advised the meeting on the number of vacancies for the Board of Directors, Credit Committee and Supervisory Committee. He invited the meeting to refer to page 100 of their brochures to view the nominees and their profiles.

6.03 He further directed the membership to remain seated and await instructions from the ushers.

6.04 Mr. Malcolm declared the polls open and invited the membership present to cast their

MINUTES OF THE **62ND ANNUAL GENERAL MEETING**
(continued)

ballots.

VOTING COMMENCED AT 2:15 P.M.

VOTING ENDED AT 3:20 P.M.

RESUMPTION OF MEETING

7. BUDGET

7.01 The Chairman resumed the meeting at 3:20 p.m. with the announcement of the winners of the door prizes donated by CUNA Caribbean.

7.02 On a motion moved by Mr. Anderson Gonzales, seconded by Mr. Leslie Charles, the Budget was tabled for discussion. The Chairman invited the Treasurer, Mr. Alexander Prince to take the meeting through the Budget.

7.03 Mr. Prince invited questions from the meeting pertaining to the Budget. There being no questions, he invited the acceptance of the Budget.

7.04 On a motion moved by Ms. Barbara P Wills, seconded by Mr. Leslie Charles, the Budget was accepted by the meeting.

8. RESOLUTIONS

8.01 On a motion moved by Mr. Leslie Charles, seconded by Mrs. Shelley Charles-Williams, the Resolutions were tabled for discussion.

8.02 The Chairman read the Resolutions from pages 98-99 of the Brochure, under the headings 'Dividends', 'Honorarium', 'Auditors' and 'Bad Debts Write Off'.

8.03 On a motion moved by Ms. Barbara P. Wills, seconded by Mr. John Weeks, the adoption of the Resolutions was carried by the meeting.

9. GENERAL BUSINESS

9.01 The President opened the floor for members to voice any concerns they might have.

9.02 DISSATISFACTION IN THE CUSTOMER SERVICE OF THE CREDIT UNION

9.02.01 Mrs. Shelley Charles-Williams ventilated the issue she faced where she was not notified of her son's acceptance unto the Medical Plan and could have lost his medical coverage due

MINUTES OF THE **62ND ANNUAL GENERAL MEETING**
(continued)

to lack of payment if she did not go to the Office for another matter. She also inquired as to the vacancy on the Marketing Officer’s post.

9.02.02. The Chairman apologized for the situation and indicated that the Credit Union would endeavour to improve its communication with the members. He further explained that the Marketing Officer’s contract had ended, and the Board of Directors decided to not re-engage the incumbent.

9.03 ELECTIONS

9.03.01 The Chairman handed the meeting over to the Returning Officer for the announcement of the election results.

9.03.03 SUPERVISORY COMMITTEE

Mr. Franklyn Archie	145 Votes
Mr. Jerome Jagroop	82 Votes
Ms. Dana Joseph	62 Votes
Ms. Mahalia Bacchus	49 Votes
Ms. Farrah Ceballo	39 Votes
Mr. Roger Best	34 Votes
Ms. Cinda-Marie Frase	17 Votes

The three nominees who were elected to the Supervisory Committee were Franklyn Archie, Jerome Jagroop and Dana Joseph. The alternates were Mahalia Bacchus and Farrah Ceballo.

9.03.04 BOARD OF DIRECTORS

Mr. Aldric Neptune	152 Votes
Mr. Phillip Wilson	100 Votes
Mr. Richard Taylor	79 Votes
Mr. Wellington Virgil	74 Votes
Mr. Vernly Gift	71 Votes
Mr. Leslie Charles	55 Votes
Mr. Steve Waldron	44 Votes
Ms. Candice Bertrand	42 Votes
Mr. Herbert Moore	33 Votes
Mr. Anderson Gonzales	32 Votes
Mr. Kern Williams	11 Votes

The five nominees who were elected to the Board of Directors were Aldric Neptune,

MINUTES OF THE 62ND ANNUAL GENERAL MEETING
(continued)

Phillip Wilson, Richard Taylor, Wellington Virgil and Vernly Gift. The alternates were Leslie Charles and Steve Waldron.

9.03.05 CREDIT COMMITTEE

Mrs. Narda Steele-Williams	105 Votes
Mr. Nigel Williams	96 Votes
Mr. Kevon Beatrice	69 Votes
Mr. Laurence Squires	64 Votes
Mr. Paul Jameson	43 Votes
Mr. Joseph Layne	29 Votes
Ms. Cherisse Corentin	24 Votes
Mr. Gavin Simon	17 Votes
Ms. Suzette Ramoutar	13 Votes
Ms. Susan Daniel	12 Votes

The three nominees who were elected to the Credit Committee were Narda Steele-Williams, Nigel Williams and Kevon Beatrice. The alternates were Laurence Squires and Paul Jameson.

9.03.06 On a motion moved by Ms. Barbara P. Wills, seconded by Mrs. Linda Duke, the destruction of the ballots was passed.

9.03.07 The Chairman extended congratulations to the newly elected members.

10. CLOSURE OF MEETING

10.01 There being no further business to discuss, the meeting concluded at 4:00 p.m.



ASPIRE

FUND MANAGEMENT

Intelligent Investing. Inspiring Businesses

Aspire Fund Management honours the Credit Union fraternity, for your commitment to impacting the financial well-being of generations, through families, businesses, communities and our country.

We at Aspire Fund Management subscribe to a similar philosophy creating wealth for our stakeholders by prospecting for Caribbean Gold, through a new generation of innovative, transformative businesses.

We join with our Credit Union Family!



INSPIRING HOPE

FOR A GLOBAL COMMUNITY

*Celebrating the Spirit of the Global Credit Union movement
evident in the foundational philosophy of 'People helping people'*

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Address - Aequitas Chambers, Suite 109, Precision Place, 43 Woodford Street, Port-of-Spain.

BOARD OF DIRECTORS



- 1. **Auldric Neptune** - President
- 2. **Vernly Gift** - Vice President
- 3. **Alexander Prince** - Treasurer
- 4. **Phillip Wilson** - Secretary
- 5. **Renee Bain Keller** - Assistant Secretary
- 6. **Gale Charles** - Director
- 7. **Wellington Virgil** - Director

- 8. **Margaret Sampson-Browne** - Director
- 9. **James Clarke** - Director
- 10. **Harold Phillip** - Director
- 11. **Fitzroy Phillips** - Director
- 12. **Richard Taylor** - Director
- 13. **Leslie Charles** - 1st Alternate
- 14. **Steve Waldron** - 2nd Alternate

BOARD OF DIRECTORS' REPORT

INTRODUCTION

“The secret of change is to focus all of your energy not on fighting the old, but on building the new”

- (Socrates)

As a family, the Trinidad and Tobago Police Credit Union Co-operative Society Limited continues to build itself into the “go to” institution of our diverse membership for premium financial services. All family members are required to play their part in order to maximise our opportunities for success. The advent of technology has created a dynamic world for us to live in and more so for us in the Police Credit Union. Technology has made it possible for us to reach our membership all over the world. Gone are the days of the passbook to be updated. Online banking has opened a door for members to check their balances from anywhere and at any time. The Police Credit Union is now in the homes of every member through technology. In fact, it is with you wherever you go, we are almost entirely portable. The legal framework has placed a heavy responsibility on the Credit Union. We are required to constantly update members' information in order to remain compliant and satisfy the requirements set out by our regulators. Members are urged to continue to work with us in that regard.

The year 2020 with all its challenges and complications, pushed the world towards a technological direction more than ever before. The technological shift in the wider road met the Police Credit Union quite prepared for the challenge. Our Strategic Plan 2016-2020 envisages a bigger appetite for technological services. The Board has continued to push the organization in that direction in every aspect. During the period under review, we continued to actively engage providers to satisfy the needs of our members from the 69-99 years age group to ensure that they are able to enjoy not just loan protection, but adequate medical coverage as well. We are now even closer to our goal with offers being extended to the Credit Union in December 2020. Here at the TTPCU every member matters.

Attractive investment opportunities appear to have abandoned the financial market. In spite of this, the Management Team continues to strive to employ mechanisms which will energize our investment portfolio in order to increase returns to our members.

Our liquidity ratio continues to be well within acceptable standards with a showing of 16% and we also saw an increase in our asset base by 8%, that resulted in an overall value of \$927M.

Our members are encouraged to stay at home in the TTPCU and look after their families. This is in light of the fact that 2020 brought with it uncertainty and created for many, if not the majority of us, a deep desire to look out for ourselves. Nonetheless we encourage our members to maintain their confidence in the Credit Union. In spite of the shutdown of the construction industry due the Covid-19 construction

BOARD OF DIRECTORS' REPORT
(continued)

continued on our Flagship Building on the Eastern Main Road, San Juan in the year 2020.

As a Board, we continue to work with all our stakeholders to increase the range of services to our members of each generation.

COMPOSITION OF THE BOARD OF DIRECTORS AND ATTENDANCE

The Executive Officers and members of the Board of Directors are listed in Table 1 along with their meeting attendance record.

Table 1: Board of Directors Attendance

DIRECTORS		ATTENDANCE			Total
		Pres.	Exc.	Abs.	
EXECUTIVE COMMITTEE:					
Auldric Neptune	President	47	1	-	48
Vernly Gift*	Vice President	48	-	-	48
Alexander Prince*	Treasurer	44	4	-	48
Phillip Wilson	Secretary	48	-	-	48
Renee' Bain-Keller	Assistant Secretary	44	4	-	48
DIRECTORS					
Gale Charles	Director	12	-	-	12
Richard Taylor	Director	8	4	-	12
Wellington Virgil	Director	10	2	-	12
Margaret Sampson-Browne**	Director	12	-	-	12
Harold Phillip*	Director	12	-	-	12
James Clarke	Director	11	1	-	12
Fitzroy Phillips	Director	10	2	-	12
Leslie Charles	1st Alternate	6	1	-	7
Steve Waldron	2nd Alternate	7	-	-	7

* denotes outgoing Directors eligible for re-election

** denotes outgoing Directors not eligible for re-election

BOARD OF DIRECTORS' REPORT
(continued)

MEMBERSHIP

Our membership as of December 31, 2020 was 18,637 members (9,516 Police Officers and 9,121 Civilians).

FINANCIAL PERFORMANCE KEY FINANCIAL PERFORMANCE INDICATORS

Table 2 reflects our key financial performance indicators over the last five years.

Table 2: Key Financial Performance Indicators

INDICATORS	2020	2019	2018	2017	2016
	%	%	%	%	%
Profitability	33.29	34.01	39.79	41.51	46
Return on Average Loans	9.94	8.90	8.91	9.12	9.77
Return on Total Assets	2.90	3.02	3.71	3.85	4.56
Return on Investments	2.69	3.07	2.56	2.24	2.75
Growth in Total Assets	7.94	4.19	4.53	7.4	8.7
Growth in Shares	1.72	2.45	3.78	7.08	8.9
Growth in Loans	6.11	-1.13	1.42	4.48	8.56
Growth in Institutional Capital	5.95	1.45	5.58	2.71	2.70
Delinquency	1.07	0.95	1.58	1.59	0.97
Loans to Total Assets	62.80	63.88	67.32	69.3	71.4
Loans to Shares	91.97	88.17	91.36	93.5	95.9

P.E.A.R.L.S RATIOS

Our Credit Union continues to subscribe to the standards of the P.E.A.R.L.S ratios. The performance indicators are listed hereunder for 2021:

BOARD OF DIRECTORS' REPORT
(continued)

Table 3: P.E.A.R.L.S. Ratios

DESCRIPTION	GOAL	2020	2019
Protection Ratio:			
<u>Provision for Loan Losses</u> Delinquent Loans > 12 Months	100%	18%	101%
Effective Financial Structure Ratio:			
<u>Net Loans</u> Total Assets	70%-80%	63%	64%
<u>Institutional Capital</u> Total Assets	> 10%	15%	15%
Asset Quality Ratio:			
<u>Non-Earning Assets</u> Total Assets	< 5%	22%	17%
Rates of Return Ratio:			
<u>Net Loan Income</u> Ave. Net Loan Portfolio	11%-12%	10%	10%
<u>Net Income</u> Average Assets	> 8	3%	3%
Liquidity Ratio:			
<u>Liquid Assets – Short-term Payables</u> Total Deposits + Shares	> 15%	16%	24%
Signs of Growth Ratio:			
Growth in (Net) Loans	= Inflation	6	-1
Growth in Shares	> Asset Growth	2	2
Growth in Institutional Capital	> Asset Growth	6	1
Growth in Total Assets	> Inflation	8	1

BOARD OF DIRECTORS' REPORT
(continued)

The growth in our loan portfolio can be attributed to the introduction of several new products, the Free Yourself Loan be a major contributor.

NET SURPLUS

We fell short of the Budgeted Net Surplus by 18% for 2020, realizing \$25.89M which is a 3% Return on Assets. Our net Assets grew significantly to its highest in our history attaining \$927M.

Table 4: Return on Assets/Net Surplus

	2020	2019	2018	2016	2017
Net Surplus (\$)	25,877,190	25,380,370	29,691,833	32,186,569	29,175,781
Total Assets (\$)	927,237,914	859,039,247	824,485,010	734,456,492	788,742,526
Return on Assets %	3	3	3.68	4.56	3.83

ASSET MIX

Table 5: Asset Mix

Fixed Assets	Loans	Investments	Other	Total
154,016,911	582,323,473	142,891,894	48,005,637	927,237,914

The portfolio performed beyond our revised expectation and with no real investment opportunities in the marketplace we managed to secure a diversified portfolio, which is currently 15% of total assets. Our Liquidity Ratio has been consistently above the P.E.A.R.L.S ratio for fiscal 2020.

ASSET MIX



- Loans
- Fixed Assets
- Investments
- Other

LOANS	INVESTMENTS
\$582,323,473	\$142,891,894
FIXED ASSETS	OTHER
\$154,016,911	\$48,005,637

BOARD OF DIRECTORS' REPORT
(continued)

INCOME MIX

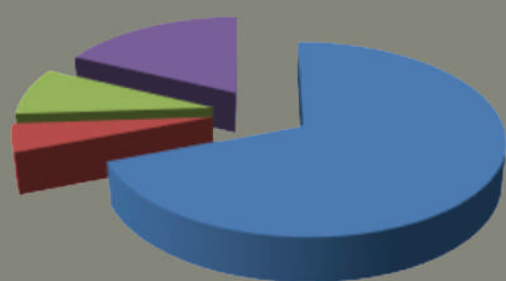
Our Income was generated from Loans, Investments, (Consumer Sales) and other sources, including commissions from UTC, Colfire and Application Fees. The Loan Portfolio generated the largest portion of our Income Mix at 64%, which is a 4% decrease from 2019. Our Investment Portfolio ranked second with 19% of earnings resulting in a decrease of 2% whilst our Fixed Assets and Other Income came in at 10% and 7% respectively; an increase of 3% from 2020.

Table 6: Income Mix

Loans	Investments	Consumer	Other	Total
56,189,608	3,867,247	6,715,341	14,464,392	81,236,588

Graph 2: Income Mix

INCOME MIX



- Loans
- Investments
- Consumer
- Other

Loans	Consumer;
\$56,189,608	\$6,715,341
Investments	Other
\$3,867,247	\$14,464,392

SHARE GROWTH

Table 7: Growth in Share

	2020	2019	2018	2017	2016
Shares (\$)	633,145,488	622,420,312	607,532,648	585,394,117	546,668,253
Growth (\$)	10,725,176	14,887,664	22,138,531	38,725,864	45,091,963
Growth %	1.69	2.45	3.78	7.08	8.9

BOARD OF DIRECTORS' REPORT
(continued)

GROWTH IN SHARE PORTFOLIO

2016

\$546,668,253

2018

\$607,532,648

2017

\$585,394,117

2019

\$622,420,312

2020

\$633,145,488

LOAN GROWTH

TABLE 8: GROWTH IN LOANS

	2020	2019	2018	2017	2016
LOANS (\$)	582,323,473	548,772,716	555,046,314	547,265,397	524,008,601
GROWTH (\$)	33,550,757	(6,273,598)	7,780,914	23,256,796	41,302,854
GROWTH %	5.76	-1.13	1.42	4.44	8.56

GROWTH IN LOANS

2020

\$582,323,473

2016

\$524,008,601

2018

\$555,046,314

2017

\$547,265,397

2019

\$548,772,716

BOARD OF DIRECTORS' REPORT
(continued)

Our Loan Portfolio increased by 6% over the 2019 figures. The main reason for this increase was the Free Your Self Loan which accounted for 53% of the total loan portfolio for 2020. We welcome new ideas for products that would be beneficial to both our members and the Society as we strive in **“Expanding the Possibilities”**. Your loyalty and sustained confidence in the management of the Society is evident.

CONSUMER DIVISION

Table 9: Consumer Division

	2020	2019	2018	2017	2016
Net Surplus (\$)	(1,885,928)	(291,350)	(551,861)	(141,374)	250,337
Sales (\$)	6,715,341	7,966,251	9,242,126	9,722,356	11,563,775
Profitability %	-	-	-	-	2

The Consumer Division continues to strive to position itself as the premier supplier of consumer products for our membership. We saw the implementation of increased benefits under the Consumer Loan Policy and many of you took advantage of this policy to furnish your homes with products from this Division. We may have had a 15.7% decrease in sales as compared to the last year, however, we will continue to grow because of your support of this product feature. Keep us informed of your needs and we will continue to serve you diligently.

DELINQUENCY

It was Nelson Mandela who said “Ubuntu” “I am because of you”. Our Delinquency Ratio was **1.44%** for fiscal 2020. Our loans are now higher in value to our members, and this creates a vulnerability to our delinquency ratio. Whilst most of our members kept their commitment to service their loans during the past year, the organization as faced with extreme difficulties in getting delinquent members to honour their obligations. Our delinquency ratio shows an increase of 0.18% as compared to 2019, but it remains within the internationally accepted delinquency ratio of 0% to 5% according to PEARLS Ratio. We encourage all our family members in receipt of loans to please honour your commitment to repay. We trusted you as a family member when we loaned you family money to look after your matter. Others are now in need. The delinquency of one member affects every other member of the Society since the cost of providing for these loans is high and negatively affects the surplus generated and declared Dividend. The Recoveries Committee continues to be available to meet and assist members experiencing loan repayment difficulties.

Table 10: Delinquency

	2020	2019	2018	2017	2016
Delinquent Loans (\$)	8,605,584	6,489,503	8,783,147	8,689,823	5,113,316
Total Loans (\$)	582,323,473	548,772,716	555,046,314	547,490,864	524,008,601
Delinquent %	1.44	1.26	1.58	1.59	0.97

BOARD OF DIRECTORS' REPORT
(continued)

In an effort to manage the delinquency of the Credit Union, we propose that the following 24 accounts be deemed irrevocable and as such, according to the Co-operative Societies Act Chap 81:03 Section 32 – Bad Debts:

“The Board may, with the approval of the general meeting, cause bad debts to be written off the books of the Society.”

As such, the following accounts are forwarded to the membership to be deemed irrecoverable and therefore to be written off the books of the Society.

Table 11: Delinquent Loans of Deceased Members to be Written Off

#	Acct. No	Name	Loan Balance	Date of Death	Remarks
1	8708	Kenneth Williams	8,332.22	March 24, 2020	Not qualified for CLICO entitlement
2	10972	Marva David-Edwards	3,653.63	March 11, 2017	Not qualified for CLICO entitlement

CONDOLENCES

The Board of Directors, Management Committees, Managers, Staff and Members of our Credit Union join together to convey our deepest sympathy to the loved ones of the following dearly departed Members:

#	Acct. No	Name	Date of Death
1	60203037	Adeltrude Ricomas	January 4, 2020
2	10210595	Desmond Bharath	January 5, 2020
3	10207722	Stephen Mark	January 8, 2020
4	60209602	Sally Millette-Mahadeo	January 8, 2020
5	60300870	Tishnaka Smith	January 14, 2020
6	60300070	Camille Sebro	January 18, 2020
7	10208120	Maurice Piggott	January 20, 2020
8	10214984	Steffon Nimblette	January 26, 2020
9	10212803	Carlton Alvarez	January 30, 2020
10	10210695	Pahalad Gangaram	February 3, 2020
11	60200205	Dusty Mitchell-Cordner	February 13, 2020
12	10207272	Leo Forbes	February 18, 2020

BOARD OF DIRECTORS' REPORT
(continued)

#	Acct. No	Name	Date of Death
13	60201729	Moreen Subero	February 18, 2020
14	10206859	Helon Robinson	February 19, 2020
15	10205354	Lennox Solomon	February 25, 2020
16	10209963	Nyron Dookeran	March 8, 2020
17	60202388	Inniss Toussaint	March 13, 2020
18	10210031	Julian Rochford	March 18, 2020
19	10205445	John Reece	March 21, 2020
20	10208708	Kenneth Williams	March 24, 2020
21	60204104	Bridget Prince	March 27, 2020
22	60202350	Cyril Matthew	April 10, 2020
23	60205411	Charmaine James	April 11, 2020
24	10210701	Neville Clarke	April 13, 2020
25	60200599	Carmen Williams	April 17, 2020
26	10206718	Gilbert Rocke	April 26, 2020
27	60203793	Sandra Ashby	May 6, 2020
28	60300248	Barbara McKnezie	May 7, 2020
29	10209702	David Phillip	May 10, 2020
30	10210824	Beenashwar Singh	May 10, 2020
31	20203539	Raymond Richardson	May 12, 2020
32	10206678	Kenneth Williams	May 14, 2020
33	10212675	Allan Jodhan	May 22, 2020
34	60202845	Victor Dinoo	May 24, 2020
35	60202275	Milton Griffith	May 25, 2020
36	60207406	Nigel Bascombe	May 28, 2020
37	10209342	Ramperbace Seerattan	May 29, 2020
38	10212956	Calvin Caliste	June 8, 2020
39	10214335	Stephen Swanson	June 20, 2020
40	60202967	Shirley Seepersad	June 20, 2020
41	60202139	Edmund Adams	June 27, 2020
42	10214754	Allan Ross	July 14, 2020
43	10215803	Christopher Dookie	July 26, 2020
44	60207748	Samantha John	July 28, 2020
45	60209095	Simeon Hinds	July 30, 2020

BOARD OF DIRECTORS' REPORT
(continued)

#	Acct. No	Name	Date of Death
46	10209696	Michael Hamid	August 7, 2020
47	60200841	Gerald Villaroel	August 27, 2020
48	60200534	Alva Maund	September 16, 2020
49	60203541	Sherwin Francis	September 18, 2020
50	1017756	Anthony Eastman	October 4, 2020
51	10211140	Onemia Cudjoe	October 7, 2020
52	60200194	Grace Smith-King	October 7, 2020
53	10214778	Kynan Nicholson	October 14, 2020
54	10213705	Hamre Lackraj	October 20, 2020
55	10216932	Nicole Brooks	November 5, 2020
56	10216010	Lauren Hutchinson	November 7, 2020
57	10211655	Hillary Wiltshire	November 9, 2020
58	10215146	Kasahar Persad	November 13, 2020
59	20207255	Lennox Mohammed	November 19, 2020
60	60210850	Jennifer Malcolm	November 20, 2020
61	10210450	Cleophas McDonald	November 22, 2020
62	60200992	Clifford Ramooch	December 1, 2020
63	10215546	Irving Nottingham	December 7, 2020
64	10214637	Cynthia Balbosa-Woodley	December 16, 2020
65	60205950	Wayne Quashie	December 17, 2020
66	10210657	Surenda Roopnarinesingh	December 18, 2020

PROJECTIONS FOR 2021

- Realize a Net Surplus of \$30M
- Completion of the construction of our Flagship Head Office on the Eastern Main Road, Barataria.
- Grow our share capital by 20%
- Increase our membership by 20%

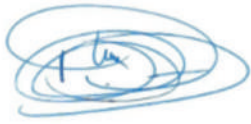
CONCLUSION

The Board of Directors, Management and Staff will continue to provide the leadership and vision required to transition our organization into one that survives any test to ensure that our Society stays on a steady path of growth and prosperity. **Confucius, China's most favourite teacher and philosopher, said "when prosperity comes, do not use all of it" leave something, if not all of your increase**

BOARD OF DIRECTORS' REPORT
(continued)

in your Credit Union. Technology is now at the heart of our existence, we shifted and positioned ourselves to leverage it for the benefit of all. Things are not reverting to pre Covid-19 conditions. We ask each and every member to assist us in that regard. Utilise our online services they are made available for convenience and ease of doing business. In the year 2020 we recruited a new Chief Executive Officer, Mr. Colin Eddy. We welcome him to the family and wish him all the best in his tenure at the TTPCU.

Cooperatively yours,



Mr. Phillip Wilson
SECRETARY



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Police Credit Union
Co-operative Society Limited

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Grow your dividends!
Grow your Credit union!

CREDIT COMMITTEE



- | | |
|--------------------------|-------------|
| 1. Nafeez Mohammed | - Chairman |
| 2. Nigel Williams | - Secretary |
| 3. Lystra Sebro | - Member |
| 4. Kevon Beatrice | - Member |
| 5. Narda Steele-Williams | - Member |

EXPANDING
THE POSSIBILITIES

CREDIT COMMITTEE'S REPORT

As the Credit Committee reflects on its performance over the reporting period, the Committee also takes this opportunity to express heartfelt gratitude to the membership for their continued support in making the Police Credit Union their financial institution of choice. Additionally, the Committee is also grateful for the confidence reposed in it to manage the organization's primary earning mechanism.

Despite the uncertain economic environment which was exacerbated by the Covid-19 pandemic, the Police Credit Union has made significant strides in this reporting period. This contributed towards achievement of its overall objective of becoming "the Premier Financial Institution in Trinidad and Tobago, that meets the needs of its diverse membership". This feat is being accomplished through the targeted creation of products specially tailored to meet the requirements of all its members.

The ability to ensure continued support and quality service was severely tested during this reporting period as the Credit Committee was called upon to interview members face to face, during the heights of the covid-19 pandemic. Note that, this occurred at a time when most businesses and even other offices of the Police Credit Union could have taken the decision to restrict their contact with members. The Credit Committee however, continued meeting with members in an effort to ensure that the business of the PCU as well as the wellbeing of members were addressed.

COMPOSITION OF CREDIT COMMITTEE

At the 62nd Annual meeting of the Society convened on the 8th August 2020, at the Queens Park Savannah, the following persons were elected:

Narda Steele-Williams	(2 years)
Nigel Williams	(2 years)
Kevon Beatrice	(1 year)

ALTERNATES

Laurence Squires	(1st Alternate)
Paul Jamerson	(2nd Alternate)

The first three officers, together with Lystra Sebro and Nafeez Mohammed, constituted the Credit Committee for the period under review.

On August 11th Mr. Nafeez Mohammed was elected Chairman and Nigel Williams as Secretary.

At the 63rd Annual General Meeting, the undermentioned persons will be seeking re-election:

CREDIT COMMITTEE'S REPORT
(continued)

CREDIT COMMITTEE

Lystra Sebro
Nafeez Mohammed
Kevon Beatrice.

LOAN ADMINISTRATION

Below is an analysis of this new product as well as several of the traditional loan offerings.

Barataria	57
Arima	27 (Meetings held at Barataria Branch due to accommodation challenges)
San Fernando	37
Tobago	2

For the period January 1st, 2020 to December 31st, 2020, a total of 7421 loan applications were approved valued at \$270,069,316.67 This represents an increase of \$91,598,292.03, when compared with 2019 where 10,415 applications to the value of \$178,471,024.64 were approved.

It must be noted that there was a sizable decrease of 2,994 in the number of loan applications approved, although the loan value increased significantly. . This is due, for the most part, to the introduction of several new products; the Free Yourself Loan (FYL) being the major contributor to this substantial increase.

LOAN ANALYSIS

Generally, there was a decrease in the number of traditional loan applications as well as total loan values. This can easily be attributed to the number of members who took advantage of the Free Yourself Loan facility, which was introduced in February 2020. This new product surpassed expectations and was the number one performing product for 2020. Below is an analysis of this new product as well as several the traditional loan offerings.

Share Incentive Loan

This facility, which is aimed at new members primarily, was not heavily subscribed in this reporting period as compared with 2019. In 2020, the share Incentive Loan was accessed by 298 members to the value of \$5,653,550.00. when compared with 2019 where 606 loans were granted to the tune of \$10,974,500.00.

CREDIT COMMITTEE'S REPORT

(continued)

Special Vehicle Loan

This new loan which started in September 2019 continued into 2020. For the reporting period, 324 loans were approved the total value being \$29,062,886.03. In the four months of 2019 when this loan was available, it was accessed by 140 members to the tune of \$11,463,195.42.

Christmas Loan

The Christmas Loan, which is a traditionally high performing product continued to be well subscribed. During this reporting period, 1886 persons accessed this loan to the tune of \$31,762,856.10 as compared with 2076 loan applications in 2019 in the amount of \$36,324,222.88. This represents a reduction by 13 %.

Free Yourself Loan

This new product was introduced as a result of recommendations by members and the responsiveness of the Management Team. This facility provided the opportunity for members to consolidate their existing loans into one payment, thus freeing up their disposable income as well as streamlining their loan payments to ensure that all their financial commitments are met at the time of their retirement. This was envisaged to reduce the number of members requesting moratoriums upon retirement, while awaiting their terminal benefits.

The Credit Committee approved a total of 809 loans, the value being \$143,333,980.48. This one product accounted for 53 % of the total loan portfolio for 2020.

Delinquency

During the period under review, the Recoveries Committee interviewed one hundred and fourteen (114) members. The Committee was able to work out arrangements to bring members back into good standing and honour their commitments to the Credit Union.

The prevailing economic conditions would have caused an increase in the delinquency ratio, from 1.26% in 2019 to 1.44% in the current reporting period. Though this represents an increase of 0.18% the current ratio remains within the internationally accepted delinquency ratio of 0% to 5% according to PEARLS Ratio.

The Recoveries Committee would have reviewed 441 files and liquidated a total of 240 accounts of delinquent members to the tune of \$3,718,330.59. Thirty-four (34) accounts were written down in the tune of \$718,572.00. These measures would have significantly contributed to reducing the arrears of those accounts and thereby updating the loan payments for the year 2020.

During 2020, the Recoveries Committee stepped up its efforts to recover on delinquent members,

CREDIT COMMITTEE'S REPORT

(continued)

through the increased use of the office of the Commissioner of Co-operatives. Fifty-three (53) files were referred to the Co-operative in 2020, when compared to the five (5) sent in 2019. The value of these files referred were \$4,512,269.70 in 2020 and \$584,062.26 in 2019.

Debt collectors were also utilized to recoup Credit Union funds, with 25 files valued \$2,353,574.83 being referred to the debt collectors.

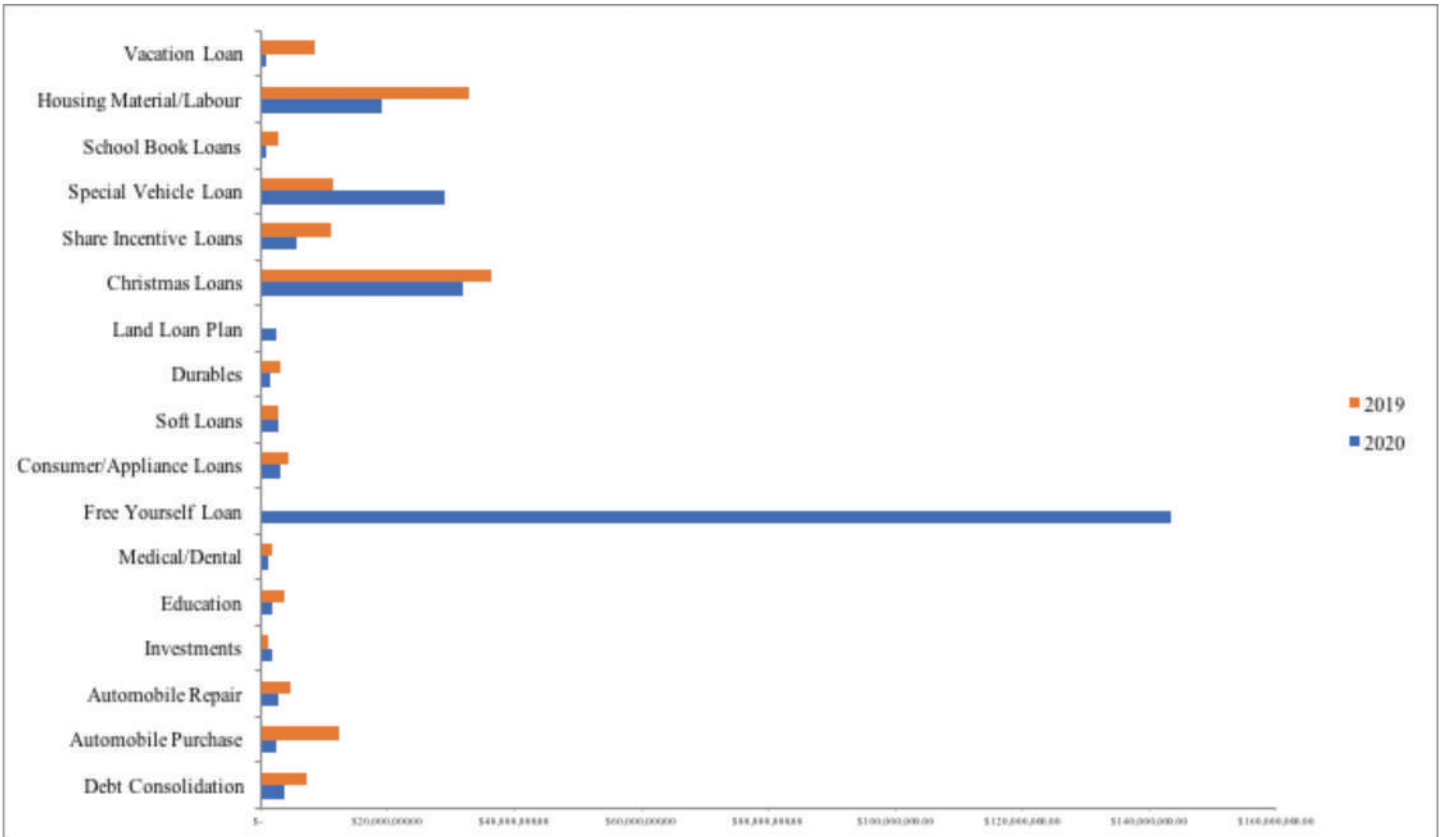
The Recoveries Committee has made the decision to utilize all measures to ensure that the organization reduces its delinquency portfolio as well as recover on outstanding bad debts. More importantly, the Committee stands ready to assist members by providing avenues for them to avoid falling into delinquency. Moratoriums specifically related to the effects of the Covid-19 pandemic is one such measure utilized by the Committee during this reporting period.

Table #1: 2020/2019 Loan Category Comparison

Loan Category	2019		2020	
	No. of Loans	\$	No. of Loans	\$
Debt Consolidation	341	7,319,621.24	144	3,560,199.25
Automobile Purchase	156	12,236,957.77	44	2,422,583.78
Automobile Repair	393	4,687,358.33	242	2,816,678.58
Investments	33	1,091,536.46	44	1,783,627.18
Education	279	3,825,352.79	118	1,822,312.44
Medical/Dental	113	1,913,884.45	83	1,036,256.16
Free Yourself	0	0	809	143,333,980.48
Consumer/Appliance	524	4,276,970.55	364	3,183,937.30
Soft Loans	530	2,783,815.00	419	2,623,687.50
Durables	218	2,968,084.78	152	1,362,796.68
Land Loan	0	0	16	2,559,493.78
Christmas	2,076	36,324,222.88	1,886	31,762,856.10
Share Incentive	606	10,974,500.00	298	5,653,550.00
Special Vehicle	140	11,463,195.42	324	29,062,886.03
School Book	341	2,871,630.90	89	816,495.86
Housing Material/Labour	1,210	32,735,495.79	676	19,036,947.20
Vacation	281	8,480,268.52	29	914,185.52
Wedding	28	1,796,000.00	10	567,500.00
Other Loans	3,146	32,722,129.76	1,674	15,749,342.83
Total	10,415	178,471,024.64	7,421	270,069,316.67

CREDIT COMMITTEE'S REPORT
(continued)

Graph 1: 2020/2019 Loan Comparison



Liquidations

There was a total of five hundred and thirty-three (533) liquidations to the value of \$26,889,101.30 in 2020.

Liquidations were done primarily for the following purposes:

- Debt Consolidation with other financial institutions
- Mortgages
- Retirement
- Restructuring of Finances, and
- Dismissals/Retrenchment.

Consumer Department

PCU PLUS, the organization’s Consumer Department, continues to provide a wide variety of top quality merchandize to members at competitive prices, with unrivalled customer service. Three Hundred and

CREDIT COMMITTEE'S REPORT
(continued)

sixty-four (364) Consumer Loans valued at \$3,183,937.30 were accessed during this period. This represents a decrease from 2019 where 524 applications valued at \$4,276,970.55 were accessed.

RECOMMENDATIONS

Consistent with the mandate of the Credit Committee, which is to provide prudent fiscal advice to members, the Credit Committee recommends that Financial Management Training sessions be made available to Staff, Committees and members generally. Special focus should be placed on members nearing retirement to ensure that they are able to meet their obligations during their transition from receiving a salary to the time they receive their terminal benefits.

The Covid-19 pandemic created the ideal opportunity for both members and the Society to hasten its approach to reducing operational costs through the use of technology. The Credit Committee suggests that members be encouraged to utilize Automated Clearing House (ACH) transfers as the method of facilitating loan disbursements. This will aid in both reducing the timeframe it takes for receiving their funds as well as encouraging reduced administrative costs.

CONCLUSION

The Credit Committee takes this opportunity to say a heartfelt thank you to all the staff members who would have contributed to the Committee's ability to function during this most challenging time. The Covid-19 pandemic would have made it difficult to continue performing our duties, but through determination and a will to serve, together we have been able to get it done.

The decision to press on with the Members' business has reaped significant rewards to the Credit Union and this report bears testimony to that fact. The Credit Committee wishes to express its pleasure for having served and will continue to serve its members fearlessly.



Mr. Nigel Williams
SECRETARY



KCL Capital Market Brokers Limited

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INSPIRING HOPE FOR A GLOBAL COMMUNITY

We thank you for the opportunity to journey together, in your pursuit of 'Building generational wealth' for your family, your business, your community and your country.

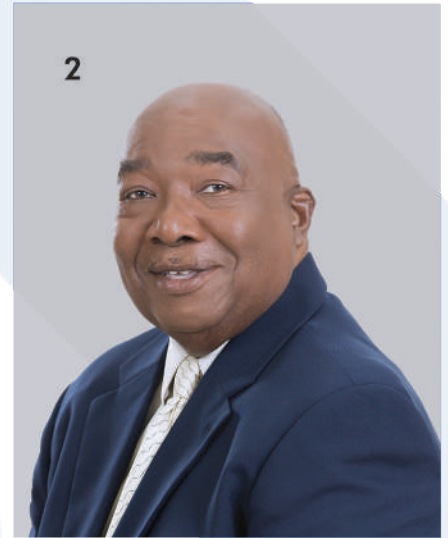
At KCL Capital Market Brokers Limited, 'Building generational wealth' is our mantra. That is our vision for your wealth, for its roots to be secured in time tested investment principles and for it to be robust to withstand the volatility of any investment climate.

*Celebrating the Spirit of the Global Credit Union movement
We share in your passion of 'People helping people'*



Contacts - Phone: 1-868-223-CMBL or www.embltt.com
Address: 6th Floor, Savannah East, #11 Queens Park East, Port-of-Spain, Trinidad.

SUPERVISORY COMMITTEE



- 1. **Ingrid Maxwell** - Chairman
- 2. **Errol Dillon** - Secretary
- 3. **Jerome Jagroop** - Member
- 4. **Franklyn Archie** - Member
- 5. **Dana Joseph** - Member

EXPANDING
THE POSSIBILITIES

SUPERVISORY COMMITTEE'S REPORT

INTRODUCTION

The Supervisory Committee for the period under review comprised of the following elected members:

Ms. Ingrid Maxwell	Chairman
Mr. Errol Dillon	Secretary
Mr. Franklyn Archie	Member
Mr. Jerome Jagroo	Member
Ms. Dana Joseph	Member
Ms. Mahalia Bacchus	1st Alternate
Ms. Farrah Ceballo	2ndAlternate

Outgoing and eligible for re-election are:

- Mr. Errol Dillon
- Ms. Ingrid Maxwell
- Ms. Dana Joseph

The Trinidad and Tobago Police Credit Union (TTPCU) like every other organization locally, regionally and internationally has been affected by the global pandemic Covid-19 which has led restrictions being imposed on our borders and citizens since March 2020. The impact of Covid-19 has caused the TTPCU to look at innovative ways to improve the economic, social and educational welfare of its members by protecting, preserving and safeguarding the assets through a strong commitment to strict internal controls and monitoring practices.

This report summarizes the activities of the Supervisory Committee's administrative period, which covers the financial year January 1, 2020 to December 31, 2020. During that period, the Supervisory Committee conducted a series of meetings with the objective of ensuring proper governance of the Credit Union and that members' assets and savings are at all times protected by following all its internal control procedures, polices and operational manuals.

The Committee carried out audits at various branches of the Credit Union and held several meetings with the Board of Directors, senior members of management and other stakeholders on a wide range of issues.

SUPERVISORY **COMMITTEE'S REPORT**
(continued)

2020/2021 SYNOPSIS

The areas examined by the Committee included but were not limited to:

- Loan procedures and processes
- Investment portfolio
- Payroll and statutory payments
- Monthly financial reports
- Bank reconciliation statements
- Managers approved loan files
- Credit Committee loan files
- Consumer Division
- Internal Control and Audit
- Delinquency Portfolio
- Board and Committee Members loan files
- Fixed Asset Register

The Committee highlights below its findings in some of the areas examined.

- **Financial Statements**

The financial statements for the year under review indicates that the Credit Union continues to report a surplus despite the negative impacts on the economy resulting from the global pandemic. The accounts have been prepared and presented according to International Financial Reporting Standards (IFRS). The organization produces its financial statements on a monthly basis and these statements are reviewed by the Finance Investment and Risk Committee.

- **Loans**

The Supervisory Committee during the year under review conducted an audit of the operations of the loans department. The Committee also reviewed loan application forms and ensured that all the forms were properly completed. The Committee was satisfied that generally the policies, processes and procedures were adhered to.

- **Board of Directors**

The Committee commends the Board of Directors for demonstrating its resilience for the 2020/2021 period. Notwithstanding the pandemic and absence of a Chief Executive Officer (CEO) and Chief Operating Officer (COO), the Executive was able to navigate the organization through that unpredictable and unprecedented time. This resulted in the operations of the Credit Union being maintained in a satisfactory manner.

The Committee however, has a concern with respect to the length of time it is taking to fill the vacant position of CEO since the resignation of the former CEO in September 2019 and the outstanding

SUPERVISORY COMMITTEE'S REPORT
(continued)

vacancy for COO. The Board of Directors must therefore take the necessary steps to have all key positions filled with some urgency.

- Credit Committee

The Credit Committee's mandate is to approve loans for our members in accordance with the Credit Union's Credit Administration Policy. The Supervisory Committee found that generally the Credit Committee exercised prudence in the management of the loan portfolio and compliments its members for the extended time spent in dealing with loan applications to satisfy the needs of the membership during this critical period.

The Supervisory Committee encourages members to continue to be diligent in the repayment of loans to the Credit Union and commit to their intrinsic responsibility.

- Education Committee

The Education Committee held the Annual Secondary Entrance Awards (SEA). The Christmas treats for 2020 had to be curtailed due to the pandemic. The Supervisory Committee commends the efforts of this Committee as they continue to support the Board in promoting the educational well-being of the membership.

RECOMMENDATIONS

With the intended move to the flagship building and towards digitalization of the Credit Union, the Committee recommends that the Board consider a more efficient method of conducting inventory checks for the Consumer Department such as:

- Bar coding of items and
- The introduction of scanners

CONCLUSION

The Supervisory Committee affirms the resilient state of the Trinidad and Tobago Police Credit Union and will continue to work hard to steer the affairs of the Credit Union appropriately.

The Supervisory Committee would like to thank the Board of Directors, Committees, Management, Staff, Membership and, Stakeholders of the Trinidad and Tobago Police Credit Union for their hard work in ensuring the success of this Credit Union and extends best wishes to them.

Best regards,



Mr. Errol Dillon
SECRETARY

EDUCATION COMMITTEE



- | | |
|-----------------------------|-------------|
| 1. Pamela Schullera-Hinds | - Chairman |
| 2. Janelle Wilson | - Secretary |
| 3. Kelvin Stewart | - Member |
| 4. Stacey Ann Henry-Charles | - Member |
| 5. Cynthia Romeo-Dick | - Member |

EXPANDING
THE POSSIBILITIES

EDUCATION COMMITTEE'S REPORT

The Board of Directors at its first meeting following the Annual General Meeting agreed to keep the previously selected members to serve on the Education Committee for the year 2020/2021. Director, Ms. Margaret Sampson-Browne was also kept on as the Board Liaison to the Committee. This was in keeping with Bye-Law 20(a) (1) and (2).

At the Education Committee's first meeting, they also kept Mrs. Pamela Schullera-Hinds as the Chairman and Mrs. Janelle Wilson as the Secretary. The other members included Mrs. Cynthia Romeo-Dick, Mr. Kelvin Stewart, and Mrs. Stacey Ann Henry-Charles.

For the year 2020; given the COVID19 restrictions and the unforeseen economic challenges being faced by many, the Board of Directors charged the members of the Education Committee to re-think how the Police Credit Union could celebrate the achievements of the S.E.A. Graduates.

Claiming the theme "We are Family" The Committee reconfigured the annual S.E.A. Bursary Award and replaced it by granting a one-off payment of one thousand dollars (\$1000.00).

The previous methodology was that an account was opened on behalf of the child and a sum was deposited towards the share account of the child who must be a member. This method was waived and instead the sum was deposited to the account of the parent / guardian of the child. The parent / guardian must have been a member.

At the end of an extended application period, a total of two hundred and twenty-seven (227) applications were submitted. Two hundred and twenty (220) were successful and seven were unsuccessful.

At the time of writing this document, the Education Committee was in the process of rolling out three online seminars for the membership of the Police Credit Union namely Cyber Awareness, Will Writing and a Taxation Seminar.

This online approach is expected to be the new normal as it is doubtful that life will return to the way things were prior to the Covid-19 pandemic.

God bless the Trinidad and Tobago Police Credit Union and its membership.

Yours co-operatively,



Mrs. Janelle Wilson
SECRETARY

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
CO-OPERATIVE SOCIETY LIMITED**

FINANCIAL STATEMENTS

31 DECEMBER 2020

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
CO-OPERATIVE SOCIETY LIMITED**

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Statement of Appropriated Funds and Undivided Surplus	6 – 7
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Trinidad & Tobago Police Credit Union Co-operative Society Limited.

HEAD OFFICE: 61 Tenth Street, Barataria, Trinidad, W.I.
Phone: 612-4PCU (4728) Fax: 674-0160
www.policecreditunion.com

BANKERS:
FIRST CITIZENS BANK
TRINIDAD AND TOBAGO LTD.
62 Independence Square,
Port-of-Spain.

March 18, 2021

Our Ref:

STATEMENT OF MANAGEMENT'S RESPONSIBILITIES

Your Ref:

Management is responsible for the following:


- Preparing and fairly presenting the accompanying financial statements of Trinidad and Tobago Police Credit Union Co-operative Society Limited, which comprise the Statement of Financial Position as at December 31, 2020, the Statements of Comprehensive Income, Appropriated Funds and Undivided Surplus and Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory information;
- Ensuring that the Society keeps proper records;
- Selecting appropriate accounting policies and applying them in a consistent manner;
- Implementing, monitoring and evaluating the system of internal control operated effectively during the reporting period;
- Producing reliable financial reporting that comply with laws and regulations, including the co-operative Societies Act; and
- Using reasonable and prudent judgment in the determination of estimates.

In preparing these audited financial statements, Management utilized the International Financial Reporting Standards, as issued by the International Accounting Standards Board and adopted by the Institute of Chartered Accountants of Trinidad and Tobago. Where International Financial Reporting Standards presented alternative accounting treatments, Management chose those considered most appropriate in the circumstances.

Nothing has come to the attention of Management to indicate that the Society will not remain a going concern for the next twelve months from the reporting date; or up to the date the accompanying financial statements have been authorized for issue, if later.

Management affirms that it has carried out its responsibilities as outlined above.

Co-operatively,



PRESIDENT



TREASURER

BRANCH OFFICES: 17-19 Irving Street, San Fernando • Fax: 653-1294
Mt. Marie Road, Scarborough, Tobago • Phone/Fax: 639-4155
#45 Sorzano Street, Arima • Fax: 667-1235
Consumer Department: 62 Tenth Street, Barataria • Fax: 675-5604

INDEPENDENT AUDITOR'S REPORT

The Members

Trinidad and Tobago Police Credit Union Co-operative Society Limited

Opinion

We have audited the Financial Statements of Trinidad and Tobago Police Credit Union Co-operative Society Limited, which comprise the Statement of Financial Position as at 31 December 2020, the Statement of Comprehensive Income, Appropriated Funds and Undivided Surplus and Cash Flows for the year then ended, and notes to the Financial Statements including a summary of Significant Accounting Policies.

In our opinion, the accompanying Financial Statements present fairly, in all material respects, the financial position of Trinidad and Tobago Police Credit Union Co-operative Society Limited as at 31 December, 2020 and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards ("IFRSs").

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing ("ISAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of Trinidad and Tobago Police Credit Union Co-operative Society Limited in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information included in the Credit Union's 2020 Annual Report

Management is responsible for the other information. Other information consists of the information included in the Annual Report, other than the Financial Statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the Financial Statements does not cover the other information and we do not express any form of assurance conclusion thereon.

Responsibilities of Management and the Board of Directors for the Financial Statements

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

In preparing the Financial Statements, management is responsible for assessing the Credit Union's ability to continue as a going concern; disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless management either intends to liquidate the Credit Union or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing the Credit Union's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Financial Statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit, 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 Credit Union's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Credit Union's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Credit Union to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Financial Statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



HLB Montgomery & Co.

18th March, 2021

118 Abercromby Street

Port of Spain

Trinidad and Tobago

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
CO-OPERATIVE SOCIETY LIMITED**

STATEMENT OF FINANCIAL POSITION

		<u>ASSETS</u>	
		31 December	
	Notes	<u>2020</u> (\$)	<u>2019</u> (\$)
Cash Resources:			
Cash and Cash Equivalents	5	35,236,976	44,448,345
Short-term Investments		95,994,536	119,507,657
Total Cash Resources		131,231,512	163,956,002
Other Assets:			
Accrued interest on loans	6	4,528,758	4,465,955
Accounts receivable and prepayments	7	6,918,625	5,731,232
Inventories	8	1,321,278	2,220,945
Other Investments	9	44,751,184	45,395,003
Loans to Members	10	582,323,473	548,772,716
Investment properties	11	2,146,173	2,164,173
Fixed Assets	12	154,016,911	86,333,221
Total Other Assets		796,006,402	695,083,245
Total Assets		927,237,914	859,039,247

LIABILITIES AND MEMBERS' EQUITY

Liabilities:

Accounts payable and accruals	13	20,863,351	20,452,297
KCL Bond Syndicate	24	58,454,427	14,536,372
Members' Deposits		49,714,598	44,065,770
Members' Shares	14	633,145,488	622,420,311
Total Liabilities		762,177,864	701,474,750

Members' Equity:

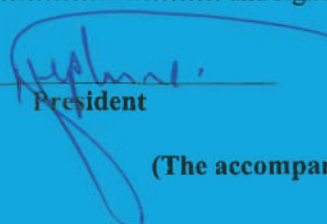


General Reserve Fund	15	61,647,620	59,051,181
Education Reserve Fund	16	12,695,195	11,722,251
Investment Re-measurement Reserve	17	(2,968,753)	(2,910,066)
Revaluation Surplus		14,525,462	14,525,462
Building Fund	18	18,953,617	18,953,617
Undivided Surplus		60,206,909	56,222,052

Total Members' Equity		165,060,050	157,564,497
-----------------------	--	-------------	-------------

Total Liabilities and Members' Equity		927,237,914	859,039,247
--	--	-------------	-------------

These Financial Statements were approved by the Board of Directors and authorised for issue on18th.....

.....MARCH 2021..... and signed on behalf by:

 President	 Treasurer	 Chairman Supervisory Committee
--	--	---

(The accompanying Notes form part of these Financial Statements)

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
CO-OPERATIVE SOCIETY LIMITED**

**STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31ST DECEMBER 2020**

		For the year ended 31 December	
	<u>Notes</u>	<u>2020</u>	<u>2019</u>
Income:			
Loan interest		56,189,608	52,955,617
Investment Income		3,867,246	5,210,047
Rent		144,000	144,000
Entrance Fees		8,720	16,400
Commissions		3,839,108	4,151,044
Bad Debts Recovered		746,959	249,050
Miscellaneous Income	25	9,725,605	9,205,100
		<hr/>	<hr/>
Total Income		74,521,246	71,931,258
Expenditure:			
Administrative Expenses	26	20,084,364	16,709,784
Board and Committees' Expenses	27	1,759,573	925,964
Life Savings and Loan Protection Insurance		6,841,630	7,200,192
Interest on Members' Deposits		258,226	243,109
Education Committee Expenses		320,916	751,089
Finance Costs		686,561	571,855
Personnel Costs	28	16,806,858	19,857,543
		<hr/>	<hr/>
Total Expenditure		46,758,128	46,259,536
Net Income from Credit Union Operations		27,763,118	25,671,722
Net Loss – Appliance Centre	29	(1,885,928)	(291,350)
		<hr/>	<hr/>
Net surplus for the year		25,877,190	25,380,372
Other Comprehensive Income:			
<u>Items that may not be reclassified subsequently to Profit or Loss</u>			
Net Fair Value Loss on Financial Assets Classified as Fair Value through other Comprehensive Income		(58,687)	(1,165,168)
		<hr/>	<hr/>
		<u>25,818,503</u>	<u>24,215,204</u>

(The accompanying Notes form part of these Financial Statements)

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
CO-OPERATIVE SOCIETY LIMITED**

STATEMENT OF APPROPRIATED FUNDS AND UNDIVIDED SURPLUS

FOR THE YEAR ENDED 31 DECEMBER 2020

	General Reserve Fund (\$)	Education Reserve Fund \$	Investment Re-measurement Reserve (\$)	Revaluation Reserve (\$)	Building Fund (\$)	Undivided Surplus (\$)	<u>Total</u> (\$)
Balance as at 1 January 2020	59,051,181	11,722,251	(2,910,066)	14,525,462	18,953,617	56,222,052	157,564,497
Total comprehensive income for the year	-	-	(58,687)	-	-	25,877,190	24,818,503
Add: Appropriations of net surplus for the year as follows:-							
10% to General Reserve Fund	2,587,719	-	-	-	-	(2,587,719)	-
5% to the Education Reserve Fund	-	1,293,860	-	-	-	(1,293,860)	-
	61,638,900	13,061,111	(2,968,753)	14,525,462	18,953,617	78,217,663	183,383,000
Dividends	-	-	-	-	-	(18,322,950)	(18,322,950)
Entrance fees	8,720	-	-	-	-	(8,720)	-
Education Fund expense	-	(320,916)	-	-	-	320,916	-
Balance as at 31 December 2020	<u>61,647,620</u>	<u>12,695,195</u>	<u>(2,968,753)</u>	<u>14,525,462</u>	<u>18,953,617</u>	<u>60,206,909</u>	<u>165,060,050</u>

(The accompanying notes form part of these financial statements)

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
CO-OPERATIVE SOCIETY LIMITED**

STATEMENT OF APPROPRIATED FUNDS AND UNDIVIDED SURPLUS - CONTINUED

FOR THE YEAR ENDED 31 DECEMBER 2020

	General Reserve Fund (\$)	Education Reserve Fund (\$)	Investment Re-measurement Reserve (\$)	Revaluation Reserve (\$)	Building Fund (\$)	Undivided Surplus (\$)	Total (\$)
Balance as at 1 January 2019	56,496,744	11,204,321	(1,744,898)	14,525,462	18,953,617	57,477,557	156,912,803
Total comprehensive income for the year	-	-	(1,165,168)	-	-	25,380,372	24,215,204
Add: Appropriations of net surplus for the year as follows:-							
10% to General Reserve Fund	2,538,037	-	-	-	-	(2,538,037)	-
5% to the Education Reserve Fund	-	1,269,019	-	-	-	(1,269,019)	-
	59,034,781	12,473,340	(2,910,066)	14,525,462	18,953,617	79,050,873	181,128,007
Dividends	-	-	-	-	-	(23,318,510)	(23,318,510)
Honoraria	-	-	-	-	-	(245,000)	(245,000)
Entrance fees	16,400	-	-	-	-	(16,400)	-
Education Fund expense	-	(751,089)	-	-	-	751,089	-
Balance as at 31 December 2019	<u>59,051,181</u>	<u>11,722,251</u>	<u>(2,910,066)</u>	<u>14,525,462</u>	<u>18,953,617</u>	<u>56,222,052</u>	<u>157,564,497</u>

(The accompanying notes form part of these financial statements)

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
CO-OPERATIVE SOCIETY LIMITED**

STATEMENT OF CASH FLOWS

	For the year ended 31 December	
	<u>2020</u>	<u>2019</u>
	(\$)	(\$)
Cash flows from operating activities:		
Net surplus for the year	25,877,190	25,380,372
Adjustments to reconcile net surplus to net cash provided by operating activities:		
Loss on disposal of fixed assets	-	46,829
Expected Credit Loss	8,098,512	1,362,812
Depreciation	1,065,839	916,924
	<u>35,041,541</u>	<u>27,706,937</u>
Net Change in Accounts Receivable and Prepayments	(1,199,362)	1,688,636
Net Change in Accrued Interest on Loans	103,281	82,911
Net Change in Accounts Payable and Accruals	411,054	2,193,643
Net Change in Inventories	899,667	135,856
Net Change in Loans to Members	<u>(41,803,384)</u>	<u>4,934,358</u>
Cash (used in)/provided by Operating Activities	<u>(6,547,203)</u>	<u>36,742,341</u>
Cash flows from investing activities:		
Net Change in Other Investments	585,132	(8,969,653)
Proceeds from Disposal of Fixed Assets	-	15,736
Purchase of fixed assets	<u>(68,731,529)</u>	<u>(28,297,464)</u>
Cash used in Investing Activities	<u>(68,146,397)</u>	<u>(37,251,381)</u>
Cash flows from financing activities:		
Net Change in Members' Deposits	5,648,828	2,284,865
Net Change in Long Term Loans	43,918,055	14,536,372
Increase in Members' Shares	10,725,177	14,887,663
Dividends Interest Rebate and Honoraria Paid	<u>(18,322,950)</u>	<u>(23,563,510)</u>
Cash provided by Financing Activities	<u>41,969,110</u>	<u>8,145,390</u>
Net Change in Cash Resources	(32,724,490)	7,636,350
Net cash resources, beginning of year	<u>163,956,002</u>	<u>156,319,652</u>
Net cash resources, end of year	<u>131,231,512</u>	<u>163,956,002</u>
Represented by:		
Cash and cash equivalents	<u>131,231,512</u>	<u>163,956,002</u>

(The accompanying notes form part of these financial statements)

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
CO-OPERATIVE SOCIETY LIMITED**

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

1. Incorporation and Principal Activities:

The Society is incorporated in the Republic of Trinidad and Tobago and is registered under the Co-operative Societies Act Ch: 81:03. Its objectives are to promote the economic welfare of its members, encouraging the spirit and practice of thrift, self-help and co-operation and to promote the development of co-operative ideas. Its registered office is located at 61 Tenth Street, Barataria.

2. Significant Accounting Policies:

a) Basis of financial statements preparation -

These financial statements are prepared in accordance with International Financial Reporting Standards (IFRS), and are stated in Trinidad and Tobago dollars, rounded to the nearest dollar. These financial statements are stated on the historical cost basis, except for the measurement at fair value of available-for-sale investments.

b) Use of estimates -

The preparation of financial statements in conformity with IFRSs requires the use of certain critical accounting estimates and requires management to exercise its judgement in the process of applying the Society's accounting policies. It also requires the use of assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Although these estimates are based on management's best knowledge of current events and actions, actual results may ultimately differ from those estimates.

c) New Accounting Standards and Interpretations -

Certain new accounting standards and interpretations have been published that are not mandatory for 31st December, 2020 reporting periods and have not been early adopted by the Credit Union.

These standards are not expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
CO-OPERATIVE SOCIETY LIMITED**

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

2. Significant Accounting Policies (Cont'd):

d) Property, plant and equipment -

Property, plant and equipment are stated at historical cost less accumulated depreciation. Depreciation is provided on the declining balance method, except for building and computers, which are depreciated on the straight-line basis.

The following rates which are considered appropriate to write-off the cost of the assets over their estimated useful lives are applied:

Buildings	-	2%
Leasehold improvements	-	20%
Computer equipment and software	-	20%
Fixtures and fittings	-	10%
Motor vehicles	-	33 1/3%
Office furniture and equipment	-	10%
Kitchen equipment – Mt. Marie	-	10%
Library books	-	10%

No depreciation is provided on freehold land or capital work-in-progress.

Increases in the carrying amount arising on revaluation of land and buildings are credited to Capital Revaluation Reserve in Shareholders' Equity. Decreases that offset previous increases of the same asset are charged against reserves directly in equity; all other decreases are charged to the Statement of Comprehensive Income. Each year the difference between depreciation based on the revalued carrying amount of the asset charged to the Statement of Comprehensive Income and depreciation based on the asset's original cost is transferred from Capital Revaluation Reserve to Retained Earnings. When revalued assets are sold, the amounts included in other reserves are transferred to Retained Earnings.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within the "Other (losses)/gains – net" in the Statement of Comprehensive Income.

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
CO-OPERATIVE SOCIETY LIMITED**

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

2. Significant Accounting Policies (Cont'd):

e) Revenue recognition -

Loan Interest

Interest charged on all loans to members is calculated at 1.2% per month except for the outstanding balance at the end of each month and is accounted for on the accrual basis.

Non-performing loans are amounts for which interest no longer continues to be accrued and taken into income on an ongoing basis because there is doubt as to the recoverability of the loans. Income from non-performing loans is taken into income on a cash basis, but only after prior specific allowances for losses have been made.

For non-performing loans, specific allowances are made for the unsecured portion of the loan. The amount of the allowance is dependent upon the extent of the delinquency.

Investment Income

Income from investments is accounted for on the accruals basis except for dividends, which are accounted for on a cash basis, consistent with International Accounting Standard (IAS) 10.

f) Dividends payable to members -

The dividend is computed on the basis of the average value of shares in issue throughout the year, the average being determined on the basis of the value of shares held at the end of each month. Dividends that are proposed and declared after the reporting date are not shown as a liability in accordance with IAS 10.

g) Foreign currency -

Monetary assets and liabilities denominated in foreign currencies are expressed in Trinidad and Tobago dollars at rates of exchange ruling at the reporting date. All revenue and expenditure transactions denominated in foreign currencies are translated at the average rate and the resulting profits and losses on exchange from these trading activities are recorded in the Statement of Comprehensive Income.

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
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2. Significant Accounting Policies (Cont'd):

h) Provisions -

Provisions are recognised when the Society has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

i) Inventories -

Inventories have been valued at the lower of cost and net realisable value. Cost is determined on the average cost basis.

j) Investment property -

Properties held for long-term rental yields and capital appreciation, which is not substantially occupied by the Society are classified as investment properties. Investment properties comprise land and buildings and are stated at historical cost less accumulated depreciation which is provided on a straight line basis.

k) Financial Instruments -

All recognised financial assets that are within the scope of International Financial Reporting Standard (IFRS) 9 are required to be subsequently measured at amortised cost or fair value on the basis of:

- (i) the entity's business model for managing the financial assets; and
- (ii) the contractual cash flow characteristics of the financial assets.

The credit union reassess its business models each reporting period to determine whether they have changed. No such changes have been identified for the current year.

Principal is the fair value of the financial asset at initial recognition. Interest is consideration for the time value of money and for credit and other risks associated with the principal outstanding. Interest also has a profit margin element.

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2. Significant Accounting Policies (Cont'd):

k) Financial Instruments (Continued)

Initial measurement

All financial instruments are initially measured at the fair value of consideration given or received.

The credit union measures fair values in accordance with IFRS 13, which defines fair value as 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 credit union uses a fair value hierarchy that categorises valuation techniques into three levels:

- (i) Level 1 inputs are quoted prices in active markets for identical assets or liabilities. Assets and liabilities are classified as Level 1 if their value is observable in an active market. The use of observable market prices and model inputs, when available, reduces the need for management judgement and estimation, as well as the uncertainty related with the estimated fair value.
- (ii) Level 2 inputs are inputs other than quoted prices that are observable for the asset or liability, either directly or indirectly. Level 2 inputs include quoted prices for similar assets or liabilities in active markets; quoted prices for identical or similar assets or liabilities in markets that are not active; and inputs other than quoted prices that are observable for the asset or liability.
- (iii) Level 3 inputs are unobservable inputs. Assets and liabilities are classified as Level 3 if their valuation incorporates significant inputs that are not based on observable market data.

Subsequent measurement

Those financial assets such as members' loans and receivables, which are held within a business model with the sole objective of collecting contractual cash flows which comprise principal and interest only, are subsequently measured at amortised cost. Gains/losses arising on remeasurement of such financial assets are recognised in profit or loss as movements in Expected Credit Loss (ECL). When a financial asset measured at amortised cost is derecognised, the gain/loss is reflected in profit or loss.

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NOTES TO THE FINANCIAL STATEMENTS

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2. Statement of Accounting Policies (Cont'd):

k) Financial Instruments (cont'd) –

Subsequent measurement (continued)

Those financial assets such as bonds, which are held within a business model with the objectives of (i) collecting contractual cash flows which comprise principal and interest only, as well as (ii) selling the financial assets, are subsequently measured at Fair Value Through Other Comprehensive Income (FVTOCI). Gains/losses arising on remeasurement of such financial assets are recognised in OCI as *'Items that may be reclassified subsequently to P&L'* and are called *'Net FV gain/(loss) on financial assets classified as at FVOCP'*.

All other financial assets are subsequently measured at Fair Value Through Profit and Loss (FVTPL), except for equity investments, which the credit union has opted, irrevocably, to measure at FVTOCI. Gains/losses arising on remeasurement of such financial assets are recognised in profit or loss as *'Net FV gain/(loss) on financial assets classified at FVTPL'*. When a financial asset measured at FVTOCI is derecognised, the cumulative gain/loss previously recognised in OCI is reclassified from equity to profit or loss.

Gains/losses arising on remeasurement of equity investments, which the credit union has opted, irrevocably, to measure at FVTOCI, are recognised in OCI as *'Items that may not be reclassified subsequently to P&L'* and are called *'Net FV gain/(loss) on equity financial assets classified as at FVOCI'*. When an equity investment measured at FVTOCI is derecognised, the cumulative gain/loss previously recognised in OCI is not subsequently reclassified to profit or loss but instead, transferred within equity.

Reclassification

If the business model under which the credit union holds financial assets changes, the financial assets affected are reclassified accordingly from the first day of the first reporting period following the change in business model. Equity instruments which the credit union opted to treat at FVTOCI cannot be reclassified.

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
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NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

2. Significant Accounting Policies (Cont'd):

k) Financial Instruments (cont'd) -

Impairment

Financial assets amortised costs are impaired at one of two levels:

- (i) Twelve-month Expected Credit Loss – These are losses that result from default events that are possible within twelve months after the reporting date. Such financial assets are at ‘Stage 1’.
- (ii) Lifetime ECL - These are losses that result from all possible default events over the life of the financial instrument. Such financial assets are at ‘Stage 2’ or ‘Stage 3’.

A loss allowance for full lifetime ECL is required for a financial instrument if the credit risk on that financial instrument has increased significantly since initial recognition. For all other financial instruments, ECLs are measured at an amount equal to the twelve-month ECL.

ECL is a probability-weighted estimate of the present value of credit losses, measured as the present value of the difference between (i) the cash flows due to the credit union under contract; and (ii) the cash flows that the credit union expects to receive, discounted at the asset’s effective interest rate.

Performing financial assets – Stage 1

For performing assets and those expected to perform normally, the loss allowance is the 12-month ECL and is done immediately at initial recognition of asset.

Significant increase in credit risk – Stage 2

When an asset becomes 30 days past due, the credit union considers that a significant increase in credit risk has occurred and the asset is deemed to be at Stage 2 and the loss allowance is measured as the lifetime ECL.

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
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NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

2. Significant Accounting Policies (Cont'd):

k) Financial Instruments (cont'd) -

Credit-impaired financial assets – Stage 3

A financial asset is 'credit-impaired' when events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Credit-impaired financial assets are referred to as Stage 3 assets. Evidence of credit-impairment includes observable data about one or more of the following events:

- (i) significant financial difficulty of the borrower or issuer;
- (ii) a breach of contract such as a default or past due event;
- (iii) granted to the borrower of a concession that the lender would not otherwise consider;
- (iv) the disappearance of an active market for a security because of financial difficulties; or
- (v) the purchase of a financial asset at a deep discount that reflects the incurred credit losses.

The credit union assesses whether debt instruments that are financial assets measured at amortised cost are credit-impaired at each reporting date. There is a rebuttable presumption that financial assets that are in defaulted for more than ninety (90) days are credit impaired. The credit union also considers a financial asset to be credit impaired if the borrower is unlikely to pay its credit obligation. To determine this, the credit union takes into account both qualitative indicators such as unemployment, bankruptcy, divorce or death and quantitative indicators, such as overdue status. The credit union uses its historical experience and forward-looking information that is available without undue cost or effort. If there has been a significant increase in credit risk the credit union will measure the loss allowance based on lifetime rather than twelve-month ECL.

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
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NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

2. Significant Accounting Policies (Cont'd):

k) Financial Instruments (cont'd) -

Modification and Derecognition of Financial Assets

The credit union renegotiates loans to customers in financial difficulty to maximise collection and minimise the risk of default. This occurs particularly where, although the borrower made all reasonable efforts to pay under the original contractual terms, there is a high risk of default or default has already happened. The revised terms usually include an extension of the maturity of the loan, changes to the timing of the cash flows of the loan and /or a reduction in the amount of cash flows due. When a financial asset is modified, the credit union assesses whether this modification results in derecognition of the original loan, such as when the renegotiation gives rise to substantially different terms.

In the case where the financial asset is derecognised, the new financial asset will have a loss allowance measured based on twelve-month ECL. If, however, there remains a high risk of default under the renegotiated terms, the loss allowance will be measured based on lifetime ECL.

When the modification does not result in derecognition, the credit union will measure loss allowance at an amount equal to lifetime ECL.

Write-off

Loans and receivables are written off when the credit union has no reasonable expectations of recovering the financial asset, for example, when the credit union determines that the borrower does not have assets or sources of income that could generate sufficient cash flows to repay. A write-off constitutes a derecognition event. Subsequent recoveries resulting from the credit union's enforcement activities will result in gains.

Financial liabilities

Since the credit union does not trade in financial liabilities, and since there are no measurement or recognition inconsistencies, all financial liabilities are initially measured at fair value, net of transaction costs and subsequently, at amortised cost using the effective interest method. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial instrument to the net carrying amount on initial recognition. Financial liabilities recognised at amortised cost are not reclassified.

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NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

2. Significant Accounting Policies (Cont'd):

k) Financial Instruments (cont'd) -

Measurement of ECL

The key inputs used for measuring ECL are:

- (i) probability of default (PD);
- (ii) loss given default (LGD); and
- (iii) exposure at default (EAD).

The credit union measures ECL on an individual basis, or on a collective basis for portfolios of loans that share similar economic risk characteristics. The credit union's financial instruments are grouped on the basis of shared risk characteristics, such as:

- (i) credit risk grade;
- (ii) collateral type;
- (iii) date of initial recognition;
- (iv) remaining term to maturity;
- (v) industry;
- (vi) geographic location of the borrower;
- (vii) income bracket of the borrower; and
- (viii) the value of collateral relative to the financial asset.

The groupings are reviewed on a regular basis to ensure that each grouping is comprised of homogenous exposures.

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NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

2. Significant Accounting Policies (Cont'd):

k) Financial Instruments (cont'd) -

An analysis of the credit union's credit risk exposure without taking into account the effects of collateral is provided in the following tables. The amounts in the table represent gross carrying amounts.

Loans	Stage 1 12 mth ECL (\$)	Stage 2 Lifetime ECL (\$)	Stage 3 Lifetime ECL (\$)	Total (\$)
Low risk	562,578,990	-	-	562,578,990
Medium Risk	5,696,319	-	-	5,696,319
Substandard	-	8,785,609	-	8,785,609
Doubtful	-	3,765,261	9,711,096	13,476,357
Impaired	-	-	4,161,898	4,161,898
Total gross carrying amount	<u>568,275,309</u>	<u>12,550,870</u>	<u>13,872,994</u>	<u>594,699,173</u>

The table below analyses the movement of the loss allowance on loans to members at amortised cost during the year.

	Stage 1 (\$)	Stage 2 (\$)	Stage 3 (\$)	Total (\$)
Loss allowance, beginning of year	4,849,885	203,071	513,264	5,566,220
Write-offs/ change in ECL	857,679	19,630	5,932,171	6,809,480
Loss allowance, end of year	<u>5,707,564</u>	<u>222,701</u>	<u>6,445,435</u>	<u>12,375,700</u>

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NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

2. Significant Accounting Policies (Cont'd):

k) Financial Instruments (cont'd) -

Collateral held as security

The credit union holds the following types of collateral to mitigate credit risk associated with financial assets:

General loans	Shares in the credit union
Mortgage lending *	Deed of Mortgage on property
Vehicle loans	Deed of Mortgage on vehicles

*The credit union holds residential properties as collateral for the mortgage loans it grants to its members. The value of the collateral for residential mortgage loans is typically based on the collateral value at origination, updated based on changes in house prices. For credit-impaired loans, the value of collateral is based on the most recent appraisals.

Assets obtained by taking possession of collateral

The credit union obtained the following assets during the year by taking possession of collateral held as security against loans held at the year end. The credit union's policy is to realise collateral on a timely basis.

	(\$)
Shares	4,530,907
Total assets obtained by taking possession of collateral	<u>4,530,907</u>

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
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NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

3. Financial Risk Management:

Financial Instruments

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

	2020	
	<u>Carrying Value</u>	<u>Fair Value</u>
	(\$)	(\$)
Financial Assets		
Cash in hand and at bank	131,231,512	131,231,512
Other Investments	44,751,184	44,751,184
Loans to members	582,323,473	582,323,473
Financial Liabilities		
Members' deposits	49,714,598	49,714,598
2019		
	<u>Carrying Value</u>	<u>Fair Value</u>
	(\$)	(\$)
Financial Assets		
Cash and cash equivalents	168,956,002	168,956,002
Other Investments	40,395,003	40,395,003
Loans to members	548,772,716	548,772,716
Financial Liabilities		
Members' deposits	44,065,770	44,065,770

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
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31 DECEMBER 2020

3. Financial Risk Management (Cont'd):

Quality of Financial Assets:

The Society maintains high quality financial instruments in its operation and these are neither past due nor considered to be impaired.

	31 December	
	<u>2020</u> (\$)	<u>2019</u> (\$)
Loans to members (no defaults anticipated)	568,273,880	524,154,859
Investments with no default anticipated	44,751,184	40,395,003
Accounts receivable with full repayment expected	6,918,625	5,731,232
Cash and cash equivalents held at reputable financial institutions	<u>131,231,512</u>	<u>168,956,002</u>
	<u>751,175,201</u>	<u>739,237,096</u>

Aged Analysis of Financial Assets

As at 31 December 2020, loans totalling **\$12,375,700** (2019: **\$5,566,220**) were considered impaired. The individually impaired loans mainly relate to members who are in unexpected difficult economic situations.

The aging of these impaired loans is as follows:

	31 December	
	<u>2020</u> (\$)	<u>2019</u> (\$)
Less than 1 month (Stage 1)	5,707,563	4,849,884
More than 1 month but less than 3 months (Stage 2)	222,702	203,071
More than 3 months (Stage 3)	<u>6,445,435</u>	<u>513,265</u>
	<u>12,375,700</u>	<u>5,566,220</u>

As at 31 December 2020, a total of **\$29,243,661** (2019: **\$29,876,114**) in loans were considered to be past due. This value includes loans whose payments were received after the year-end date, but which, at that date, were considered to be due.

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NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

3. Financial Risk Management (Cont'd):

Aged Analysis of Financial (cont'd) -

Loans identified as past due but were not considered to be impaired are as follows:

	<u>2020</u> (\$)	<u>2019</u> (\$)
More than 1 month but less than 3 months (Stage 2)	12,550,870	17,818,144
More than 3 months (Stage 3)	<u>10,593,719</u>	<u>11,648,596</u>
	<u><u>23,144,589</u></u>	<u><u>29,466,740</u></u>

Financial risk factors

The Society is exposed to interest rate risk, credit risk, liquidity risk, currency risk, operational risk, compliance risk and reputation risk arising from the financial instruments that it holds. The risk management policies employed by the Society to manage these risks are discussed below:

a) Interest rate risk -

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Society is exposed to interest rate risk through the effect of fluctuations in the prevailing levels of interest rates on interest bearing financial assets and liabilities, including investments in bonds, loans, customer deposits and other funding instruments.

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
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NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

3. Financial Risk Management (Cont'd):

a) Interest rate risk (cont'd) -

The exposure is managed through the matching of funding products with financial services and monitoring market conditions and yields.

i) Bonds

The Society invests mainly in medium to long term bonds consisting of both floating rate and fixed rate instruments.

The market values of the fixed rate bonds are not very sensitive to changes in interest rates. The market values of the floating rate bonds are sensitive to changes in interest rates. The longer the maturity of the bonds, the greater is the sensitivity to changes in interest rates. Because these assets are being held to maturity and are not traded, any changes in market value will not impact the Statement of Comprehensive Income.

The Society actively monitors bonds with maturities greater than ten years, as well as the interest rate policies of the Central Bank of Trinidad and Tobago.

ii) Loans

The Society generally invests in fixed rate loans for terms not exceeding ten years. These are funded mainly from member deposits and shares.

iii) Interest rate sensitivity analysis

The Society's exposure to interest rate risk is summarized in the table below, which analyses assets and liabilities at their carrying amounts categorized according to their maturity dates.

	<u>Effective Rate</u>	2020				<u>Non-Interest Bearing</u> (\$)	<u>Total</u> (\$)
		<u>Up to 1 year</u> (\$)	<u>1 to 5 years</u> (\$)	<u>Over 5 years</u> (\$)			
Financial Assets							
Cash and cash equivalent	.005%	129,812,874	-	-	1,418,638	131,231,512	
Other Investment	6.00%	44,751,184	-	-	-	44,751,184	
Loans to members	11.69%	582,323,473	-	-	-	582,323,473	
		<u>756,887,531</u>	<u>-</u>	<u>-</u>	<u>1,418,638</u>	<u>758,306,169</u>	

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
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NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

3. Financial Risk Management (Cont'd):

a) Interest rate risk (cont'd) -

iii) Interest rate sensitivity analysis (Cont'd)

	2019					
	<u>Effective Rate</u>	<u>Up to 1 year</u>	<u>1 to 5 years</u>	<u>Over 5 years</u>	<u>Non- Interest Bearing</u>	<u>Total</u>
		(\$)	(\$)	(\$)	(\$)	(\$)
Financial Assets						
Cash and cash equivalent	.005%	167,666,309	-	-	1,289,693	168,956,002
Other Investments	6.00%	40,395,003	-	-	-	40,395,003
Loans to members	11.69%	548,772,716	-	-	-	548,772,716
		<u>756,834,028</u>	<u>-</u>	<u>-</u>	<u>289,693</u>	<u>758,123,721</u>

iv) Fixed and Variable interest rate sensitivity analysis

The Society does not account for financial assets or liabilities at fair value through profit or loss. Therefore, a change in interest rates at the reporting date would not affect surplus or loss. A change of 1% in interest rates would have increased or decrease equity by \$959,782.

	2020
Fixed Rate Instruments	<u>Carrying Amount</u>
Financial Assets	614,785,722
Financial Liabilities	(108,169,025)
	<u>506,616,697</u>
	<u>Carrying Amount</u>
 <u>Variable Rate Instruments</u>	
Financial Assets	<u>95,978,222</u>

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
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NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

b) Credit risk -

Credit risk is the risk that a member will default on his contractual obligations resulting in financial loss to the credit union. Credit risk mainly arises from loans, and because it represents the credit union's main income generating activity, credit risk is the principal risk for the credit union.

Credit risk arises when a failure by counter parties to discharge their obligations could reduce the amount of future cash inflows from financial assets on hand at the reporting date. The Society relies heavily on a written Loan Policy Manual, which sets out in detail the current policies governing the lending function and provides a comprehensive framework for prudent risk management of the credit function. Adherence to these guidelines is expected to communicate the Society's lending philosophy; provide policy guidelines to team members involved in lending; establish minimum standards for credit analysis, documentation, decision making and post-disbursement administration; as well as create the foundation for a sound credit portfolio.

The Society's loan portfolio is managed and consistently monitored by the Credit Committee and is adequately secured by collateral and where necessary, allowances have been established for potential credit losses on delinquent accounts.

Cash balances are held with high credit quality financial institutions and the Society has policies to limit the amount of exposure to any single financial institution.

The Society also actively monitors global economic developments and government policies that may affect the growth rate of the local economy.

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NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

3. Financial Risk Management (Cont'd):

b) Credit risk (cont'd) -

Credit risk management

The credit union's credit committee is responsible for managing the credit union's credit risk by:

- (i) ensuring that the credit union has appropriate credit risk practices, including an effective system of internal control, to consistently determine adequate allowances in accordance with the credit union's policies and procedures, International Financial Reporting Standards and relevant supervisory guidance.
- (ii) identifying, assessing and measuring credit risk across the credit union, from an individual financial instrument to the portfolio level.
- (iii) creating credit policies to protect the credit union against the identified risks, including obtaining collateral from borrowers, performing robust ongoing credit assessment of borrowers, and continually monitor exposures.
- (iv) as far as possible, limiting concentrations of exposure by type of loan, industry, credit rating, geographic location, etc.
- (v) establishing a robust control mechanism for loan approval.
- (vi) categorising exposures according to the degree of risk of default.
- (vii) developing and maintaining processes for measuring ECL.
- (viii) providing guidance to promote best practice in the management of risk.

The internal audit function performs regular audits making sure that the established controls and procedures are adequately designed and implemented.

Significant increase in credit risk

The credit union presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than thirty (30) days past due, unless the credit union has reasonable and supportable information that demonstrates otherwise. The credit union has monitoring procedures to ensure that significant increase in credit risk is identified before default occurs.

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NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

3. Financial Risk Management (Cont'd):

b) Credit risk (cont'd) -

Maximum exposure to credit risk before collateral held or credit enhancements

	31 December	
	<u>2020</u> (\$)	<u>2019</u> (\$)
Due from financial institutions	47,677,027	43,284,596
Accounts receivable	7,169,081	6,712,408
Loans to members	<u>594,699,173</u>	<u>554,337,937</u>
	<u>649,545,281</u>	<u>604,334,941</u>

Financial assets that are neither past due nor impaired

	31 December	
	<u>2020</u> (\$)	<u>2019</u> (\$)
Cash and cash equivalents held in reputable financial institutions	131,231,512	168,956,002
Investments with no default anticipated	44,751,184	40,395,003
Accounts receivable with full repayment expected	6,918,625	5,731,232
Loans to members	<u>582,323,473</u>	<u>548,772,716</u>
	<u>765,224,794</u>	<u>763,854,953</u>

c) Liquidity risk -

Liquidity risk is the risk that arises when the maturity of assets and liabilities does not match. An unmatched position potentially enhances profitability, but can also increase the risk of losses. The Society has procedures with the object of minimising such losses such as maintaining sufficient cash and other highly liquid current assets and by having available an adequate amount of committed credit facilities.

The Society is exposed to daily calls on its available cash resources to settle financial and other liabilities.

i) Risk management

The matching and controlled mismatching of the maturities and interest rates of assets and liabilities are fundamental to the management of the Society. The Society employs various asset/liability techniques to manage liquidity gaps. Liquidity gaps are mitigated by the marketable nature of a substantial segment of the Society's assets as well as generating sufficient cash from new and renewed members' deposits and shares. To manage and reduce liquidity risk the Society's management actively seeks to match cash inflows with liability requirements.

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31 DECEMBER 2020

3. Financial Risk Management (Cont'd):

c) Liquidity risk (cont'd) -

ii) Liquidity gap

The Society's exposure to liquidity risk is summarized in the table below which analyses assets and liabilities based on the remaining period from the reporting date to the contractual maturity date.

	<u>2020</u>				
	<u>Due on Demand</u> (\$)	<u>Up to 1 year</u> (\$)	<u>1 to 5 years</u> (\$)	<u>Over 5 years</u> (\$)	<u>Total</u> (\$)
Assets					
Cash	35,236,976	-	-	-	35,236,976
Liquid assets	-	95,994,536	-	-	95,994,536
Investment securities	-	-	44,751,184	-	44,751,184
Other assets (loans)	-	-	582,323,473	-	582,323,473
	<u>35,236,976</u>	<u>95,994,536</u>	<u>627,074,657</u>	-	<u>758,306,169</u>
Liabilities					
Deposits	44,245,993	5,468,605	-	-	49,714,598
Shares	-	-	-	633,145,488	633,145,488
	<u>44,245,993</u>	<u>5,468,605</u>	-	<u>633,145,488</u>	<u>682,860,086</u>
	2019				
	<u>Due on Demand</u> (\$)	<u>Up to 1 year</u> (\$)	<u>1 to 5 years</u> (\$)	<u>Over 5 years</u> (\$)	<u>Total</u> (\$)
Assets					
Cash	44,448,345	-	-	-	44,448,345
Liquid assets	-	124,507,657	-	-	124,507,657
Investment securities	-	-	40,395,003	-	40,395,003
Other assets (loans)	-	-	548,772,716	-	548,772,716
	<u>44,448,345</u>	<u>124,507,657</u>	<u>589,167,719</u>	-	<u>758,123,721</u>
Liabilities					
Deposits	39,218,535	4,847,235	-	-	44,065,770
Shares	-	-	-	622,420,312	622,420,312
	<u>39,218,535</u>	<u>4,847,235</u>	-	<u>622,420,312</u>	<u>666,486,082</u>

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
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NOTES TO THE FINANCIAL STATEMENTS

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3. Financial Risk Management (Cont'd):

d) Currency risk -

Currency risk is the risk that the value of financial instruments will fluctuate due to changes in foreign exchange rates. Currency risk arises when future commercial transactions and recognised assets and liabilities are denominated in a currency that is not the Society's measurement currency. The Society is exposed to foreign exchange risk arising from various currency exposures primarily with respect to the United States Dollar. The Society's management monitors the exchange rate fluctuations on a continuous basis and acts accordingly.

	2020		
	USD	CAD	Total
Cash and Cash Equivalents	12,446	-	12,446
Investments	1,377,126	41,522	1,418,648
	1,389,572	41,522	1,431,094
	1,389,572	41,522	1,431,094

Reporting date spot rate	2020
USD 1	6.7230
CAD 1	5.2802

At December 31, 2020, if the currency had weakened/strengthened by 5% against the United States Dollar (USD) with all other variables constant, post-tax profit for the year would have been \$69,478 lower/higher, mainly as a result of foreign exchange losses/gains on translation of USD denominated balances.

At December 31, 2020, if the currency had weakened/strengthened by 5% against the Canadian Dollar (CAD) with all other variables constant, post-tax profit for the year would have been \$2,076 lower/higher, mainly as a result of foreign exchange losses/gains on translation of CAD denominated balances

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
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NOTES TO THE FINANCIAL STATEMENTS

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e) Operational risk -

Operational risk is the risk that derives from deficiencies relating to the Society's information technology and control systems, as well as the risk of human error and natural disasters. The Society's systems are evaluated, maintained and upgraded continuously.

f) Compliance risk -

Compliance risk is the risk of financial loss, including fines and other penalties, which arise from non-compliance with laws and regulations of the state. The risk is limited to a significant extent due to the supervision applied by the Inspector of Financial Institutions at the Central Bank of Trinidad and Tobago, as well as by the monitoring controls applied by the Society.

g) Reputation risk -

The risk of loss of reputation arising from the negative publicity relating to the Society's operations (whether true or false) may result in a reduction of its clientele, reduction in revenue and legal cases against the Society. The Society applies procedures to minimise this risk.

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
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NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

4. Critical Accounting Estimates and Judgements:

The preparation of financial statements in accordance with International Financial Reporting Standards requires management to make judgements, estimates and assumptions in the process of applying the Society's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events, which are believed to be reasonable under the circumstances. The Society makes estimates and assumptions concerning the future and actual results could differ from those estimates as the resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions 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:

Changes in accounting estimates are recognised in the Statement of Comprehensive Income in the period in which the estimate is changed, if the change affects that period only, or in the period of the change and future periods if the change affects both current and future periods.

The critical judgements, apart from those involving estimations, which have the most significant effect on the amounts recognised in the financial statements, are as follows:

- i) Whether investments are classified as Fair Value through Profit and Loss, Fair Value through Other Comprehensive Income or Amortised Cost.
- ii) Which depreciation method for plant and equipment is used.
- iii) Business model assessment:

The credit union reassesses its business models each reporting period to determine whether they continue to be appropriate and if there needs to be a prospective change to the classification of financial assets. This assessment includes judgement regarding:

- how the performance of the assets is evaluated and measured; and
 - the risks that affect the performance of the assets and how these risks are managed.
- iv) Significant increase of credit risk:

The credit union computes twelve-month ECL for Stage 1 assets and lifetime ECL for Stage 2 or Stage 3 assets. An asset moves to stage 2 when its credit risk has increased significantly since initial recognition. Assessing whether there has been a significant increase in credit risk required judgement that takes into account reasonable and supportable forward-looking information.

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4. Critical Accounting Estimates and Judgements (Cont'd):

- v) Establishing groups of assets with similar credit risk characteristics:

When ECL is measured on a collective basis, the financial instruments are grouped on the basis of shared risk characteristics. The credit union monitors the appropriateness of the credit risk characteristics on an ongoing basis to assess whether they continue to be similar. Judgement is required in determining whether and when to move assets between portfolios.

- vi) Valuation models and assumptions used:

The credit union uses various valuation models and assumptions in measuring the fair value of financial assets, as well as in estimating ECL. Judgement is applied in identifying the most appropriate valuation model for each type of asset, as well as in determining the assumptions to be used for each model.

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date (requiring management's most difficult, subjective or complex judgements) that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

- i) Impairment of assets

Management assesses at each reporting date whether assets are impaired. An asset is impaired when the carrying value is greater than its recoverable amount and there is objective evidence of impairment. Recoverable amount is the present value of the future cash flows. Provisions are made for the excess of the carrying value over its recoverable amount.

- ii) Probability of default (PD)

Probability of Default (PD) is an estimate of the likelihood of default over a given period of time, the calculation of which includes historical data, assumptions and expectations of future conditions. PD constitutes a key input in measuring ECL.

- iii) Loss Given Default (LGD):

Loss Given Default (LGD) is an estimate of the percentage loss arising on default, and is based on the difference between the contractual cash flows due and those that the credit union would reasonably expect to receive, taking into account cash flows from collateral. It requires forecasting the future valuation of collateral taking into account sale discounts, the time and cost associated with realising collateral and seniority of claim. LGD is a key input in measuring ECL.

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4. Critical Accounting Estimates and Judgements (Cont'd):

iv) Fair value measurement and valuation process

In estimating the fair value of a financial asset or a liability, the credit union uses market-observable data to the extent it is available. Where such Level 1 inputs are not available, the credit union uses valuation models to determine the fair value of its financial instruments.

v) Exposure at Default (EAD)

Exposure at Default (EAD) is an estimate of the total loss incurred when a member defaults, taking into account expected changes in the exposure after the reporting date, including repayments of principal and interest. EAD is a key input in measuring ECL.

vi) Plant and equipment

Management exercises judgement in determining whether future economic benefits can be derived from expenditures to be capitalised and in estimating the useful lives and residual values of these assets.

5. Cash and Cash Equivalents:

	31 December	
	<u>2020</u>	<u>2019</u>
	(\$)	(\$)
<u>Cash in Hand and at Bank</u>		
Cash in hand - Trinidad	1,308,224	1,113,262
Cash in hand - Tobago	110,414	176,427
First Citizens Bank Limited	33,818,338	43,158,652
RBC Royal Bank - ROYTRIN Mutual Fund	12,668,694	12,506,402
The Central Finance Facility Co-operative Society of Trinidad and Tobago Limited	-	5,337,482
Bourse Securities Limited	12,739,326	12,107,653
Trinidad and Tobago Unit Trust Corporation	27,348,408	26,792,176
Guardian Group Trust Limited	6,007,369	5,912,986
KSBM Asset Management	16,016,883	15,520,318
KCL Capital Market Brokers Limited	3,521,927	6,816,515
First Citizens Investment Services Limited	2,000,000	25,912,655
Firstline Securities Limited	10,166,448	4,963,918
ANSA Merchant Bank Limited	1,809,000	-
JMMB Investments	<u>3,716,481</u>	<u>3,637,556</u>
	<u>131,231,512</u>	<u>163,956,002</u>

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
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NOTES TO THE FINANCIAL STATEMENTS

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6. Accrued Interest on Loans:

	31 December	
	<u>2020</u>	<u>2019</u>
	(\$)	(\$)
Accrued interest on loans	4,550,119	4,632,427
Accrued Interest – Consumer Loan	47,605	68,578
	<u>4,597,724</u>	<u>4,701,005</u>
Allowance for ECL	(68,966)	(235,050)
	<u>4,528,758</u>	<u>4,465,955</u>

7. Accounts Receivable and Prepayments:

	31 December	
	<u>2020</u>	<u>2019</u>
	(\$)	(\$)
Interest receivable on investments	1,427,850	2,035,508
Mt. Marie Guest House trade receivables	219,645	219,645
Other receivables	5,634,049	4,108,514
Prepayments	171,596	348,741
	<u>7,453,140</u>	<u>6,712,408</u>
Allowance for ECL	(534,515)	(981,176)
	<u>6,918,625</u>	<u>5,731,232</u>

8. Inventories:

	31 December	
	<u>2020</u>	<u>2019</u>
	(\$)	(\$)
Appliance Centre	1,248,346	2,169,595
Stationery	26,133	34,746
Commissary	7,091	7,320
Janitorial	39,708	9,284
	<u>1,321,278</u>	<u>2,220,945</u>

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9. Other Investments:

	31 December	
	<u>2020</u> (\$)	<u>2019</u> (\$)
(a) <u>Fair Value Through Other Comprehensive Income:</u>		
Clico Investment Fund	3,317,850	3,744,900
First Citizens Bank Limited	1,432,985	1,481,939
Grace Kennedy Limited	358,050	367,350
Trinidad Cement Limited	15,680	12,544
Guardian Holdings Limited	439,987	455,776
Jamaica Money Market Brokers	2,365,458	2,420,250
National Commercial Bank of Jamaica Limited	813,000	1,086,000
Royal Bank of Canada	219,246	184,929
Trinidad and Tobago National Gas Company	3,788,416	5,339,438
Trinidad and Tobago Unit Trust Corporation		
- First Scheme	11,375,791	11,362,762
- Calypso Macro Index Fund	1,116,064	1,254,677
LinCU Limited	3,034,500	3,034,500
Shares – CFF	625,000	625,000
KCL Jokhan Ltd	2,000,000	2,000,000
	<u>30,902,027</u>	<u>33,370,065</u>
(b) <u>Amortised cost:</u>		
Bonds –		
JMMB - Citigroup Fund	5,000,000	5,000,000
Central Bank - NIPDEC	3,000,000	3,000,000
Central Bank- Government of Trinidad and Tobago	6,000,000	6,000,000
First Citizens Depository Services- Prestige Holdings Limited	275,000	375,000
First Citizens Depository Services- Government of Trinidad & Tobago	2,500,000	2,539,531
	<u>16,775,000</u>	<u>16,914,531</u>
	47,677,027	50,284,596
	<u>(2,925,843)</u>	<u>(4,889,593)</u>
Allowance for ECL		
	<u>44,751,184</u>	<u>45,395,003</u>
(c) <u>Allowance for ECL:</u>		
Balance brought forward	4,889,593	-
Adjusted to allowance for losses	<u>(1,963,750)</u>	<u>4,889,593</u>
Balance carried forward	<u>2,925,843</u>	<u>4,889,593</u>

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
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NOTES TO THE FINANCIAL STATEMENTS

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10. Loans to Members:

(a) Loans Granted:

	31 December	
	<u>2020</u>	<u>2019</u>
	(\$)	(\$)
<i>Personal loans:</i>		
Principal	<u>345,895,125</u>	<u>427,452,372</u>
	<u>345,895,125</u>	<u>427,452,372</u>
<i>Consumer loans:</i>		
Principal	<u>6,091,287</u>	<u>8,770,375</u>
	<u>6,091,287</u>	<u>8,770,375</u>
<i>Other loans:</i>		
Staff Education Loan	264,893	369,902
Carnival Loan	7,114	-
LinCu Loan	101,448	247,300
Land Loan	2,301,774	-
Vehicle Loans	22,766,603	38,631,552
Free Yourself Loa	134,728,147	-
Share Incentive Plan Loan	1,877,739	7,231,850
Christmas Loans	31,775,604	35,782,036
Vacation Loans	2,807,737	9,665,587
Budget organiser Loans	-	12,932
Build Your Wealth	12,415	29,639
Soft Loans	1,213,900	716,132
999 Share Incentive Loan	3,765,208	106,485
Back Pay Loan	2,061,225	5,157,276
Back to school Loan	982,584	2,412,726
Share Incentive 2011	335,901	2,815,809
Wedding Loans	1,922,974	3,306,382
Emergency Loan	-	5,000
Disaster Loans	157,964	277,103
Special Vehicle Loan	<u>35,629,531</u>	<u>11,348,478</u>
	<u>242,712,761</u>	<u>118,116,189</u>
Total Loans	594,699,173	554,338,936
Allowance for ECL	<u>(12,375,700)</u>	<u>(5,566,220)</u>
	<u>582,323,473</u>	<u>548,772,716</u>

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NOTES TO THE FINANCIAL STATEMENTS

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10. Loans to Members (Cont'd):

(b) Allowance for ECL:

	31 December	
	<u>2020</u>	<u>2019</u>
	(\$)	(\$)
Balance brought forward	5,566,220	5,173,464
Current year allowance for ECL	8,252,627	1,339,240
Loans written off	<u>(1,443,147)</u>	<u>(946,484)</u>
 Balance carried forward	 <u><u>12,375,700</u></u>	 <u><u>5,566,220</u></u>

11. Investment Property:

	31 December	
	<u>2020</u>	<u>2019</u>
	(\$)	(\$)
Cost		
Balance, beginning of year	2,200,000	2,200,000
Balance, end of year	<u>2,200,000</u>	<u>2,200,000</u>
 Accumulated Depreciation		
Balance, beginning of the year	35,827	17,827
Charge	<u>18,000</u>	<u>18,000</u>
Balance, end of year	<u><u>53,827</u></u>	<u><u>35,827</u></u>
 Net Book value as at 31st December	 <u><u>2,146,173</u></u>	 <u><u>2,164,173</u></u>

TRINIDAD AND TOBAGO POLICE CREDIT UNION
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12. Fixed Assets:

Cost	Freehold Property (\$)	Work-in-Progress (\$)	Leasehold Improvements (\$)	Computer Equipment and Software (\$)	Fixtures and Fittings (\$)	Motor Vehicles (\$)	Office Furniture and Equipment (\$)	Total (\$)
Balance as at 1 January 2020	39,899,045	41,676,254	337,721	9,581,667	2,004,489	556,500	5,448,744	99,504,420
Additions	4,124,042	63,836,861	-	273,615	193,456	-	303,555	68,731,529
Balance as at 31 December 2020	44,023,087	105,513,115	337,721	9,855,282	2,197,945	556,500	5,752,299	168,235,949
Accumulated Depreciation								
Balance as at 1 January 2020	433,403	-	334,049	7,690,172	1,220,312	396,032	3,097,231	13,171,199
Charge	268,509	-	734	397,767	85,384	53,489	241,956	1,047,839
Balance as at 31 December 2020	701,912	-	334,783	8,087,939	1,305,696	449,521	3,339,187	14,219,038
Net Book Value								
Balance as at 31 December 2020	43,321,175	105,513,115	2,938	1,767,343	892,249	106,979	2,413,112	<u>154,016,911</u>

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12. Fixed Assets (Cont'd):

	<u>Freehold Property (\$)</u>	<u>Work-in- Progress (\$)</u>	<u>Leasehold Improvements (\$)</u>	<u>Computer Equipment and Software (\$)</u>	<u>Fixtures and Fittings (\$)</u>	<u>Motor Vehicles (\$)</u>	<u>Office Furniture and Equipment (\$)</u>	<u>Kitchen Equipment Mt. Marie (\$)</u>	<u>Total (\$)</u>
Balance as at 1 January 2019	38,662,311	15,107,923	337,721	9,194,618	2,032,818	556,500	5,632,332	215,966	71,740,189
Additions	1,236,734	26,568,331	-	405,852	19,581	-	66,966	-	28,297,464
Disposals	-	-	-	(18,803)	(47,910)	-	(250,554)	(215,966)	(533,233)
Balance as at 31 December 2019	<u>39,899,045</u>	<u>41,676,254</u>	<u>337,721</u>	<u>9,581,667</u>	<u>2,004,489</u>	<u>556,500</u>	<u>5,448,744</u>	<u>-</u>	<u>99,504,420</u>
Accumulated Depreciation									
Balance as at 1 January 2019	223,548	-	333,131	7,450,203	1,179,290	315,795	3,051,321	189,655	12,742,943
Charge	209,855	-	918	260,066	86,098	80,237	261,750	-	898,924
Disposals	-	-	-	(20,097)	(45,076)	-	(215,840)	(189,655)	(470,668)
Balance as at 31 December 2019	<u>433,403</u>	<u>-</u>	<u>334,049</u>	<u>7,609,172</u>	<u>1,220,312</u>	<u>396,032</u>	<u>3,097,231</u>	<u>-</u>	<u>13,171,199</u>
Net Book Value									
Balance as at 31 December 2019	<u>39,465,642</u>	<u>41,676,254</u>	<u>3,672</u>	<u>1,891,495</u>	<u>784,177</u>	<u>160,468</u>	<u>2,351,513</u>	<u>-</u>	<u>86,333,221</u>

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
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NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

13. Accounts Payable and Accruals:

	31 December	
	2020	<u>2019</u>
	(\$)	(\$)
Trade creditors	12,852	836,324
Audit fees	-	(26,876)
Group Life	374,994	701,809
Medical Plan	3,828,771	3,551,443
Members' trust fund	12,135,679	9,979,941
Other payables	<u>4,511,055</u>	<u>5,409,656</u>
	<u>20,863,351</u>	<u>20,452,297</u>

14. Members' Shares:

According to the Bye-Laws of the Trinidad and Tobago Police Credit Union Co-operative Society Limited (Section 6(i) and 7(a) (i)), the capital of the Society may be composed of an unlimited number of shares of \$5.00 each. In accordance with International Financial Reporting Interpretation Committee (IFRIC) Interpretation 2, redeemable shares have been treated as liabilities.

15. General Reserve Fund:

In accordance with the Co-operative Societies Act, 1971, Section 47 (2) and By-Law 11 (i) of the Credit Union, at least 10% of the annual net surplus for the year of the Society is charged to the Reserve Fund.

16. Education Reserve Fund:

In accordance with By Law 11 (i) of the Credit Union, an amount not exceeding 5% of the net surplus for the year, is transferred to the Education Fund. This fund is to be used for educational purposes.

17. Investment Re-measurement Reserve:

The Society has created an investment reserve which includes the following:

- i) Unrealised gains/losses on investments recorded as Fair Value through Other Comprehensive Income.
- ii) Transfers from Retained Earnings.

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
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18. Building Fund:

The Building Fund was established for the construction of the head office building at 33-35 Eastern Main Road, Barataria.

19. Fair Values:

Fair value is the amount for which an asset could be exchanged, or a liability settled between knowledgeable, willing parties in an arm's length transaction. The existence of published price quotation in an active market is the best evidence of fair value. Where market prices are not available, fair values are estimated using various valuation techniques, including using recent arm's length market transactions between knowledgeable, willing parties, if available, current fair value of another financial instrument that is substantially the same and discounted cash flow analysis.

The following methods have been used to estimate the fair values of various classes of financial assets and liabilities:

a) Current assets and liabilities -

The carrying amounts of current assets and liabilities are a reasonable approximation of the fair values because of their short-term nature.

b) Members' Loans -

Loans are net of specific allowances for losses. These assets result from transactions conducted under typical market conditions and their values are not adversely affected by unusual terms. The inherent rates of interest in the portfolio approximate market conditions and yield discounted cash flow values which are substantially in accordance with financial statement amounts.

c) Investments -

The fair values of investments are determined on the basis of quoted market prices available at 31 December 2020.

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
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NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

19. Fair Values (Cont'd):

d) Members' deposits -

Members' deposits bear interest at rates that are not significantly different from current rates and are assumed to have discounted cash flow values which approximate carrying values.

20. Capital Risk Management:

The Society manages its capital to ensure that it will be able to continue as a going concern while maximising the return to members, and providing value to its members by offering loan and savings facilities. The Society's overall strategy remains unchanged from previous years.

The capital structure of the Society consists of equity attributable to members, and comprises members' shares, reserves and retained earnings.

21. Contingent Liability:

Under the existing agreement with the Bank and General Workers' Union, the Society is contingently liable to its employees for severance payments in the event of redundancy and termination by the Society on grounds of ill-health. No provision has been made for these liabilities in the financial statements and the expense is accounted for when paid.

22. Dividends:

The Board of Directors has proposed an average dividend of 3% in the amount of **\$18,563,143** for the year ended 31 December 2020. This is subject to approval by the membership at the Annual General Meeting and is not recorded as a liability in these financial statements in accordance with IAS 10.

23. Related Party Transactions:

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial decisions.

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

A number of transactions are entered into with related parties in the normal course of business. These transactions were carried out on commercial terms at market rates.

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
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NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

23. Related Party Transactions (Cont'd):

Balances and transaction with related parties and key management personnel during the year were as follows:

	31 December	
	<u>2020</u>	<u>2019</u>
	(\$)	(\$)
Assets		
Loans to key management personnel	5,189,897	4,800,543
Loans to Staff Members	<u>15,829,985</u>	<u>-</u>
	<u>21,019,882</u>	<u>4,800,543</u>
Deposits and other liabilities		
Shares held by directors and key management personnel	<u>7,707,601</u>	<u>6,235,063</u>
Income		
Directors and key management personnel	<u>432,818</u>	<u>470,137</u>
Interest and other expenses		
Directors and key management personnel	<u>1,760,974</u>	<u>927,046</u>
Key management compensation		
Short-term benefits	1,360,819	1,807,200
Post employment benefits	<u>-</u>	<u>284,613</u>
	<u><u>1,360,819</u></u>	<u><u>2,091,813</u></u>

24. Capital Commitments:

- (a) The Society began construction of the new Head Office building at #33-35 Eastern Main Road, San Juan in May 2019. The construction contract was awarded to Adam's Project Management Limited in the sum of \$132.7 Million VAT Inclusive. As at December 2020, payments to the construction company totaled \$105.5 Million.
- (b) This project is funded in part by a TTD\$90 Million Bond facilitated by KCL Capital Market Brokers Limited, which is fully subscribed by investors from within the Cooperative Movement. As at December 2020, drawdowns on this bond facility totaled \$5.8 Million.

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
CO-OPERATIVE SOCIETY LIMITED**

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

25. Miscellaneous Income:

	31 December	
	<u>2020</u>	<u>2019</u>
	(\$)	(\$)
Service charges	6,478,108	6,125,202
Other income	<u>3,247,497</u>	<u>3,079,897</u>
	<u>9,725,605</u>	<u>9,205,099</u>

26. Administrative Expenses:

	31 December	
	<u>2020</u>	<u>2019</u>
	(\$)	(\$)
Advertising and promotion	833,730	1,481,817
Annual general meeting	431,028	527,368
Arrangers Fees – KCL Bond Issue	618,100	812,372
Building maintenance	624,401	605,694
Computer supplies	1,158,131	1,308,195
Depreciation	1,065,839	916,924
Employer's contribution – Group life/health and pension	-	910,656
Expected Credit Loss	8,098,512	1,362,812
Finance Cost- Flagship	2,029,448	157,477
Insurance	149,750	280,372
Janitorial services	327,719	212,096
League dues	100,406	110,006
Miscellaneous	85,585	2,383
Motor vehicles repairs and maintenance	88,116	37,586
Office supplies, printing and stationery	887,410	1,119,240
Professional services	451,688	1,091,847
Rates and taxes	95,958	1,214,688
Rentals	438,244	515,719
Repairs – office equipment	36,129	156,571
Scholarships	299,420	430,757
Security	545,622	911,897
Sports and culture expenses	26,489	236,933
Subscriptions and donations	208,914	342,538
Travelling and subsistence	447,597	602,773
Utilities	<u>1,036,127</u>	<u>1,361,063</u>
	<u>20,084,363</u>	<u>16,709,784</u>

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
CO-OPERATIVE SOCIETY LIMITED**

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

27. Board and Committee Expenses:

	31 December	
	<u>2020</u>	<u>2019</u>
	(\$)	(\$)
Committee expenses	1,050,207	433,089
Meeting expenses	296,845	200,325
Officers' allowances	<u>412,521</u>	<u>292,550</u>
	<u>1,759,573</u>	<u>925,964</u>

28. Personnel Costs:

	31 December	
	<u>2020</u>	<u>2019</u>
	(\$)	(\$)
Employer Contribution – Group Life/Health, Pension and National Insurance	2,072,474	1,114,633
Salaries, wages and benefits	<u>14,734,384</u>	<u>18,742,910</u>
	<u>16,806,858</u>	<u>19,857,543</u>

**TRINIDAD AND TOBAGO POLICE CREDIT UNION
CO-OPERATIVE SOCIETY LIMITED**

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

29. Net Income - Appliance Centre:

	31 December	
	<u>2020</u>	<u>2019</u>
	(\$)	(\$)
Appliance Centre sales	6,715,341	7,966,251
Less: Cost of sales:	<u>(5,565,607)</u>	<u>(4,996,064)</u>
 Total income	 <u>1,149,734</u>	 <u>2,970,187</u>
 Less: Overhead Expenses:		
Advertising and promotion	70,251	25,382
Appliance Centre repairs	1,008	1,886
Building maintenance	258,305	157,405
Discounts allowed	213,318	359,344
Janitorial services	91,046	84,300
Motor vehicle repairs and maintenance	13,779	25,305
Office supplies	83,380	56,339
Rentals	19,129	32,790
Repairs - Office equipment	12,662	26,953
Salaries and wages	1,306,779	1,645,143
Security	302,607	63,198
Transport	-	506
Travelling and subsistence	13,225	125
Utilities	133,773	240,461
Warehouse rentals	<u>516,400</u>	<u>542,400</u>
 Total Overhead Expenses	 <u>3,035,662</u>	 <u>3,261,537</u>
 Net Loss	 <u>(1,885,928)</u>	 <u>(291,350)</u>

30. Mount Marie Guest House:

This facility has made neither gains nor losses. The repair and refurbishment were concluded in 2020 at a cost of \$4,124,042. The building has been occupied since 29th June, 2020. The board and management are exploring avenues for rental possibilities of excess real estate to commence in 2021.



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NOMINATING COMMITTEE'S REPORT

In keeping with Bye-Law 17 (i) of the Trinidad and Tobago Police Credit Union Co-operative Society Limited, the Board of Directors appointed a Nominating Committee for the year 2020/2021.

COMPOSITION OF THE COMMITTEE

Mr. Phillip Wilson	- Convenor
Mr. Lennox Charles	- Secretary
Mr. Learie Roach	- Member
Mrs. Ann Marie George-Hospedales	- Member
Mr. Anthony Bucchan	- Member (Nominee of the Supervisory Committee)

COMMITTEE'S MANDATE

To select suitable persons who are willing to be considered for election to the Board of Directors, Credit Committee and Supervisory Committee, at the Annual General Meeting.

METHODOLOGY

The Committee held three (3) meetings at which it perused Twenty-Three (23) applications for consideration, seven (7) for Board of Directors, eleven (11) for Supervisory Committee and five (5) for Credit Committee.

The Committee in keeping with its commitment to select the best possible candidates for election, conducted interviews with the new applicants to ensure that they appreciate their roles and functions.

The undermentioned applicants with the exception of one (1) who did not meet the required criteria were nominated for the Board of Directors, Supervisory Committee and Credit Committee.

BOARD OF DIRECTORS

Mr. Steve Waldron	Mr. Anderson Gonzales
Mr. Harold Phillip*	Mr. Vernly Gift*
Mr. Leslie Charles	Ms. Candice Bertrand
Mr. Alexander Prince*	

SUPERVISORY COMMITTEE

Mr. Errol Dillon	Mr. Paul Jameson
Ms. Ingrid Maxwell	Ms. Cherisse Coentin
Mr. Herbert Moore	Ms. Farrah Ceballo
Mr. Ryan Paul	Ms. Dana Joseph
Ms. Mahalia Bacchus	Mrs. Tiffany Williams-Diaz

NOMINATING COMMITTEE'S REPORT
(continued)

CREDIT COMMITTEE

Ms. Lystra Sebro*

Mr. Kevon Beatrice

Mr. Nafeez Mohammed*

Mrs. Shirley Cowan

Mr. Laurence Squires

*Denotes outgoing seeking re-election.

TIED VOTES

In the event that there is a tie in the votes i.e where two (2) or more members polled the same amount of votes after the ballots are counted. Then there shall be a run off vote between those (2) or more members whose votes are tied at the Annual General Meeting until a clear winner is identified.

CONCLUSION

In conclusion the Committee was extremely dedicated and resolute in the discharge of our collective responsibilities in an unwavering manner in pursuit of excellence, committed to the ideals of the organization and was very pleased to be of service in this important exercise.

Notwithstanding the restrictions due to the Covid-19 Safety Protocols, we were able to fulfill our mandate in a timely and efficient manner in accordance with the provisions of the guidelines outlined in the Bye-Laws which were strictly adhered to.

To the Board of Directors a special thank you for the confidence reposed in the selected members of the Committee to undertake and execute the nomination process.

Finally, we wish all nominees success.



Mr. Phillip Wilson
CONVENOR

BUDGET

“Expanding the Possibilities”

PCU’s strategic intent is to maintain an aggressive, customer focused, marketing strategy. This strategy is designed to stimulate sustainable growth and wealth maximization for our members through a consistent dividend policy.

Prevailing global and local economic factors, exacerbated by the COVID-19 lockdown, have made this approach quite challenging, however your Board is committed to the achievement of this vision.

The 2021 budget is predicated upon the following assumptions:

- Continued slow economic growth due to projected sluggish recovery post Covid-19.
- Implementation of marketing strategies to stimulate demand for the Credit Union’s products and services.
- Improved products that cater to the changing needs of the membership.
- Execution of strategies to combat increased competition from the commercial banking sector.
- Increased demand for new loans to \$250m.
- Annual increase in Membership of 15%.

The format for the 2021 budget is as follows:

- Balance Sheet
- Income Statements for the three divisions
- Capital Expenditure summary

Comparative Analysis 2020

Despite very challenging economic circumstances, PCU demonstrated strength and an impressive performance for the period ending December 2020. The comparative analysis of the results of 2020’s operations is as follows:

	Budget \$	Actual \$	Variance \$
Total/Gross Income)	76,818,000	74,717,888	(2,100,112)
Total Expenses –			
Exclusive of Loan Loss Provision	(43,920,396)	(42,031,218)	1,889,178
Surplus before Loan Loss	32,897,604	32,686,670	(210,934)
Loan Loss Provision 2019 / 2020	(1,200,000)	(6,809,480)	(5,609,480)
Net Surplus	31,697,604	25,877,190	(5,820,414)
Capital Expenditure	99,191,950	68,731,529	30,460,421

BUDGET

(continued)

During 2020, the Credit Union continued with its efficiency and cost reduction measures. PCU also implemented control mechanisms and restructuring of its procurement procedures to curtail the increasing cost of our operations.

Notwithstanding these efforts, we were unable to realise the planned reduction in costs due to several unforeseen challenges including:

- The Covid-19 national lock down, and the need to invest in additional IT resources to facilitate business continuity in a remote working environment.
- Additional janitorial costs related to COVID-19
- Increase in provision due to International Financial Reporting Standards (IFRS9) with regards to delinquent accounts and expected credit losses.

Additionally, construction of the Credit Union's Flagship Building incurred expenditure of \$2.02m related to professional fees and financing costs associated with funding of the project.

In spite of the impact of COVID-19 on PCU's business operations, 2020's surplus of \$25.8m is almost on par with 2019's performance. While the final net surplus was negatively impacted by the loan loss provision (to cover for possible losses from non-performing loans) PCU was still able to maintain a strong financial position through prudent financial management.

PROJECTIONS 2021

Given that our targeted Net Surplus was not achieved in 2020, astute management remains imperative given the sluggish economic climate and increased competition. Notwithstanding, the Credit Union remains well poised for sustainable growth. A net surplus of approximately \$29.6 million is targeted. It is also projected that the Credit Union will generate Total Revenue of \$82.5 million:

- \$78.4 million from Credit Union operations,
- \$1 million from Real Estate and
- \$3.0 million from the Consumer Division,

Capital expenditure includes the cost to complete our Flagship Building, purchase of an office for our Arima operation, construction of a warehouse for the Consumer Division as well as the acquisition of an additional vehicle and computer hardware and software.

BUDGET
(continued)

The summary of the Budget 2021 is as follows:

	Credit Union \$	Consumer \$	Real Estate \$	TOTAL \$
Total/Gross Income	78,456,590	3,036,573	1,016,000	82,509,163
Total Expenses	49,470,979	3,036,573	347,550	53,885,102
Net Surplus	28,985,611	-	668,450	29,654,061
<i>Capital Expenditure</i>	<i>72,155,000</i>	-	-	<i>72,155,000</i>

Growth in Total/Gross Income is expected to be generated mainly from Loan Interest Income driven by new product offerings and an aggressive marketing strategy aimed at increasing membership and loans.



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2021 RESOLUTIONS

1. DIVIDENDS

Whereas the Board of Directors has continued to manage the Society's resources in an efficient and effective manner; and

Whereas the Society is committed to providing adequate facilities and services for its' members; and

Whereas it is necessary to keep pace with globalisation, and the technological and managerial changes taking place in the financial services environment; and

Whereas the Board of Directors is determined to provide members with a reasonable return on their investment; and

Whereas the Trinidad & Tobago Police Credit Union has realised a **Net Surplus** of **\$25,877,190** for the financial year ended 31st December 2020,

BE IT RESOLVED THAT:

Dividend Declaration:

"A dividends of 3% which shall be paid in cash except where the member's loan is in default, in which case, it will be credited to the outstanding loan balance."

2. HONORARIUM

- Whereas the Trinidad & Tobago Police

Service Credit Union achieved a **Net Surplus** of **\$25,877,190** for **2020**;

- Whereas the fiduciary responsibilities of the Management Team continue to increase significantly; and

- Whereas the Management Team has performed its duties with commitment, efficiency and prudence;

BE IT RESOLVED THAT;

"An Honorarium of \$245,000 less statutory deductions be declared, to be divided among the Management Team which consists of 33 members."

3. AUDITORS'

- Whereas the Board of Directors recognized the professional quality of work performed by our present auditors; in compliance with good governance and standard audit best practices it is recommended that the firm HBL Montgomery & Co. Chartered Accountants be retained as the external auditors for the year 2021.

BE IT RESOLVED THAT;

"The Firm HBL Montgomery & Co. Chartered Accountants be appointed as Auditors of the Society for the next financial year."

4. BAD DEBTS WRITE OFF

2021 RESOLUTIONS

(continued)

- Whereas the Board of Directors recognized that the listed Two (2) accounts, valued at \$ 11,985.85 were deemed irrecoverable;
- Whereas the Co-operative Societies Act Chap 81:03 made a provision for Bad Debts to be written off the books of the Society in Section 32;

BE IT RESOLVED THAT;

“The listed Two (2) accounts, valued at \$ 11,985.85 be deemed as irrecoverable and their full balance owed be written off the books of the Society”

5. BYE-LAW AMENDMENTS

(a) Amendment to Society Bye-Law Section 14 (d)(i); Titled: Nomination, subheading: Limit

- Whereas the Co-operative Societies Act 81:03 Section 41(3) was amended via Bill No. 25 of 2019;
- Whereas deleting the words “five thousand dollars” and substituting the words “fifty thousand dollars”;

BE IT RESOLVED THAT;

The Society’s Bye-Law 14(d)(i) be Amended to read:

“Provided further, the Society shall, unless prevented by order of a court of competent jurisdiction, pay to such nominee or nominees or legal personal

representatives the case may be a sum not exceeding Fifty thousand dollars (\$50,000.00) due to the deceased member of the Society. All other monies due to the deceased member of the Society. All other monies due to the deceased member from the Society shall fall into his estate and be subject in all respects to the laws relating to inheritance.”

(b) Amendment to Society Bye-Law Section 15 (b); Titled: General Meeting, subheading: Annual

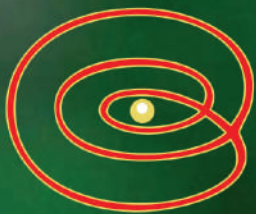
- Whereas the Co-operative Societies Act 81:03 Regulation 18 Sub-regulation (1) was amended via Legal Notice No. 289 of 2020 by deleting the words “one month” and substituting the words “three months” as it pertains to the time frame for convening the Annual General Meeting after the receipt of the audited financial accounts of the Society;
- Whereas the Co-operative Societies Act 81:03 Regulation 18 Sub-regulation (1) was amended via Legal Notice No. 289 of 2020 to include a Sub-regulation (1b) to include an extension of time necessary for holding of the Annual General Meeting or any change to the mode of the meeting shall be determined only where the Commissioner so authorizes;

BE IT RESOLVED THAT;

The Society’s Bye-Law 15(b) be Amended to read:

2021 RESOLUTIONS
(continued)

"The Annual General Meeting shall be held as early as possible and not later than three (3) months after the receipt from the Auditor of his report on the audit of the accounts. At least fourteen (14) days' notice of the meeting shall be given stating the time and place of the meeting and the business to be transacted thereat."



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63RD ANNUAL GENERAL MEETING NOMINEES PROFILES

BOARD OF DIRECTORS



NAME: STEVE WALDRON

PLACE OF WORK: Guerra, Elder & Associates

POSITION: Attorney-at-Law

PCU MEMBERSHIP: 45 Years

CREDIT UNION Vice President,

EXPERIENCE: Director – Board of Directors

CREDIT UNION Workshops, Seminars, International

TRAINING: Conferences

OTHER TRAINING: MSc. Business Administration, Certificate in Legal Education, LLB (HONS), Post Graduate Diploma in Professional and Legal Studies, Certificate in Credit Union Governance and Leadership



NAME: HAROLD PHILLIP

PLACE OF WORK: Self Employed

POSITION: Attorney-at-Law

PCU MEMBERSHIP: 40 Years

CREDIT UNION Board of Director, Member

EXPERIENCE: Supervisory Committee
Education Committee

CREDIT UNION Workshops/Seminars/ International

TRAINING: Conference participation

OTHER TRAINING: Masters in Law, Master of Business Administration, Diploma in Security Administration, Diploma in Public Administration

63RD ANNUAL GENERAL MEETING **NOMINEES PROFILES**
(continued)

BOARD OF DIRECTORS



NAME: LESLIE CHARLES

PLACE OF WORK: Retired

POSITION: -

PCU MEMBERSHIP: 23 years

CREDIT UNION Board of Directors

EXPERIENCE: Supervisory Committee

CREDIT UNION Workshops, Seminars

TRAINING:

OTHER TRAINING: Post Graduate Diploma in Educational Administration, International Masters in Business Administration, Associate Degree Mathematics



NAME: ALEXANDER PRINCE

PLACE OF WORK: Self Employed

POSITION: Attorney-at-Law

PCU MEMBERSHIP: 39 Years

CREDIT UNION Past President, Board of Directors

EXPERIENCE: Past Vice President, Board of Directors
Treasurer, Board of Directors

CREDIT UNION Supervisory Committee Member

TRAINING: Workshops/Seminars/International

OTHER TRAINING: Conference
Master of Business Administration
B.Sc. (LLB-Honours) Law
Certificate in Alternative Dispute Resolution

63RD ANNUAL GENERAL MEETING **NOMINEES PROFILES**
(continued)

BOARD OF DIRECTORS



NAME: ANDERSON GONZALES

PLACE OF WORK: Trinidad and Tobago Police Service

POSITION: Police Officer

PCU MEMBERSHIP: 33 Years

CREDIT UNION Alternate Board of Directors

EXPERIENCE: Supervisory Committee Member
Education Committee Member

CREDIT UNION Workshops, Seminars

TRAINING:

OTHER TRAINING: Associate Degree Protective Services
Management
Pursuing BA in Criminal Justice,
Introduction to Credit Union Management



NAME: VERNLY GIFT

PLACE OF WORK: Trinidad and Tobago Police Service

POSITION: Police Officer

PCU MEMBERSHIP: 32 Years

CREDIT UNION Vice President, Secretary, Director – Board of

EXPERIENCE: Directors
Supervisory Committee Member
Member of Ad Hoc Committees

CREDIT UNION Workshops, Seminars, International

TRAINING: Conference

OTHER TRAINING: International Master of Business
Administration, BSc. Sociology, Public Sector
Management and Human Resource
Management

63RD ANNUAL GENERAL MEETING **NOMINEES PROFILES**
(continued)

BOARD OF DIRECTORS



NAME: CANDICE BERTRAND

PLACE OF WORK: Port Authority of Trinidad and Tobago

POSITION: Junior Clerical Officer

PCU MEMBERSHIP: 31 Years

OTHER TRAINING: MSc. Strategic Leadership and Management,
BSc. In Psychology with Minor in International
Relations and Human Resource Management

SUPERVISORY COMMITTEE



NAME: ERROL DILLON

PLACE OF WORK: Procamtec Security Services Ltd

POSITION: Security Consultant

PCU MEMBERSHIP: 31 Years

CREDIT UNION Member Board of Directors

EXPERIENCE: Member Supervisory Committee
Chairman & Secretary Credit Committee

CREDIT UNION Workshops/Seminars

TRAINING: Diploma in Human Resource Management

OTHER TRAINING: Certificate Administrative Management,
Financial Management and Credit Union
Management.



NAME: INGRID MAXWELL

PLACE OF WORK: Retired

POSITION: -

PCU MEMBERSHIP: 40 Years

CREDIT UNION Chairman Supervisory Committee

EXPERIENCE: Secretary Credit Committee

CREDIT UNION Workshops/Seminars

TRAINING:

OTHER TRAINING: GED Certificate
Diploma in Information Communication
Technology

63RD ANNUAL GENERAL MEETING **NOMINEES PROFILES**
(continued)

SUPERVISORY COMMITTEE



NAME: HERBERT MOORE
PLACE OF WORK: Ministry of National Security
POSITION: Police Sergeant
PCU MEMBERSHIP: 28 Years
CREDIT UNION EXPERIENCE: Supervisory Committee Member
CREDIT UNION TRAINING: Workshop/Seminars
OTHER TRAINING: Master of Arts in Human Resource Management, Associate of Science in Project Management



NAME: RYAN PAUL
PLACE OF WORK: Trinidad and Tobago Police Service
POSITION: Police Officer
PCU MEMBERSHIP: 23 Years
OTHER TRAINING: AML/CFT Seminar, Introduction to Forensic Accounting, Capital Market Oversight and Development, Financial Crimes



NAME: MAHALIA BACCHUS
PLACE OF WORK: Trinidad and Tobago Police Service
POSITION: Police Officer
PCU MEMBERSHIP: 21 Years
CREDIT UNION EXPERIENCE: Alternate Supervisory Committee Member
CREDIT UNION TRAINING: Supervisory Member Training
OTHER TRAINING: Associate Degree in Security Administration and Management, Certificate in Criminology, Certificate in Psychology

63RD ANNUAL GENERAL MEETING **NOMINEES PROFILES**
(continued)

SUPERVISORY COMMITTEE



NAME: PAUL JAMESON

PLACE OF WORK: Ernst & Young

POSITION: Facilities Manager

PCU MEMBERSHIP: 23 Years

CREDIT UNION EXPERIENCE: Alternate on the Credit Committee

CREDIT UNION TRAINING: Past Employee/Workshops

OTHER TRAINING: MBA Business Management, Advanced Diploma Business Administration, Certificate in Human Resource Management



NAME: CHERRISE CORENTIN

PLACE OF WORK: Ministry of Education

POSITION: Teacher

PCU MEMBERSHIP: 16 Years

CREDIT UNION EXPERIENCE: Alternate on the Supervisory Committee

CREDIT UNION TRAINING: Workshops

OTHER TRAINING: Pursuing a Master of Education, M.B.A Business Management, BA. Sc Processing Engineering
BSc Mathematics
Pending Master of Business Administration

63RD ANNUAL GENERAL MEETING **NOMINEES PROFILES**
(continued)

SUPERVISORY COMMITTEE



NAME: FARRAH CEBALLO
PLACE OF WORK: Ministry of Education
POSITION: Teacher
PCU MEMBERSHIP: 13 Years
CREDIT UNION EXPERIENCE: Alternate on the Supervisory Committee
CREDIT UNION TRAINING: Workshops
OTHER TRAINING: B.A in General Studies, STEM Workshop Administrator, ECCE Administrator, EECE Teacher Certificate, Certificate in Business Communication



NAME: DANA JOSEPH
PLACE OF WORK: Grant Thornton ORBIT Solutions Ltd.
POSITION: Auditor
PCU MEMBERSHIP: 9 Years
CREDIT UNION EXPERIENCE: Supervisory Committee Member
CREDIT UNION TRAINING: Workshop, Seminars
OTHER TRAINING: ICATT Member
ACCA Member
MSc Professional Accountancy
Certified Accounting Technician

63RD ANNUAL GENERAL MEETING **NOMINEES PROFILES**
(continued)

SUPERVISORY COMMITTEE



NAME: TIFFANY WILLIAMS-DIAZ

PLACE OF WORK: Police Academy

POSITION: Business Operations Assistant II

PCU MEMBERSHIP: 6 Years

OTHER TRAINING: Master of Science in Counselling Psychology,
Master of Business Administration, Diploma
in Project Management, Certificate in Human
Resource Management

CREDIT COMMITTEE



NAME: LYSTRA SEBRO

PLACE OF WORK: Retired

PCU MEMBERSHIP: 39 Years

CREDIT UNION Chairman Credit Committee

EXPERIENCE: Education Committee
Credit Committee Member

CREDIT UNION Workshops/Seminars/International

TRAINING: Conference Participation

OTHER TRAINING: Associate of Science Degree in Labour
Studies, Diploma in Security Administration
and Management
Certificate in Security Administration and
Management

63RD ANNUAL GENERAL MEETING **NOMINEES PROFILES**
(continued)

CREDIT COMMITTEE



NAME: NAFEEZ MOHAMMED
PLACE OF WORK: Police Training Academy
POSITION: Police Inspector
PCU MEMBERSHIP: 37 Years
CREDIT UNION EXPERIENCE: Chairman Credit Committee
CREDIT UNION EXPERIENCE: Secretary Credit Committee
CREDIT UNION TRAINING: Workshops/ International Conference
TRAINING: Participation /Seminars
OTHER TRAINING: Certificate, Finger Printing
Certificate, Photography
Certificate, Crime Scene Search, Testimony & Latent Print Comparison
Certificate, Human Resource Management
Certificate, Occupational Safety & Health



NAME: LAURENCE SQUIRES
PLACE OF WORK: Trinidad and Tobago Police Service
POSITION: Police Officer
PCU MEMBERSHIP: 37 Years
CREDIT UNION EXPERIENCE: Credit Committee Member
CREDIT UNION EXPERIENCE: Supervisory Committee Member
CREDIT UNION TRAINING: Workshops, Seminars
TRAINING:
OTHER TRAINING: Certificate Level 3 Drafting and Construction Work, N.T.A, Certificate in Practical Engineering Surveying, Certificate in Audit Techniques, Certificate in Cost Accounting and Small Business Management

63RD ANNUAL GENERAL MEETING **NOMINEES PROFILES**
(continued)

CREDIT COMMITTEE



NAME: KEVON BEATRICE

PLACE OF WORK: Trinidad and Tobago Police Service

POSITION: Police Officer

PCU MEMBERSHIP: 15 Years

CREDIT UNION Alternate Credit Committee

EXPERIENCE: Chairman Education Committee
Member Membership Committee
Member Tertiary Scholarship Committee

CREDIT UNION Workshops/Seminars

TRAINING:

OTHER TRAINING: BA in Human Resource Management,
Tribunal Aide, Public Relations and Marketing



NAME: SHIRLEY COWAN

PLACE OF WORK: Retired

PCU MEMBERSHIP: 34 Years

CREDIT UNION Loans Officer at T&T Police Credit Union /

EXPERIENCE: Senior Teller Supervisor

CREDIT UNION Workshops/Seminars

TRAINING:

OTHER TRAINING: BA Business Management, Adv, Diploma in
Administrative Management, Certificate in
Human Resource Management

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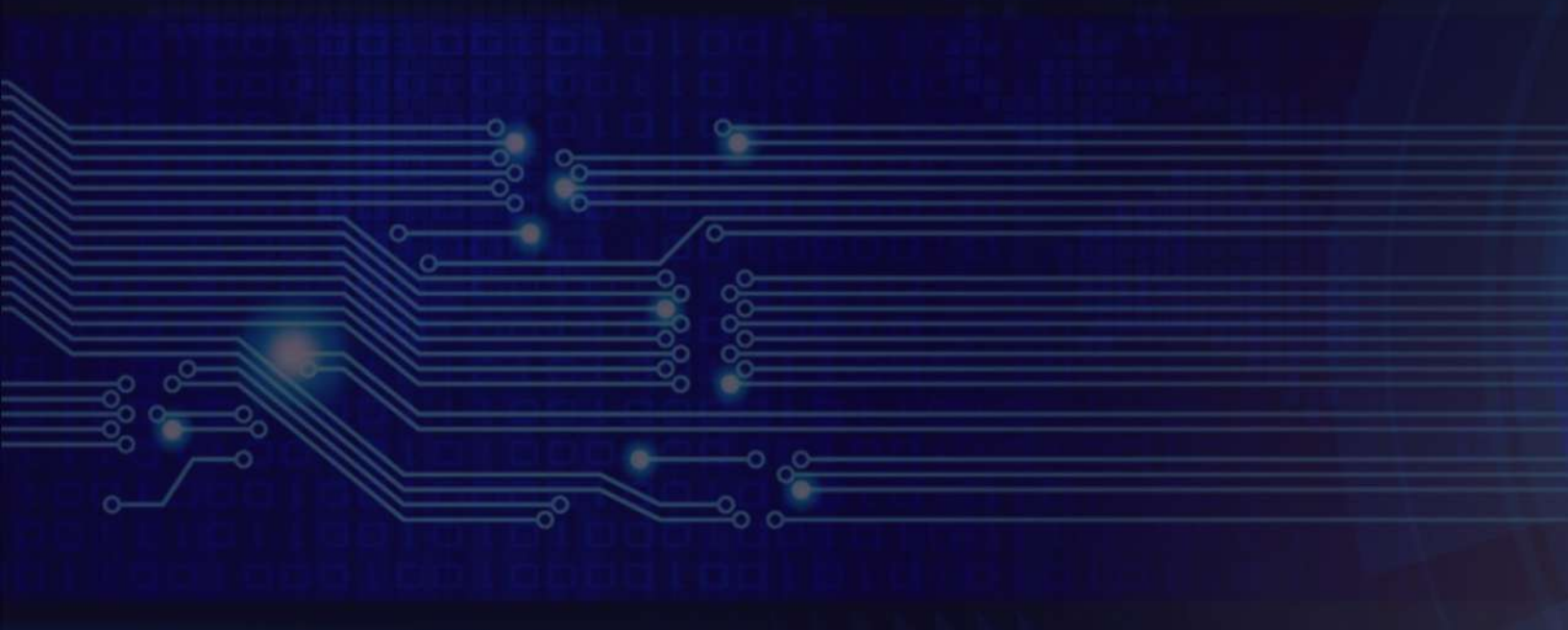
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